



UNIVERSITY OF
AUCKLAND
Waipapa Taumata Rau
NEW ZEALAND

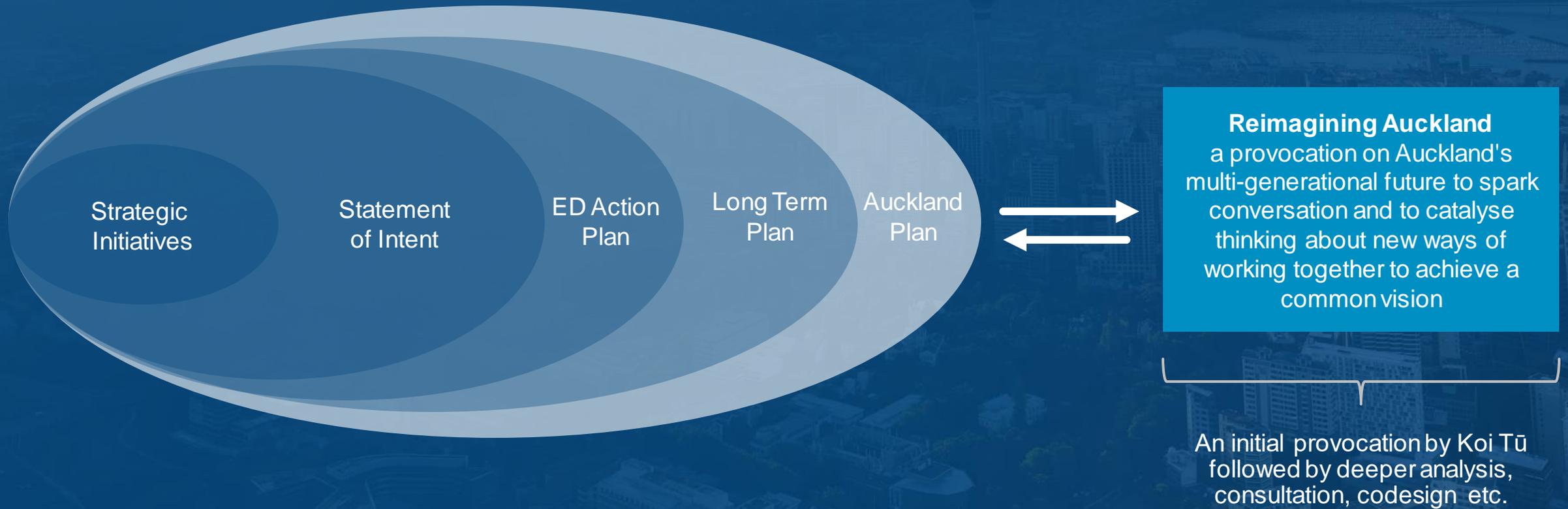
**KOI TŪ:
THE CENTRE FOR
INFORMED FUTURES**

Reimagining Tāmaki Makaurau Auckland Harnessing the region's potential

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In one to two generations time, what could Auckland be?

Starting the conversation





The importance of Auckland for New Zealand

■ Gateway to the rest of NZ

- Facilitates migration and tourism.
- Hub for businesses to compete internationally.
- Attracts foreign investment.
- The departure point for 18% of the value of exports.

■ Auckland is New Zealand's primary region

- (*Arguably*) Auckland City is New Zealand's only city of global scale and relevance.
- 35% of all businesses and 61% of the top 200 companies are located in Auckland.
- Auckland accounts for almost 40% of New Zealand's GDP (38%) and over a third of employment.
- Aucklanders are, on average, ~11% more productive compared to workers from other NZ regions.

The importance of Auckland for New Zealand

- **High GDP per capita compared to most other NZ regions** (except Wellington and Taranaki).
 - GDP per capita is around 12% higher than the New Zealand average.
 - Auckland's average annual household equivalised disposable income (bhc) was \$52,636 for the year ended June 2020 (*New Zealand average = \$47,517*).
- **The Māori economy is thriving**
 - Contributed an estimated \$9.6 billion to Auckland's GDP in 2018 (~9% of Auckland's economy).
 - Growing faster than overall economy.





The importance of Auckland for New Zealand

■ World-class Universities

- Auckland's three universities are all ranked among the top 500 in the world.

■ Highly Educated Workforce

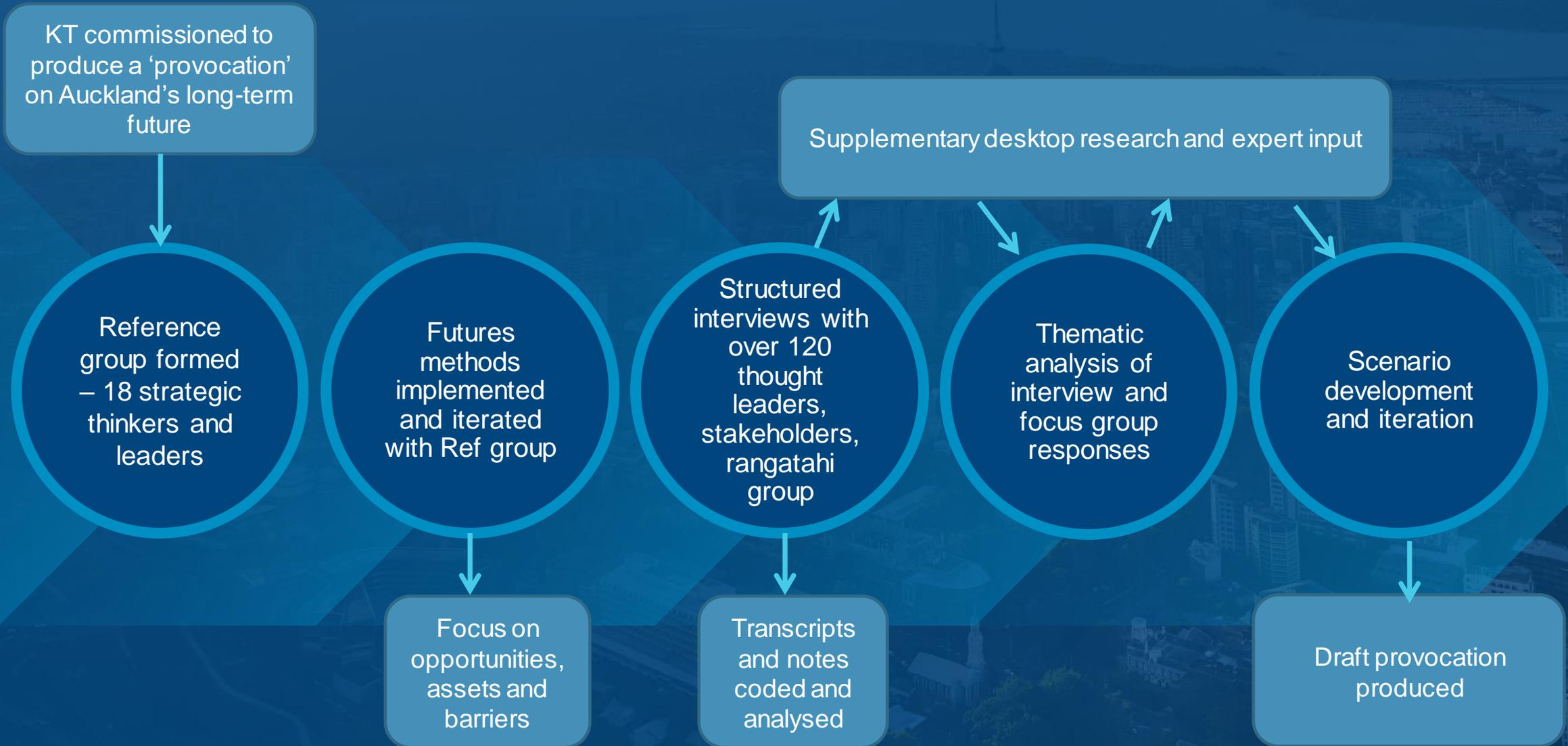
- ~71% of adults have at least an upper secondary education.
- Over ¼ of adults have a bachelor's degree or above.

■ Huge socio-cultural influence (art, film, sports, entertainment, etc.)

■ Most culturally and ethnically diverse region

- Largest populations of Māori and Pacific Peoples in the world.
- High concentration of broad Asian groups.

Approach



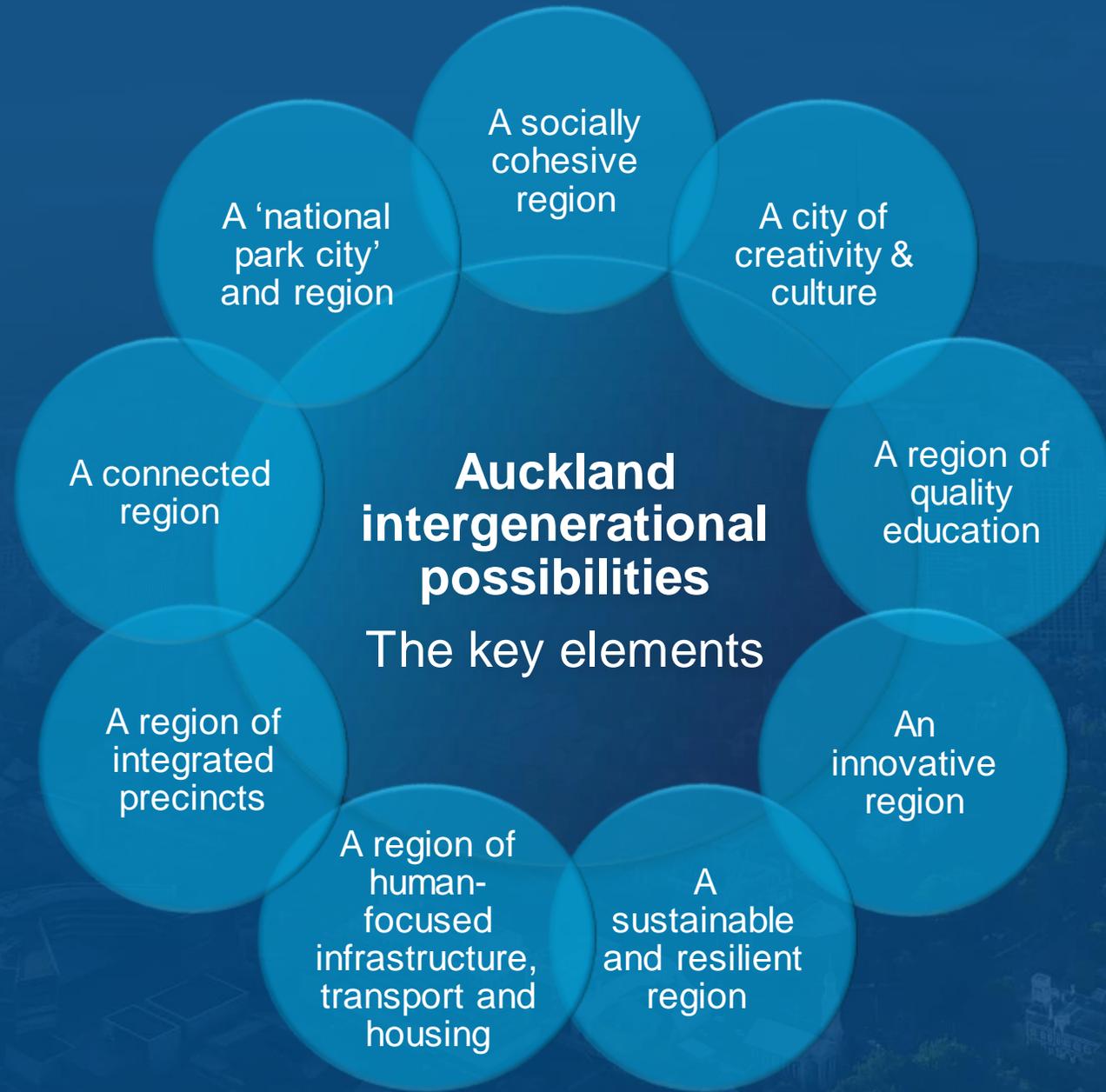
What are the big risks and barriers to address?

- The perception of Auckland by the rest of New Zealand
- Non-aligned strategy and planning
- Embedding disadvantage
- Loss of social cohesion
- Exodus of young people
- Economic stasis / failure to respond to economic transitions & realities
- Climate change
- Environmental degradation
- Inadequate infrastructure
- Inadequate / inequitable social and cultural amenities
- Community ghetto-isation
- Failure to consider future generations adequately
- Disaffected citizens

The provocation explores a number of interconnected elements that convey Auckland's future potential.

- Together they form a holistic vision from which to plan the path ahead
- Interwoven in all of them is Te Tiriti o Waitangi
 - Understanding, celebrating, and protecting Auckland's indigenous history
 - Weaving Māori culture and worldviews into intergenerational strategies and planning
 - Responding to iwi/hapū aspirations
 - Co-designing solutions







1. A socially cohesive region

Auckland is a diverse and inclusive region that celebrates different peoples, cultures and religions.

- **Auckland has a unique identity** that all its citizens are proud to support. It has specifically enhanced the visibility, mana and empowerment of Māori and Pacific people and cultures, while also recognising and celebrating Auckland's wider cultural mix.
- The region benefits from a strong foundation of **intercultural understandings and intercultural knowledge**.
- The city has worked through Treaty and constitutional issues such that **mana whenua** have a clear role in decisions over their people and lands.
- **Diversity (culture, ethnicity, ability, age, gender, etc.) and inclusion** are woven into all social and economic policies.
- More effective modes of **inclusive and trusted democracy** have been established and citizens are fully engaged in thinking through Auckland's continued evolution.
- **Social equity** is promoted by listening to the voices and understanding the needs of all Aucklanders, and acting on these to support all people to thrive.
- Connections between people are enhanced through designing **integrated precincts** that support inclusion and diversity, providing high-quality educational facilities and employment opportunities, as well as ensuring improved social amenities in all areas.
- **All abilities are recognised and catered for.**

2. A region of creativity and culture

Creativity, culture and innovation pervade all communities.

- Auckland is a place where **creativity, culture and innovation thrive**.
- Cultural and creative elements are integrated into the everyday lives of Aucklanders.
- The region's **unique cultural mix is showcased** in a range of creative media that reinforces the region's identity and fosters a sense of civic pride.
 - Cultural infrastructure is connected in a way that tells the unique story of Tāmaki Makaurau.
- The **region's sporting and recreational culture** contributes to the region's identity and sense of cohesion, as well as providing outlets for promoting wellbeing. It's world-class, large-scale infrastructure supports a wide range of sporting and cultural activities.
- **Creative, cultural and innovation precincts** have been established throughout the region and surrounds
 - e.g., a core entertainment and arts precinct in midtown, a cultural creativity precinct in South Auckland, and film precinct in the West.
- **Educational institutes** provide creative talent for precinct-based industries to support creative activities.
- **Entrepreneurship in social, economic and creative domains** is supported (e.g., creative launchpads, incubators and network hubs).





3. An education region

A region known for its high-quality, equitable education network.

- Auckland's education system is radically transformed to **address previous inequities** and provide high-quality schools and kura at all levels across the region.
- The city fosters a **future-focused curriculum** that revolves around critical thinking and creativity, while supporting the development of traditional academic skills.
 - Specialised training to contribute to the weightless knowledge-based economy to provide a counterbalance to New Zealand's diminishing commodity export industries.
- The export education industry is supplemented with **digital education**, primarily for students in the Asia-Pacific Region, as Auckland leverages time zone advantages and is supported by educators drawn from its diverse local ethnic mix.
- **The tertiary education sector is fully engaged with the city**, its communities and its businesses. Arrangements linking tertiary institutions with public and private sectors have built on models successfully applied in places like Waterloo, Canada, Tel Aviv and Silicon Valley.
- **Specialty training hubs and small institutes** are distributed around Auckland, matching the industries clustered in each integrated precinct.
- A world-class **environmental education hub** underpinned by **Māori kaitiakitanga** practices attracts students both locally and globally and supports cities' conservation and environmental endeavours.

4. An innovation region

Auckland as the engine of New Zealand's weightless economy.

- **The region benefits from agglomeration effects** by concentrating on areas of New Zealand's strength and potential, and addressing infrastructural barriers.
- **Policy settings** that have held back economic development have been addressed.
- **Areas that could create a point of global or regional differentiation are supported**
 - e.g., sustainable finance, creative sector, gaming, space systems and engineering, medical technology and some sectors of artificial intelligence.
- **The Māori and Pasifika economies are thriving**, with innovative firms driven by multiple bottom lines and taking a long-term view.
- **Functional linkages** and support structures for innovation have been established.
- Auckland's attractiveness is largely attributed to its **high social cohesion, cultural diversity, and quality of life**, along with its world-class education system that is efficiently linked to private sector innovation
- **Immigration settings have been changed to account for the needs of the advanced economy.** Multinational corporations are encouraged to base research and development activity in Auckland.
- Auckland is promoted as a **test bed** for new urban and people-centric technologies.





5. A sustainable and resilient region

A resilient region where future generations thrive, and people are connected to and take responsibility for the environment.

- Transformative moves have been made across all sectors to improve efficiencies and reduce environmental impacts.
 - The vision of a sustainable city, and the policies enacted, are supported by Aucklanders, who have taken an active role in behaviour change.
- **Climate change and environmental sustainability are central to all planning decisions**, particularly for long-lived infrastructure.
- **Energy efficiency is the norm**, in buildings, transport, and delivery of services.
- **Planning and consenting** ensures environmental and social sustainability as a basic principle
- The region supports a **circular economy** by reducing consumption, increasing reuse and recycling, and minimising waste.
- **Nature-based infrastructure is commonplace.**
- Efficient resource management is promoted and supported by policies and investment in smart-tech solutions

6. A region of human-focused infrastructure, transport and housing

Future-focused innovation and infrastructure for better quality of life for all.

- Auckland has been a **pilot city for a number of future-focused technologies** in infrastructure and housing and has incorporated cutting-edge smart-city features.
 - These have vastly reduced the city's environmental impact and have provided a better quality of life for all citizens by reducing inequities in housing affordability and transport accessibility.
- **Significant investment made in digital infrastructure** supports and connects innovation precincts provide opportunities for high-skilled employment throughout the region, serving as a drawcard for high-tech industries.
- **Digital technologies are fully embedded in the city's infrastructure**, greatly increasing operational efficiencies.
- **The transportation system has been radically transformed** with high-speed transport technology that now connects all of the city's precincts and the neighbouring cities of Hamilton, Tauranga and Whangārei.





7. A region of integrated precincts

A region known for its “places with purpose and character”.

- **Place-based strategies** leverage competitive advantage through focused development, creating a sense of place and identity.
- **Specialised innovation and cultural precincts are established across the region.**
 - Each precinct has a **unique character** that attracts innovators to form a cluster of complementary activities.
- Precincts are also **communities** offering educational, employment, cultural, social and recreational opportunities for residents, with a mix of housing options and transportation.
- **Networking** opportunities in precincts facilitate exchange of information, knowledge, and ideas between different stakeholders.
- Localising **training** centres matched to precinct specialisation.
- **Core regional facilities** (e.g., museums, stadiums, galleries, etc.) are strategically located. The activities of the CBD are balanced with activities in the periphery.
- **Social amenities** are equitably distributed promoting equity in education, health, sporting, recreation and other services.
- **Collective ownership models** promote community empowerment.

8. More than a city: A connected region

Recognising and leveraging Auckland's wider regional assets.

- The region's diverse natural assets are protected.
- Decision making ensures better linkages across the region.
- Participatory and deliberative democratic processes allow voices of non-urban Aucklanders to better contribute to regional development.
- The Māori heritage across the region is promoted.
- Tourism is promoted across the region.
- Rural Auckland is recognised and supported, and productive soils are protected.
- Satellite towns are planned and promoted, giving them special character and identity.
- An effective four-city cluster has been established (Auckland, Whangārei, Tauranga and Hamilton).





9. An indigenously inspired ‘National Park City’

An overarching, integrating scenario that enhances natural, human, cultural and social capital.

- Auckland is a designated National Park City and region, inspired by the values of kaitiakitanga and intergenerational wellbeing.
- Conservation and regeneration of the region's natural taonga and rich cultural heritage are at the forefront of planning and decision-making.
- **Tūpuna Maunga have been recognised as a World Heritage site.**
- The region's numerous reserves and sanctuaries, marine parks, and conservation domains ensure that **biodiversity is sustained** and teem with native flora and fauna.
- **Auckland is notably natural and green.** Its parks and reserves flourish, and its harbours and waterways are clean and protected.
- Continuous **corridors for biodiversity** are provided by enhancing and connecting green and blue spaces.
- **Green infrastructure is commonplace**
 - e.g., permeable pavements, rain gardens, urban farms, community gardens, green walls, rooftop parks and gardens.
- The National Park City promotes outdoor recreation and learning, cycling, walking, kayaking, outdoor art and performance, and public green spaces in the city centre and throughout its connected precincts and communities.

Progress will require addressing the elephants in the room

- Coordination of strategy, planning and governance
- More effective citizen and stakeholder engagement
- Intergenerational thinking
- Resolution of local body funding dilemmas

Enabling change

The key enablers in moving Auckland forward are the agencies of central and local government. It requires substantive change in the way governance and planning occurs. In particular it would require:

- **A system-wide consensus on a long-term vision for Auckland**
 - There needs to be **alignment between central and Auckland agencies** on Auckland's long-term **strategy** and development
 - The need for a strong **Auckland caucus of MPs** well linked to the mayor
 - Strategy and planning are different
- **Buy-in to the vision by Auckland citizens and the rest of NZ**
 - This requires building **trust** in the decision-making process
 - It would be helped by more expansive modes of engagement and participation
 - **Participatory and deliberative democratic methodologies** are well adopted
 - Reflection on how this reflects Te Tiriti and Auckland's diversity
- **An integrated planning system**
 - This requires a **singular planning agency** sharing common data and strategic planning between central and local decision makers
- **Taking an intergenerational perspective**
 - Appointing an empowered **commissioner for future generations**
 - Appointing **rangatahi advisory groups** to local boards



Examples of links to existing plans, initiatives and strategy documents

A socially cohesive region

- Auckland Plan 2050
- Diversity & inclusion strategies within Council and CCOs
- Disability strategies
- Ministry for Ethnic Communities strategy
- The Southern Initiative
- Mana Whenua Kaitiaki Forum

A region of quality education

- National Education Growth Plan 2030
- Initiatives of education futurist, Frances Valentine: The Mind Lab and Tech Futures Lab

An innovative region

- GridAKL
- The FoodBowl – Te Ipu Kai
- The Economic Development Action Plan
- Creative HQ
- UoA's VentureLab Incubator

A region of integrated precincts

- Auckland Plan 2050
- City Centre Master Plan
- The Southern Initiative
- Eke Panuku

A connected region

- Upper North Island Strategic Alliance (UNISA)

A 'national park city' and region

- Urban Wildlife Trust
- Other Proposals for National Park Cities

Examples of links to existing plans, initiatives and strategy documents

A city of creativity and culture

- Auckland Plan 2050
- Auckland UNESCO City of Music
- Auckland Music Strategy: Te Rautaki Puoro o Tāmaki Makaurau 2018-2021
- Toi Whītiki – Auckland’s Arts and Culture Strategic Action Plan

A sustainable and resilient city

- C40 Network
- New Normal initiative
- Sustainable Business Network
- Auckland Waste Minimisation Strategy,
- Te Tāruke-ā-Tāwhiri: Auckland’s Climate Plan, Parakore
- XLabs: A circular economy lab
- CE park in South Auckland (TSI) to develop the tech, create jobs

A smart city

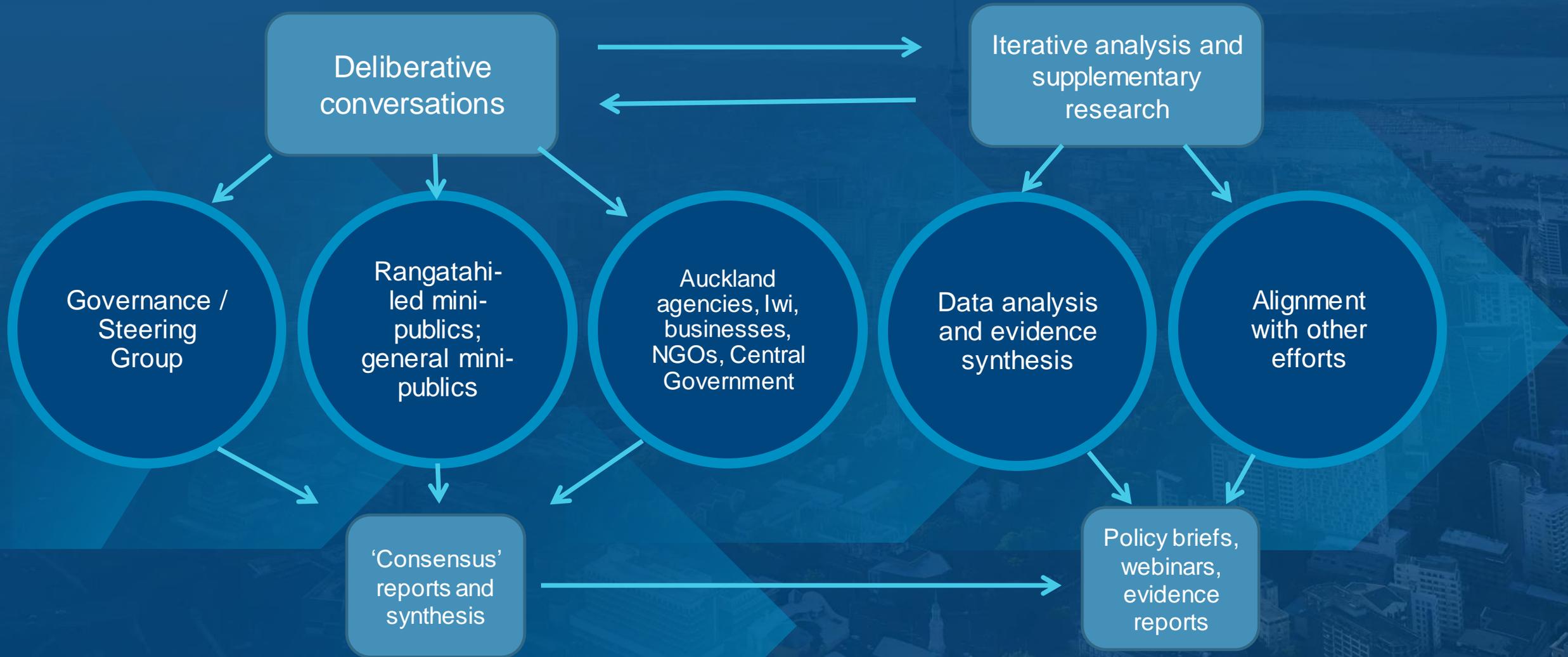
- Government Policy Statement on Housing and Urban Development (GPS-HUD)
- Brainbox Institute
- Spark’s Smart Street in Wynyard Quarter (in collaboration with Auckland Transport, NB SmartCities, Cisco and Eke Panuku Auckland)

Enabling change: Governance, management and planning

- Future of Government Reform
- Resource Management (RM) Reform

Continuing the conversation

a proposed iterative process





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