Auckland Sustainability Framework
An agenda for the future

September 2007
The Auckland Sustainability Framework has been developed with the support of the Auckland Regional Growth Forum.
It is a joint project by all the local authorities of the Auckland region:

- Auckland City Council
- Auckland Regional Council
- Franklin District Council
- Manukau City Council
- North Shore City Council
- Papakura District Council
- Rodney District Council
- Waitakere City Council.

The project is in collaboration with central government agencies coordinated by the Government Urban and Economic Development Office.
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The concept of sustainability lies at the heart of this Framework. It acknowledges social, cultural, environmental and economic interdependencies and the need to work within ecological limits. It recognises the challenge of long term thinking and planning when rapid change creates an uncertain future. This Framework therefore focuses on developing a resilient region that can adapt to change by building strong communities and robust ecological systems, and designing flexibility into our economy, infrastructure and buildings.

The Framework also acknowledges Mana Whenua as the first peoples of the region and an intimate part of the ecological and cultural fabric of the region. In response to the Framework and sustainability challenges, Mana Whenua have developed their own sustainability Framework in parallel. The Mana Whenua Framework is a regional innovation which is built on generations of knowledge and reflects the world view of the various iwi and hapu of the region. There are key linkage points between the two Frameworks, which will allow them to be used together.

As shown below, the Framework is designed to guide regional strategies and decision-making towards sustainable outcomes.

Over the next 100 years, the Auckland region will face enormous change from global forces such as climate change and local trends such as high population growth. The region has to plan now so it can respond to the challenges and opportunities these changes present. This Framework’s long term and integrated approach to regional planning will help ensure that Aucklanders continue to enjoy a high quality of life and leave a positive legacy for future generations.

The Framework is a collaborative effort led by all of the region’s councils working with central government, Mana Whenua*, and the academic, business and community sectors. Importantly, the process of developing the vision involved the Auckland region’s youth in recognition of the project’s intergenerational focus. These groups have all worked together to develop a Framework that will enable 21st century Auckland to achieve the following vision:

Te pai me te whai rawa a Tamaki – The prosperity and abundance of Auckland

Auckland is an interconnected community, celebrating knowledge, diversity and opportunity, working within the ecological limits of the region to nurture social and economic prosperity, creating a region that will be enjoyed ... forever.

Achieving this vision will improve Aucklanders’ quality of life by building upon the region’s many unique and positive attributes. It will build further resilience and strength to the important social and economic role that Auckland plays in New Zealand and the Pacific, and it will establish the region as a world leader in sustainable development.

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As shown below, the Framework is designed to guide regional strategies and decision-making towards sustainable outcomes.

• Refer to Glossary (p 38) for definitions of Māori terms.

The Framework is built around eight interrelated and long term goals:

- A fair and connected society
- Pride in who we are
- A unique and outstanding environment
- Prosperity through innovation
- Te Puawaitanga o Te Tangata: Self-sustaining Māori communities
- A quality, compact urban form
- Resilient infrastructure
- Effective, collaborative leadership.

Achieving these long term goals will enable Auckland to take a sustainable development approach to responding to the following forces of change: climate change, unsustainable natural resource use, global economic change, population pressures and demographic change and social disadvantage. This does, however, require changing our current ways of doing things – ‘business as usual’ is simply not an option.

The Framework’s contributors have identified the following major ‘shifts’ that must occur in our social values and expectations, and systems and processes:

- Put people at the centre of thinking and action
- Think in generations, not years
- Value Te Ao Māori
- Activate citizenship
- Create prosperity based on sustainable practices
- Reduce our ecological footprint
- Build a carbon neutral future
- Integrate thinking, planning, investment and action.

Each goal’s specific long-term outcomes are defined and details are provided about a range of high level strategic responses necessary to achieve each goal.

Existing public-sector commitments offer limited scope for additional programmes over the next five years, but planned and existing programmes can be reviewed and aligned to this Framework and work can begin on longer term prioritised change. Some immediate actions and longer term responses are proposed.

The Framework is intended as a dynamic, living document and some elements will evolve and change over time. The Framework will be subject to development, refinement and ongoing implementation.

Future processes, including the establishment of the Regional Sustainable Development Forum and the development of One Plan will help ensure that the Framework is successfully implemented. Further public consultation and communication is also planned.

Importantly, a process to enable ongoing participation by Māori, both Mana Whenua and Tauraha, into the Framework will be further developed. This process, linked with regional governance, will provide ongoing opportunities for dialogue and alignment.

There will be regular assessment and reporting on implementation of the Framework to track the region’s progress. A five yearly review of the Framework is intended to assess its effectiveness. A Tool kit has also been developed to help apply the Framework to strategies and decision-making. The methodology and tools will facilitate alignment of strategies and plans, guide them towards the sustainability goals, and make any tradeoffs and synergies explicit.

The Tool kit will develop and improve with application and experience and is intended to evolve over time.

A prioritised set of headline indicators supported by a set of measures for each goal have been identified to track the region’s overall progress towards sustainable development. A series of targets will also be developed.

Achieving a sustainable Auckland will require a change in direction, policies and behaviours. The Framework highlights several fundamental issues that need to be debated and resolved. This includes how the region should build a carbon neutral future and the extent that change should be brought about by public sector actions versus market forces.

There is no denying the enormity of the journey that lies ahead. Implementing this Framework will require active commitment and involvement from all levels of government, Mana Whenua and the business, rural and community sectors. Ultimately the challenge of creating a sustainable region belongs to all the region’s citizens. The major shifts needed to achieve this will require strengthened connections between communities, local, regional and central government.

Making progress will not always be easy – or comfortable – but it’s a road well worth travelling for the sake of Aucklanders, New Zealanders – and the planet.
Auckland's lifestyle sets it apart from other international cities. Its cosmopolitan centres, within easy reach of beaches and open space, increase Aucklanders’ quality of life and provide a sense of regional identity. It draws expatriates home and is a compelling attraction to migrants.

Auckland’s local Mana Whenua and our growing mix of cultures has created a fusion of identities distinguishing the region from the rest of New Zealand. At the same time Māori and Pasifika cultures provide an international point of difference.

As this country’s only city-region of international scale, Auckland plays a significant social and economic role in the nation’s prosperity. This role will continue to grow with much of New Zealand’s future population and economic growth expected to occur in the upper North Island. The future of the Auckland region is closely aligned with the future of Northland, Waikato and Bay of Plenty regions. Sustainable outcomes can only be achieved by close collaboration between these regions and central government.

The way in which the region develops will be critical to Aucklanders’ long term success and quality of life. Just as previous generations’ efforts have shaped the region, the decisions made today will create an enduring legacy. Many current challenges, such as climate change and population growth will have physical implications for the region and will influence where development occurs, what gets protected and the type of buildings and infrastructure that gets constructed.

The Regional Growth Strategy has already identified the need to minimise sprawl and encourage compact development. Work has begun and will need to continue to focus future growth in integrated centres of higher density, mixed use development connected by high quality public transport.

Regional decision-making will also need to reflect the interdependency and role of rural and urban areas in the region’s sustainability. Rural areas are important to the region’s overall health and wellbeing, offering a contrast to urban lifestyles while providing a thriving rural economy.

What we decide now will shape future Auckland. Our task is to ensure that the Auckland region remains a desirable home, where people lead rich and satisfying lives, for generations to come.
The Framework’s sustainability concept
The concept of sustainability which lies at the heart of this Framework is expressed through:

- Anticipating future challenges and opportunities
- Working within ecological limits
- Acknowledging social, cultural, environmental and economic interrelationships
- Learning from the past, enhancing Auckland’s current wellbeing, and creating a positive and enduring legacy
- Developing a resilient region that can adapt to change by building strong communities and robust ecological systems, and designing flexibility into our economy, infrastructure and buildings.

Mana Whenua world view
The Mana Whenua view of sustainability is anchored in a world view built on an holistic philosophy that recognises, values and treasures the interconnectedness of everything and everyone.

Stories, traditions, philosophies and values passed down from generation to generation underpin this world view. These traditions have combined to shape the Mana Whenua world view and their understandings and relationships with the natural world and act to reinforce the various relationships between the land and people and will continue to do so for the present and future generations.

In response to the Framework and the sustainability challenges, Mana Whenua have developed their own sustainability Framework through a parallel process of engagement. There are key linkage points between the two Frameworks, so that they can be used hand in hand. The Mana Whenua Framework will be used as a regional integration point for the various Mana Whenua groups of the region as well as between Mana Whenua and the public sector.

In reviewing and developing major strategies it is envisioned that decision-making is undertaken in a manner that:

- Recognises Mana Whenua as the indigenous people of the region
- Accords value to Te Ao Māori
- Gives due effect to Te Tiriti o Waitangi/Treaty of Waitangi
- Contributes to Māori needs and aspirations.

A fuller outline of the Mana Whenua Framework and process is found on pages 34-37.
The region’s councils have worked in partnership with central government agencies, and collaborated with Mana Whenua and the academic, business and community sectors to create this long term sustainability Framework. This Framework is designed to align short term investment and action with long term social, economic, environmental and cultural outcomes. As shown in the diagram below it does this by:

- Guiding and integrating current and future strategies and plans that affect the region
- Providing a tool for reviewing and developing regional strategies to ensure they deliver sustainable outcomes and have anticipated forces of change.

The Framework’s 100 year vision and long term goals facilitate effective long term planning and allow for ongoing review of challenges and responses. It is flexible enough to allow for the fact that some shifts, especially those that challenge current societal norms, could take a generation to achieve. It also accommodates shifts that could be achieved within a decade and suggests a number of short and medium term strategic responses. A range of measures are proposed to track the region’s progress towards the sustainable development of the region. Although these measures will be refined over time, they should remain largely unchanged so as to track long term trends.

The Framework weaves together Auckland’s interrelated aspirations – the vision and goals with the shifts will produce strategic responses. These responses will help achieve the aims and objectives of the Framework. The Framework also helps identify potential synergies or trade-offs between different strategies and plans.

**Framework overview**

### 100 YEAR VISION

To pai me te whai rawa a Tamaki – The prosperity and abundance of Auckland

Auckland is an INTERCONNECTED COMMUNITY, celebrating KNOWLEDGE, DIVERSITY AND OPPORTUNITY, working within the ecological limits of the region to NURTURE SOCIAL AND ECONOMIC PROSPERITY, creating a region that will be enjoyed ...FOREVER.

### G O A L S

- A fair and connected society
- Pride in who we are
- A unique and outstanding environment
- Prosperity through innovation
- Te Puawaitanga o Te Tangata self-sustaining Māori communities
- A quality, compact urban form
- Resilient infrastructure
- Effective, collaborative leadership

### SUSTAINABILITY CHALLENGES

- PUT PEOPLE AT THE CENTRE OF THINKING AND ACTION
- THINK IN GENERATIONS, NOT YEARS
- VALUE TE AO MĀORI
- ACTIVATE CITIZENSHIP
- CREATE PROSPERITY BASED ON SUSTAINABLE PRACTICES
- REDUCE OUR ECOLOGICAL FOOTPRINT
- BUILD A CARBON NEUTRAL FUTURE
- INTEGRATE THINKING, PLANNING, INVESTMENT & ACTION

### STRATEGIC RESPONSES

- THINK IN GENERATIONS, NOT YEARS
- VALUE TE AO MĀORI
- ACTIVATE CITIZENSHIP
- CREATE PROSPERITY BASED ON SUSTAINABLE PRACTICES
- REDUCE OUR ECOLOGICAL FOOTPRINT
- BUILD A CARBON NEUTRAL FUTURE
- INTEGRATE THINKING, PLANNING, INVESTMENT & ACTION

### IMPLEMENTATION

- Applying the Framework (Tool kit)
- Evaluation & monitoring
- Winning hearts & minds
Responding to CLIMATE CHANGE

The traditional ways of planning for Auckland’s future are becoming less effective as our world, country and region experience increasing change. These changes are revealing new sustainability challenges and opportunities that the region will face over the next 100 years.

Decision-making models with specific predictions of what the future holds, will need to shift to an approach that manages uncertainty and adapts to changing circumstances. Auckland’s sustainability challenges will continue to evolve and addressing them in a sustainable manner requires central and local government to work together, continuously monitor developments, and adjust their planning and implementation accordingly.

As the Framework is put into effect, decision-makers will need to make some difficult decisions. We don’t yet have all the answers about what courses of actions will be required to make the region sustainable, and in some cases it will be necessary to trade off one set of interests against another. While this Framework provides the tools that enable decision-makers to identify when trade-offs are being made, this section highlights several fundamental questions that the region will need to resolve.

It is predicted that climate change will result in more extreme weather and sea level rises causing flooding, coastal inundation and erosion problems across the region. Planners and decision-makers will need to address the risk this presents to coastal and low-lying infrastructure and development. Furthermore, higher temperatures may create public health issues such as the introduction of tropical disease and agriculture and ecological issues caused by biosecurity incursions.

Within 45 years, up to 200 million people worldwide are predicted to be permanently displaced due to rising sea levels, flooding and drought. Auckland and New Zealand may face increased pressure to accept more migrants given that, by comparison, this country is likely to have fewer climate change problems. This challenge creates a number of ethical questions around the imperative to respond to the needs of climate change refugees while at the same seeking to protect our own sustainability.

Addressing climate change will require Auckland to reduce greenhouse gas emissions as part of New Zealand’s overall response to its commitments under the Kyoto Protocol agreements. However we do not yet know how we would build a carbon neutral future, by when, or what this specifically would mean for the economy and for Aucklanders’ lifestyles. Steps to reduce greenhouse gas emissions will create challenges for agriculture, transport and energy generation.

New opportunities may emerge; for example, Auckland could be well placed to reshape agricultural production so as to capitalise on warmer temperatures and increasing water scarcity in Australia and elsewhere.
Five sustainability challenges for the Auckland region

- In 2005 the population of the world reached 6.5 billion. Some predict it will peak at 9 billion by 2050. VI
- In the past half-century the world has lost one quarter of its topsoil and one third of its forest cover. VII
- International estimates of when oil production will peak generally range from 2020 to 2050.
- World energy demand will expand by more than 50% between now and 2030. VIII
- It is estimated that as many as 48% of the world’s projected population will live in water stressed river basins by 2025. IX
- It is predicted that the world’s fish and seafood populations will collapse by 2048 if current trends in habitat destruction and over-fishing continues. X
- Electricity consumption in New Zealand has more than doubled since 1974 and could double again over the next 20 years. XI
- New Zealand’s oil consumption has increased by 91% over the past 20 years. Oil is the largest single source of energy in New Zealand, at 52%. XII
- Aucklanders collectively drive approx. 22 million km per day. This is equal to driving round the circumference of the earth 548 times. XIII

One of the 21st century’s biggest challenges involves finding ways to reduce material consumption, use resources more efficiently and to use renewable rather than non-renewable resources. In part, resource efficiency and waste reduction can be achieved by radically improving technology and processes, requiring changes in production patterns. It will also involve changing consumption patterns such as rapidly reducing our reliance on carbon based fuels (and therefore on cars) and developing a more compact urban form.

It will not be easy to achieve significant behavioural shifts at an individual or organisational level. The region needs to determine to what extent additional public sector action will be required. One consideration is the limited timeframes we may have in which to make these behavioural shifts.

In doing more with less, care must be taken to ensure that measures to moderate demand patterns (e.g. through price changes or prohibitions) do not excessively burden those who are already vulnerable, and who are financially unable to shift their demand.
New Zealand must undergo economic transformation over the next two decades if we are to capitalise on the opportunities arising from increased globalisation, and the economic rise of China and India.

Cities drive economic growth, therefore such a transformation is critical for Auckland as it is New Zealand’s only urban economy that can realistically be an effective global marketplace competitor. Yet Auckland’s and indeed New Zealand’s small size within the global economy, and our distance from major markets, make us particularly vulnerable to global change. Auckland’s challenge is to identify and develop a strong niche market role and to ensure adequate provision of human, infrastructure and capital resources to create and strengthen this position.

The Framework raises the question of what a sustainable economy will look like. For example, the export focus of the Government’s Economic Transformation Strategy and regional strategies are driven by the need to provide export oriented growth opportunities for businesses that would otherwise be constrained by the domestic market’s limited size. Yet oil shortages or carbon pricing could seriously threaten the viability of some current, bulky, low value exports. It could also drive up the cost of imports. More work will be needed to assess the possible impacts of such issues, and the best strategic responses.

Auckland’s population is expected to grow by the equivalent of the Wellington region population by 2026, based on consistent population growth trends of 1.5 to 2% per annum.

Although positive from an economic development perspective, such growth will put enormous pressure on the region’s environmental quality, rural land, open space and physical infrastructure. It will also change how we live, what our communities look like and our lifestyle choices. The region will need to accommodate this growth in a way that creates positive social, cultural, economic and environmental outcomes.

There may be increasing uncertainty around the rate and nature of Auckland’s population growth. Both global and domestic factors will influence the rate and nature of Auckland’s growth and the potential for shocks such as climate-change migration will require the development of a greater range of planning scenarios.

Auckland’s population will also become more diverse. Rapid change to communities’ ethnic and cultural composition will create greater challenges for maintaining social inclusion and shared values and aspirations throughout the region. This issue also has strong implications for public awareness of and support for indigenous people’s rights and Treaty of Waitangi outcomes.
Addressing DISADVANTAGE

The Auckland region must address disparities in opportunities and incomes, particularly for the most disadvantaged people living in the most disadvantaged communities. Decreasing access to affordable housing, poor health status and educational failure has resulted in endemic problems in some communities, particularly Māori, Pacific peoples and some recent migrant groups.

At the same time disadvantage has a geographic dimension, resulting in concentrations of relatively poor people in what are becoming quite deprived neighbourhoods. Such concentrations can result in long term social polarisation, and anti-social or criminal behaviour. This could undermine sustainability efforts and potentially threaten the region’s economic prosperity and social cohesion.

The ongoing challenge is how to lift incomes across the board, reduce social/economic extremes and prevent the region from having geographic areas of deprivation.
The Auckland region’s vision and goals

This shared 100 year vision provides long term direction for the region. The vision reflects the aspirations of the Auckland region’s Youth Voice, acknowledging the up-coming generation’s role in creating the future.

Te pai me te whai rawa a Tamaki – The prosperity and abundance of Auckland

Auckland is an interconnected community, celebrating knowledge, diversity and opportunity, working within the ecological limits of the region to nurture social and economic prosperity, creating a region that will be enjoyed ... forever.

Achieving this vision requires implementing the following eight interrelated long term goals:

1. A fair and connected society
2. Pride in who we are
3. A unique and outstanding environment
4. Prosperity through innovation
5. Te Puawai Tangata, self-sustaining Māori communities
6. A quality, compact urban form
7. Resilient infrastructure
8. Effective, collaborative leadership
Auckland’s long term vision and supporting goals cannot be achieved by thinking and acting as we have always done. Succeeding in the face of Auckland’s challenges, and capitalising on current and future opportunities requires the following **eight fundamental shifts** in thinking, planning, investment and action.

<table>
<thead>
<tr>
<th>Shift</th>
<th>Description</th>
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<tbody>
<tr>
<td>PUT PEOPLE AT THE CENTRE OF THINKING AND ACTION</td>
<td>Enable people to be Auckland’s most important asset by thinking, planning and acting in a manner that enables all of the region’s people, neighbourhoods and communities to participate and succeed.</td>
</tr>
<tr>
<td>THINK IN GENERATIONS, NOT YEARS</td>
<td>Ensure that today’s decisions leave a positive and enduring legacy for future generations by taking a long rather than a short term approach to decision-making, planning and investment.</td>
</tr>
<tr>
<td>VALUE TE AO MAORI</td>
<td>Acknowledge Mana Whenua as the indigenous people of Tamaki Makaurau Auckland and recognise the significant role they play in sustaining the region. Accord value and celebrate Te Ao Māori (the Māori world view, culture and values) as a core element of the region’s identity.</td>
</tr>
<tr>
<td>ACTIVATE CITIZENSHIP</td>
<td>Encourage and support citizenship by redefining individuals’ and organisations’ civic rights and obligations to contribute to the common good on a local and global scale, and increase opportunities for people to participate in society.</td>
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<tr>
<td>CREATE PROSPERITY BASED ON SUSTAINABLE PRACTICES</td>
<td>Use sustainability as a point of difference to capitalise on global market opportunities by genuinely and visibly working towards sustainable development.</td>
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<tr>
<td>REDUCE OUR ECOLOGICAL FOOTPRINT</td>
<td>Redress global warming, biodiversity losses and diminishing natural resources through more efficient land, water and energy usage, and by ensuring economic development improves environmental wellbeing.</td>
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<tr>
<td>BUILD A CARBON NEUTRAL FUTURE</td>
<td>Reduce carbon based fuel consumption by shifting towards renewable energy usage, and radically reducing energy use by reorganising production and consumption patterns.</td>
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<tr>
<td>INTEGRATE THINKING, PLANNING, INVESTMENT &amp; ACTION</td>
<td>Optimise Auckland’s social, cultural, environmental and economic opportunities by taking an integrated approach to thinking, planning, investment and action. Build a collaborative relationship with adjacent regions.</td>
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The following pages discuss how the shifts inform each goal and provide a series of strategic responses.
A fair and connected society

Aucklanders’ strong sense of fairness means that we look after each other, especially those most disadvantaged. Equal access to quality institutions, services and infrastructure ensures we are healthy, safe, well educated, and well informed, and that we are all supported to realise our full potential as individuals and as communities. People have a strong sense of belonging to their communities, while diverse neighbourhoods and communities are interconnected to form a cohesive Auckland regional community.

INDICATIVE STRATEGIC RESPONSES WHICH WILL CONTRIBUTE TO MEETING THE GOAL

- Ensure homes are healthy and affordable
- Provide access to jobs and essential services in disadvantaged neighbourhoods
- Prioritise social initiatives towards those communities with the greatest needs
- Ensure planning and policies reduce and avoid geographic concentrations of deprivation
- Provide life-long opportunities for people to participate in education, training and employment
- Ensure strong connections between young people and their families and communities
- Provide appropriate support for young people as they navigate transitions to further education, training or employment
- Improve the educational achievement levels for low-decile schools and underachieving students
- Draw upon the knowledge, skills and experience of the growing cohort of older people and ensure they can continue to lead active and satisfying lives
- Make schools the centres of communities; e.g. by offering a wider range of in-school and after-school programmes for children and parents
- Ensure appropriate infrastructure and support is in place to increase participation in community events and to encourage active recreation

- Achieve acknowledgement of Mana Whenua by Auckland’s diverse population and Mana Whenua’s role to manaaki
- Ensure Māori receive the equality of opportunity and equity of outcomes for whanau

- Enable equal participation in democratic processes
- Enable everyone to be actively involved in communities
- Support community leaders to represent their groups’ interests and needs
- Actively encourage the values and actions that promote citizenship (e.g. neighbourliness, trust, cooperation, volunteering and social networking)
- Ensure there is trust between communities and the institutions that represent or support them (such as government, councils and the police)

- Increase collaboration between local and central government, and community and voluntary organisations
- Ensure all regional strategies and decisions incorporate a social dimension
- Increase planning at the neighbourhood level utilising a systems approach integrating social, cultural, economic and cultural outcomes
- Ensure cooperation and collaboration with adjacent regions (Northland, Waikato and Bay of Plenty)
There is increased equity in life expectancy and health.

People feel connected to others and have a strong sense of belonging to their communities.

Everybody has the knowledge and skills needed to participate fully in society.

Everybody has access to an adequate income and affordable housing that meets their needs.

People enjoy physical security and feel safe.

Evaluating success

The following measures will be further developed and used to evaluate the extent to which this goal has been achieved. Associated targets will also be developed.

WHAT DOES SUCCESS LOOK LIKE

<table>
<thead>
<tr>
<th>WHAT DOES SUCCESS LOOK LIKE</th>
<th>MEASURES</th>
<th>Associated targets</th>
</tr>
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<tbody>
<tr>
<td>There is increased equity in life expectancy and health.</td>
<td>Life expectancy.</td>
<td>Mortality rates.</td>
</tr>
<tr>
<td>People feel connected to others and have a strong sense of belonging to their communities.</td>
<td>Residents’ perception of sense of community within local neighbourhood.</td>
<td>Regular contact with family/friends. Participation in sport and active leisure.</td>
</tr>
<tr>
<td>Everybody has the knowledge and skills needed to participate fully in society.</td>
<td>School leavers’ qualifications.</td>
<td>Adult literacy rates.</td>
</tr>
<tr>
<td>Everybody has access to an adequate income and affordable housing that meets their needs.</td>
<td>Casualisation rates.</td>
<td>Housing quality.</td>
</tr>
<tr>
<td>People enjoy physical security and feel safe.</td>
<td>Intentional injury child mortality.</td>
<td>Reported crime rates.</td>
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Goal 1

A fair and connected society
# Pride in who we are

Aucklanders understand and celebrate who we are within a local, national and international context. We respect each other, our different cultures, heritage and traditions, and value Māori as tangata whenua. Celebrating our diversity and sharing a common bond with the land has created a sense of pride in Auckland’s distinct identity. Being innovative, working together and recognising the past as we move toward our future has resulted in Aucklanders being trend-setters in the world.

## INDICATIVE STRATEGIC RESPONSES WHICH WILL CONTRIBUTE TO MEETING THE GOAL

<table>
<thead>
<tr>
<th>Put people at the centre of thinking and action</th>
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<tbody>
<tr>
<td>• Increase opportunities for Auckland residents to develop a strong sense of Auckland’s history, people and place</td>
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<tr>
<td>• Build a strong regional identity that connects diverse communities and cultures whilst maintaining their individual integrity</td>
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<tr>
<td>• Ensure that thinking and actions provide for diverse cultures and needs</td>
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<tr>
<td>• Ensure that smaller cultures are able to flourish alongside larger, more dominant cultures</td>
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<tr>
<td>• Encourage host communities to welcome migrants and support their integration</td>
</tr>
<tr>
<td>• Support and adequately resource a wide range of cultural and recreational activities and facilities</td>
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<tr>
<td>• Identify and protect culture and heritage sites</td>
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<table>
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<th>Value Te Ao Māori</th>
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<tr>
<td>• The region’s identity strongly reflects Mana Whenua heritage and culture</td>
</tr>
<tr>
<td>• Celebrate and value Māori cultural landscapes, the Māori names of places and the associated people, stories and traditions</td>
</tr>
<tr>
<td>• Māori culture is valued and celebrated as a unifying thread of Kiwi identity and uniqueness</td>
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<table>
<thead>
<tr>
<th>Think in generations, not years</th>
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<td>• Ensure public spaces reflect our regional identity and local identities</td>
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<td>• Identify and protect culture and heritage sites</td>
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<table>
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<tr>
<th>Activate citizenship</th>
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<tbody>
<tr>
<td>• Support community groups that look after natural and cultural heritage</td>
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<tr>
<td>• Support community cultural events</td>
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<table>
<thead>
<tr>
<th>Create prosperity based on sustainable practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Realise our unique culture’s potential for economic development</td>
</tr>
</tbody>
</table>
Our cultural heritage is valued.

Te Reo Māori is a thriving language that is spoken widely by both Māori and non-Māori.

We have pride in our region.

Evaluating success

The following measures will be further developed and used to evaluate the extent to which this goal has been achieved. Associated targets will also be developed.

WHAT DOES SUCCESS LOOK LIKE

Our cultural heritage is valued.

Te Reo Māori is a thriving language that is spoken widely by both Māori and non-Māori.

We have pride in our region.

MEASURES

Number of cultural heritage/wāhi tapu sites protected.

Number of Te Reo speakers.

Residents’ perception of the Auckland region as a place to live and work.

Residents’ perception of the influence of cultural diversity on the Auckland region.
### A unique and outstanding environment

Auckland’s unique natural heritage and outstanding landscapes create a strong sense of place. Urban and rural communities sit within a mosaic of green spaces and blue waters, enhancing ecological integrity while connecting people to the natural world. Productive soils and land support a thriving rural economy. We have clean air to breathe and our streams, harbours and forests are rich with life and opportunity for enjoyment. Aucklanders live sustainably, protecting the environment and natural resources for generations to come.

#### INDICATIVE STRATEGIC RESPONSES WHICH WILL CONTRIBUTE TO MEETING THE GOAL

<table>
<thead>
<tr>
<th>SHIFT REQUIRED TO MEET GOAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrate thinking, planning, investment and action</td>
</tr>
<tr>
<td>Reduce our ecological footprint</td>
</tr>
<tr>
<td>Build a carbon neutral future</td>
</tr>
<tr>
<td>Think in generations, not years</td>
</tr>
<tr>
<td>Put people at the centre of thinking and action</td>
</tr>
<tr>
<td>Value Te Ao Māori</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Scenario</strong></th>
<th><strong>Actions</strong></th>
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</thead>
<tbody>
<tr>
<td>Develop a regional natural network throughout city, neighbourhood and rural areas, providing ecological, recreational and transport benefits</td>
<td></td>
</tr>
<tr>
<td>Take an integrated, interorganisational approach to managing Auckland’s natural environment</td>
<td></td>
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<tr>
<td>Take a catchment management approach to planning</td>
<td></td>
</tr>
<tr>
<td>Change production, design and consumption patterns to reduce resource usage and waste</td>
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</tr>
<tr>
<td>Develop compact urban settlement patterns to prevent the loss of natural areas and productive soils</td>
<td></td>
</tr>
<tr>
<td>Utilise low-impact urban design</td>
<td></td>
</tr>
<tr>
<td>Undertake reforestation</td>
<td></td>
</tr>
<tr>
<td>Reduce energy consumption and substitute renewable energy sources for fossil fuels</td>
<td></td>
</tr>
<tr>
<td>Reduce vehicle and domestic fire emissions to improve air quality</td>
<td></td>
</tr>
<tr>
<td>Identify and protect from development areas of cultural and environmental significance</td>
<td></td>
</tr>
<tr>
<td>Identify key tipping points for ecological systems and their consequences to social and economic wellbeing</td>
<td></td>
</tr>
<tr>
<td>Take a precautionary approach to decision-making when environmental consequences are uncertain</td>
<td></td>
</tr>
<tr>
<td>Ensure that product and service pricing reflects the associated social and environmental costs</td>
<td></td>
</tr>
<tr>
<td>Ensure that investment decisions are driven by both long- and short-term benefits</td>
<td></td>
</tr>
<tr>
<td>Provide adequate funding for environmental restoration efforts</td>
<td></td>
</tr>
<tr>
<td>Improve ecosystems through restoration, reforestation and effective pest management</td>
<td></td>
</tr>
<tr>
<td>Increase resourcing for school-based educational programmes that promote a sense of connection with, and stewardship for, the environment</td>
<td></td>
</tr>
<tr>
<td>Ensure everyone is aware of the opportunities for, and has easy access to, recreation in the natural environment</td>
<td></td>
</tr>
<tr>
<td>Care and protect the mauri of water and other natural taonga</td>
<td></td>
</tr>
<tr>
<td>Future proof wāhi tapu and whenua from climate change and other adverse effects</td>
<td></td>
</tr>
</tbody>
</table>
Auckland’s streams, harbours, and forests house a rich variety of plant and animal life.

Auckland has healthy ecosystems.

Auckland has clean air.

Auckland has clean water and people are able to enjoy the region’s beaches, streams and lakes.

Auckland is carbon neutral.

**MEASURES**

- Number of species and ecological communities considered extinct, endangered and vulnerable.
- Proportion of selected coastal areas, freshwater streams and lakes reported as excellent, satisfactory and unsatisfactory for ecosystem health.
- Proportion of selected coastal areas, freshwater streams and lakes reported as excellent, satisfactory and unsatisfactory for active recreation.
- Percentage of kaimoana gathering grounds open.
- Carbon emissions.

**WHAT DOES SUCCESS LOOK LIKE**

- Extent and condition of native vegetation (i.e. protected natural areas, degree of forest fragmentation).
- Functional integrity of freshwater ecosystems within catchments of different land use and intensity.
- Proportion of sites in the marine environment with insignificant or declining trends in concentrations of select heavy metals.
- Relative proportion of carbon storage capacity in broad vegetation types and resilience of systems to change.

**Evaluating success**

The following measures will be further developed and used to evaluate the extent to which this goal has been achieved. Associated targets will also be developed.
**Prosperity through innovation**

Auckland’s thriving culture of innovation has created an economy that is adaptable, flexible and resilient to future change. We grow, attract and retain globally competitive businesses. As the Pacific’s leading city-region, we find it easy to attract talented people. Sustainability and quality of life is at the heart of our prosperity, ensuring environmental excellence and choice and opportunity for all Aucklanders.

### Indicative Strategic Responses Which Will Contribute to Meeting the Goal

<table>
<thead>
<tr>
<th>SHIFTS REQUIRED TO MEET GOAL</th>
<th>INDICATIVE STRATEGIC RESPONSES WHICH WILL CONTRIBUTE TO MEETING THE GOAL</th>
</tr>
</thead>
</table>
| Create prosperity based on sustainable practices | - Increase research and development investment for new product and process development  
- Create markets for sustainable design and building practices, technologies and research  
- Develop competitive advantages in sustainable technologies  
- Continuously innovate to improve resource productivity and to reduce business activities’ environmental impacts  
- Agglomerate similar or complementary economic activities so as to increase productivity gains  
- Provide support to businesses transitioning to sustainable production practices  
- Increase our rural sector’s economic potential for both domestic and export markets  
- Increase the rural sector’s emphasis on value-added products and services |
| Put people at the centre of thinking and action | - Support and encourage businesses to adopt flexible work practices that assist all groups to participate in employment  
- Improve the educational achievement levels for low-decile schools and underachieving students  
- Provide equitable access to learning opportunities that enable Aucklanders to meet market demand with changing skill-set requirements  
- Retain and attract talented people by offering a high quality environment and lifestyle |
| Build a carbon neutral future | - Better understand the economic implications of ‘carbon neutrality’ and ‘oil shortages’, identify the likely trade-offs and develop appropriate policy responses |
| Value Te Ao Māori | - Equip our whanau with knowledge, skills and experience to succeed and prosper as Māori  
- Develop and utilise Māori cultural capital for cultural and economic prosperity  
- Maintain and realise collective and inalienable asset base of whanau, hapu and iwi |
| Think in generations, not years | - Complete the CBD and waterfront development  
- Equip Auckland with reliable and resilient energy, transport and broadband infrastructure |
Wealth increasing inclusively.

Continued high growth in productivity.

Increased business focus on innovation.

Commitment to sustainability by business.

Indicative strategic responses which will contribute to meeting the goal:

- Take an integrated, region-wide approach to coordinating programmes and agencies in the innovation, tourism and skill development sectors
- Build Auckland’s capability as a major event destination
- Ensure that investments in Auckland events leave a positive legacy
- Strengthen collaboration between Auckland’s businesses, universities and Crown Research Institutes and identify the next Centres of Research Excellence to be funded in Auckland

Shifts required to meet goal:

Integrate thinking, planning, investment and action.

Prosperity through innovation

Evaluating success

The following measures will be further developed and used to evaluate the extent to which this goal has been achieved. Associated targets will also be developed.

What does success look like?

- Wealth increasing inclusively.
- Continued high growth in productivity.
- Increased business focus on innovation.
- Commitment to sustainability by business.

Measures:

- Quality of life.
- GDP per capita.
- Labour productivity.
- Multi-factor productivity.
- Patent applications per capita.
- R&D spend as a percentage of GDP.
- Carbon emissions.
- Genuine Progress Indicator.
- Income distribution by quintile.
- Resource efficiency.
- Occupation by industry.
- Number of businesses reporting on triple bottom line/sustainability.
- Unemployment/labour force participation or utilisation.
- Retention of skilled people and skills gap.
- Business survival rates.
- Access to broadband and cost.
- Number of venture capital deals.
Te Puawaitanga o Te Tangata  Self-sustaining Māori communities

Mana Whenua as the indigenous peoples of the region are enabled to fulfil their responsibilities and obligations as inherent kaitiaki and to manaaki those other communities that reside within their tribal domains. Taurahere make a significant contribution to the wellbeing of the region and add to the economic, cultural and social richness. The potential and value of Māori is fully realised.

INDICATIVE STRATEGIC RESPONSES WHICH WILL CONTRIBUTE TO MEETING THE GOAL

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<tr>
<td>Put people at the centre of thinking and action</td>
<td>• Actively protect Māori interests in accordance with Te Tiriti o Waitangi / Treaty of Waitangi and recognition of Mana Whenua</td>
</tr>
<tr>
<td></td>
<td>• Ensure tamariki, rangatahi and pakeke are valued and cared for</td>
</tr>
<tr>
<td>Value Te Ao Māori</td>
<td>• Enhance economic prosperity through the development of Māori creative industries, cultural products and services</td>
</tr>
<tr>
<td></td>
<td>• Recognise Māori cultural and sustainable management practices</td>
</tr>
<tr>
<td>Activate citizenship</td>
<td>• Provide education to increase participation in a healthy and positive lifestyle</td>
</tr>
<tr>
<td></td>
<td>• Increase participation and representation in public and private sector governance and management</td>
</tr>
<tr>
<td>Think in generations, not years</td>
<td>• Ensure that a quality cultural legacy is passed on to mokopuna</td>
</tr>
<tr>
<td></td>
<td>• Ensure that mokopuna are confident and proud of their place as Māori within society</td>
</tr>
<tr>
<td>Integrate thinking, planning, investment and action</td>
<td>• Create and support places and local focal points where people can gather, and celebrate their culture</td>
</tr>
<tr>
<td></td>
<td>• Plan and invest to enhance the fundamental relationships of Māori to land, and to people</td>
</tr>
</tbody>
</table>
Our cultural heritage is valued.

Te Reo Māori is a thriving language that is spoken widely by both Māori and non-Māori.

The environment is healthy and robust to allow for sustainable harvesting.

Marae are resourced as supporting infrastructure for Mana Whenua and for the wider community.

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<tr>
<th>WHAT DOES SUCCESS LOOK LIKE</th>
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<td>Mana Whenua marae are able fulfil their responsibilities to manaaki.</td>
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</table>
A quality compact urban form

Auckland’s compact urban form features a network of well designed urban and rural centres and neighbourhoods. Centres have distinctive roles and functions reflecting their place within the region and the needs of the people and communities they serve, both now and into the future. Surrounding neighbourhoods provide a range of housing and lifestyle choices and are designed to build strong, inclusive and sustainable communities. Future development will be focused around centres that are liveable, walkable places with a wide range of jobs, businesses, housing, recreation and other services and facilities, connected along major corridors with high quality public transport.

INDICATIVE STRATEGIC RESPONSES WHICH WILL CONTRIBUTE TO MEETING THE GOAL

• Shift the focus from simply ‘accommodating growth’ towards achieving quality development outcomes for Auckland’s residents
• Plan deliberately for social objectives in centres and neighbourhoods and ensure that planning and investment reduce and avoid geographic concentrations of deprivation
• Increase connectedness within the suburbs and between suburbs and centres
• Take an integrated multi-agency approach to neighbourhood development which considers social, economic, cultural and environmental factors collectively

• Integrate urban design, land use and transport planning in a manner that reduces reliance on private vehicles
• Develop walkable mixed use, intensified centres linked by passenger transport
• Enhance transport choices and prioritise walking, cycling and passenger transport ahead of cars
• Ensure new buildings are designed to be energy efficient

• Continue to develop compact settlements along passenger transport routes
• Protect the region’s finite natural resources and biodiversity by reducing land take for urbanisation and managing rural growth
• Support, promote and demonstrate sustainable building practices
• Ensure commercial, industrial and retail building retail design encourages the efficient use of urban land
• Collaborate with adjacent regions to ensure policy alignment for managing land use and development on regional boundaries

• Increase large scale public sector led urban redevelopment, which has positive sustainability outcomes
• Provide greater certainty for future planning and investment by better understanding the region’s centres, corridors and business areas’ roles, functions and interrelationships
• Increase the use of whole of government place based approaches that are combined with multi-disciplinary master planning
• Ensure land use decisions take social and economic considerations into account, particularly access to transport choices, employment opportunities and essential services
• Prioritise resources, assemble land and provide incentives in a manner that focuses quality development in preferred areas
• Improve planning processes to enable redevelopment and intensification in centres
Easy access to a range of transport choices decreases people’s daily dependence on private motor vehicles.

People have easy access to facilities and services such as supermarkets, doctors, schools, libraries, playgrounds and public transport.

New development is located in/near centres and transport corridors.

Centres are busy and vibrant and offer range of services and facilities.

Improved urban design and increased residential development quality:
- Improved housing choice
- More affordable housing.

Sustainable building practices are always used.

INDICATIVE STRATEGIC RESPONSES WHICH WILL CONTRIBUTE TO MEETING THE GOAL

- Ensure urban form and design embrace Māori culture and values
- Ensure that short and long term decisions support the delivery of a quality compact urban form
- Plan for having an increasingly diverse community in the future
- Promote economic development that uses land and resources sustainably
- Intensify development in town centres
- Redevelop under-utilised “brown field” land
- Increase productivity by supporting business agglomeration and research
- Provide opportunities for communities to influence the design of their centres and neighbourhoods
- Encourage stewardship by ensuring that physical design promotes social connectivity and community cohesion

WHAT DOES SUCCESS LOOK LIKE

Evaluating success

The following measures will be further developed and used to evaluate the extent to which this goal has been achieved. Associated targets will also be developed.

Value Te Ao Māori

- Ensure urban form and design embrace Māori culture and values

Think in generations, not years

- Ensure that short and long term decisions support the delivery of a quality compact urban form
- Plan for having an increasingly diverse community in the future

Create prosperity based on sustainable practices

- Promote economic development that uses land and resources sustainably
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Activate Citizenship

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- Encourage stewardship by ensuring that physical design promotes social connectivity and community cohesion
Resilient infrastructure

Our infrastructure supports the region’s social, cultural, economic and environmental goals. Integrated planning and effective demand management means we use resources efficiently. Our infrastructure adapts to changing conditions, promotes positive social and economic outcomes and its scale and resource base protects it from failure and ensures efficient recovery from shocks and damage.

INDICATIVE STRATEGIC RESPONSES WHICH WILL CONTRIBUTE TO MEETING THE GOAL

- Ensure infrastructure is resilient to shocks and adaptable to future needs; e.g. by building in spare capacity, modular planning and allowing for diversity (in technologies, scale, location, etc.)
- Ensure that infrastructure investment decisions take long term benefits into account
- Increase the focus on demand management for water, energy and transport
- Utilise natural systems in our infrastructure design
- Encourage alternatives to large-scale or reticulated infrastructure, where appropriate
- Ensure infrastructure investment facilitates a compact settlement pattern
- Encourage the use of renewable energy sources including in adjacent regions
- Develop and sustain marae, kainga and wāahi as the supporting infrastructure for Mana Whenua
- Ensure that infrastructure supports positive social outcomes; e.g. by providing a wider range of transport choices that aid accessibility to employment and essential services
- Provide resilient and adaptable social infrastructure (schools, libraries, halls, etc.) that meets community needs as they change over time
- Diversify the scale, location, and delivery of future additions to networks
- Integrate planning to maximise infrastructure benefits
- Ensure collaboration with adjacent regions on key infrastructure issues such as transport linkages and energy transmission

SHIFTS REQUIRED TO MEET GOAL

- Think in generations, not years
- Reduce our ecological footprint
- Build a carbon neutral future
- Value Te Ao Māori
- Put people at the centre of thinking and actions
- Integrate thinking, planning, investment and action
Infrastructure delivers affordable service and security of supply for generations to come.

WHAT DOES SUCCESS LOOK LIKE

- Infrastructure investment, operation and maintenance contribute to resource efficiency and regional carbon neutrality.
- Resilience of infrastructure to cope with unexpected events.
- Ability to provide infrastructure without adversely affecting the environment.

MEASURES

- Infrastructure failure rates by type.
- Average time to recover from failure.
- Ratio of renewable energy to non-renewable energy.
- Per capita domestic energy use.

- Commercial and industrial energy use.
- Per capita water use.
- Carbon emissions.
- Mana Whenua marae are able to fulfil their responsibilities to manaaki.

Evaluating success

The following measures will be further developed and used to evaluate the extent to which this goal has been achieved. Associated targets will also be developed.
### Effective, collaborative leadership

Leadership comes from all parts of society. All levels of government achieve excellent cost-effective results by collaborating to reduce trade-offs and maximise shared opportunities. This is achieved by integrating planning within government, and through partnerships with the business and community sectors. The place of Mana Whenua as the region’s first peoples, and the role of the Treaty of Waitangi are given due effect. Within our democratic processes all voices are heard and decision-making processes consider everyone’s wellbeing.

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<tbody>
<tr>
<td><strong>Integrate thinking, planning, investment and action</strong></td>
</tr>
<tr>
<td>• Ensure public sector is aligned, integrated and focused on priorities that will contribute most to the region’s sustainability</td>
</tr>
<tr>
<td>• Increase public sector collaboration with Mana Whenua, and the civic and private sectors</td>
</tr>
<tr>
<td>• Put in place stronger regional governance with sufficient mandate and financial capability to make decisions in the regional interest</td>
</tr>
<tr>
<td>• Ensure decisions affecting the region are made at the correct level – closest to those affected and most appropriate to deal with the consequences</td>
</tr>
<tr>
<td>• Lead by example by applying the Framework to public sector, corporate policies (e.g. building, travel, human resources)</td>
</tr>
<tr>
<td>• Build a collaborative relationship with adjacent regions (Northland, Waikato and Bay of Plenty)</td>
</tr>
<tr>
<td><strong>Activate citizenship</strong></td>
</tr>
<tr>
<td>• Strengthen local decision-making capacity</td>
</tr>
<tr>
<td>• Recognise and nurture local leadership, particularly within younger age groups</td>
</tr>
<tr>
<td>• Recognise the role of community and urban renewal programmes, and the benefits of integrated local planning, as a key ongoing part of the regional planning process</td>
</tr>
<tr>
<td><strong>Value Te Ao Māori</strong></td>
</tr>
<tr>
<td>• Ensure Mana Whenua play a meaningful role in regional governance</td>
</tr>
<tr>
<td>• Give due effect to Te Tiriti o Waitangi/Treaty of Waitangi in regard to how Mana Whenua and Māori residents and ratepayers contribute to decision-making</td>
</tr>
<tr>
<td><strong>Think in generations, not years</strong></td>
</tr>
<tr>
<td>• Build leadership that is confident to take decisions that will stand the test of time</td>
</tr>
<tr>
<td>• Maintain a watching brief on known and emerging sustainability challenges so as to be prepared for changes before they occur</td>
</tr>
</tbody>
</table>
Goal 8

Effective, collaborative leadership

WHAT DOES SUCCESS LOOK LIKE
People are actively engaged in shaping the wellbeing of their communities.

Democratic processes have high levels of participation.

People have trust in government processes to deliver sustainable development for the region.

MEASURES
Volunteerism rates.
Charity donations.

Voter turnout in local elections.

Residents' confidence in central and local government decision-making

Evaluating success

The following measures will be further developed and used to evaluate the extent to which this goal has been achieved. Associated targets will also be developed.
Achieving the sustainability goals and making the necessary shifts requires a pragmatic and sustained approach. While existing public sector commitments provide limited scope for additional programmes over the next five years, planned and existing programmes can be reviewed and aligned to this Framework and work can begin on prioritised longer term change.

Some of the sustainability challenges will only be addressed through a package of responses. For example, building a carbon neutral future will require developing a more compact urban form, developing emission free transport systems and undertaking revegetation programmes.

### Strategic responses

<table>
<thead>
<tr>
<th>Strategic responses</th>
<th>Examples of immediate actions</th>
<th>Examples of longer term responses</th>
</tr>
</thead>
</table>
| Build a compact urban form and integrate public transport and land-use planning.    | • Continue policy setting under the Regional Growth Strategy with an immediate focus on improving implementation.  
• Implement prioritised centres development.  
• Develop a national population strategy. | • Establish a regional development agency to coordinate and lead major urban developments.                   |
| Develop emission free transport systems.                                            | • Electrify the rail network.                                                                 | • Implement a rail development plan.  
• Develop renewable energy supplies within the region.                                |
| Waterfront redevelopment.                                                           | • Funding and planning mechanisms are in place to ensure timely redevelopment as leases expire. | • World class iconic building at end of Wynyard Quarter.                                           |
| Address inequality through targeted interventions in low income neighbourhoods and communities. | • Roll out the ‘Schools in Communities’ programme in all of the region’s decile 1 schools.  
• 20% of all new public buildings are built to 4-star Green Star standards.          | • Redevelopment and revitalisation of deprived neighbourhoods with an emphasis on community facilities and education.  
• All public buildings are built to 5-star Green Star rating.                          |
| Implement sustainable building practices.                                            | • Commit to building at least 1000 affordable housing unit per year.                           | • Implementation of Auckland affordable housing programme which provides 20% of the new housing as affordable units. |
| Improve the supply of affordable housing.                                            | • Identify regional heritage and natural assets requiring protection.                         | • Active purchase and covenancing programme to protect identified sites and features in conjunction with land-use changes. |
| Strengthen protection for identified taonga, natural and heritage features.          | • Develop as part of the first stage of One Plan                                            | • Public infrastructure investments are coordinated and negotiated through the Regional Sustainability Forum. |
| Develop a regional natural network, which is multi-functional providing ecological corridors, open space, walking and cycling routes, and waterway protection. | • Implement the Auckland Regional Business Land Strategy.  
• Develop a regional broadband plan.                                                 | • Implement the broadband plan.  
• Target transport investments to support key business locations.  
• Provide rail to the airport.                                                       |
| Coordinate major infrastructure projects and related investments.                   | • Enhance community boards’ roles.  
• Online forum to discuss major policy issues.                                        | • Online forum to discuss major policy issues.  
• Citizen panels to lead public discussion on critical choices and decisions.          |
| Enhance the functionality of business centres through targeted infrastructure investments and land use zoning. | • Strengthen decision-making relationships.  
• Integrate the development of iwi planning tools.  
• Resource regional Mana Whenua forum.                                               | • Improve consistency of engagement across public sector.  
• Mana Whenua – Public partnerships in post-settlement environment.                   |
| Actively engage citizens in decision-making for the region’s future.                |                                                                                              |                                                                                                    |
| Invest in Mana Whenua capability and capacity to actively contribute to decision-making and exercise kaitaikitanga. |                                                                                              |                                                                                                    |
Tracking the region’s progress towards the goals and vision

It is important that Auckland has a comprehensive monitoring and reporting system to ensure the region remains on course to achieve its goals and vision. At present, there are a wealth of indicators currently being monitored by different organisations. These measures and indicators need to be coordinated into one regional Framework to provide a holistic and comprehensive data set that reflects the state of the region. The measures listed under each sustainability goal (pages 14 – 29) will be important components in the development of this regional monitoring Framework.

Measures must also be easily accessible to organisations and communities and be clearly communicated. As a key part of this communication, the Auckland Sustainability Framework will select a prioritised set of indicators to provide a top level view of the region’s progress. This approach means we are able to check if progress in one area is countered by a lack of progress in another. It also signals a move away from using Gross Domestic Product as a single measure of wellbeing. These headline indicators will be reported on regularly. This reporting will focus on the following questions:

- Do we participate and feel part of our communities?
- Is our wealth increasing and is wealth increasing inclusively?
- Do we provide fair opportunities for everyone?
- Are the region’s ecological systems and natural resource base healthy and resilient?
- Are we stabilising and then decreasing greenhouse gas emissions?
- Does the region have a distinct identity where diversity is accepted?

Scenario planning

In order to be able to plan effectively for an uncertain future, the assumptions made in the Framework will need to be continuously monitored. For example, the growth rates of Auckland’s population and economic growth may change considerably from what is currently predicted. This could alter the nature and intensity of the region’s sustainability challenges quite radically and would require current responses to be reviewed.

To enable an adaptive response, the Framework includes scenario planning in order to identify the circumstances that may trigger a review. A number of thresholds have been identified for key indicators that relate to different scenarios. An illustration of this is provided in the following diagram for scenarios based around thresholds for global warming and oil prices.

Reporting on Framework implementation

The Auckland Sustainability Framework is a living document. There will be regular assessment and reporting on implementation of the Framework to track the region’s progress, that will also communicate the headline indicators, track progress, and evaluate what is working well and what needs to improve. This regular assessment will provide a key communication tool for reporting on Auckland’s sustainability to the regional community and will be used to share information, highlight successes, and identify emerging challenges and issues that need to be considered. In addition a five yearly review of the Framework will be necessary to assess its effectiveness.
A comprehensive Tool kit has been developed which outlines the tools and methodology to apply the Framework to strategies and decision-making. This Tool kit is available on www.sustainingauckland.org.nz. The following section briefly introduces the methodology and key tools.

The Tool kit implements the purpose of the Framework to align strategies and plans, guide them towards the sustainability goals, and make any tradeoffs and synergies explicit. The Framework’s success depends in part upon planners and decision makers understanding how it applies to the decision-making processes.

The Tool kit needs to be used early on when developing or reviewing strategies and plans or making significant decisions, rather than as a final check toward the end of those processes.

The Framework recognises the importance of getting stakeholder buy-in by facilitating easy compliance and only requiring significant effort where potential gaps or alignment problems are identified.

The degree of effort required will depend on the nature of the strategy or plan and the extent to which it is aligned to sustainability goals and shifts. The Tool kit provides the following tools with an associated methodology.

**Assessment matrix**

The assessment matrix is an early assessment tool for reviewing strategies and plans to determine the extent to which they contribute to the sustainability goals and play a role in the shifts. Depending upon the findings, strategies and plans found wanting will be expanded or reduced in order to better align them with this Framework.

**Focusing Questions**

A set of focusing questions has been developed to review the goals and responses of a strategy or plan against sustainability principles which are outlined in full in the Tool kit.

**Specialist Assessment Tools**

A range of tools has been identified to analyse the impacts of implementing strategies and plans including health impact assessment, financial impact statements and intervention logic. These tools are intended to assist with the focusing questions and can be used as required.

**Best Practice**

Best practice examples and detailed information on sustainability concepts are also included in the Tool kit.
Scenario setting

The scenario setting tool makes explicit the assumptions about the future that underlie the Framework. The purpose of the tool is to ensure all strategies use consistent settings with respect to climate change, resource availability, technology, globalisation, demographics, and world views.

Applying the Framework

Assessment matrix

<table>
<thead>
<tr>
<th>Shifts</th>
<th>Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Put people at the centre of thinking and action</td>
<td>A fair and connected society</td>
</tr>
<tr>
<td>Think in generations, not years</td>
<td>Pride in who we are</td>
</tr>
<tr>
<td>Value Te Ao Māori</td>
<td>A unique and outstanding environment</td>
</tr>
<tr>
<td>Activate citizenship</td>
<td>Prosperity through innovation</td>
</tr>
<tr>
<td>Create prosperity based on sustainable practices</td>
<td>Te Puawaitanga o Te Tangata self-sustaining Māori communities</td>
</tr>
<tr>
<td>Reduce our ecological footprint</td>
<td>A quality, compact urban form</td>
</tr>
<tr>
<td>Build a carbon neutral future</td>
<td>Resilient infrastructure</td>
</tr>
<tr>
<td>Integrate thinking, planning, investment &amp; action</td>
<td>Effective, collaborative leadership</td>
</tr>
</tbody>
</table>
In response to the Framework and sustainability challenges, Mana Whenua have developed their own sustainability Framework in parallel. The Mana Whenua Framework is a regional innovation which is built on generations of knowledge and reflects the world view of the various iwi and hapu of the region. Key linkage points have been developed between the two Frameworks, so that they can be used hand in hand.

The Mana Whenua Framework will be used as a regional integration point for the various Mana Whenua groups of the region as well as between Mana Whenua and the public sector. In reviewing and developing major strategies it is envisioned that decision-making is undertaken in a manner that:

- Recognises Mana Whenua as the indigenous peoples of the region
- Accords value to Te Ao Māori
- Gives due effect to Te Tiriti o Waitangi/Treaty of Waitangi
- Contributes to Māori needs and aspirations.

Through its implementation the Auckland Sustainability Framework is tasked to give due consideration of the following:

- Mana Whenua relationships with ancestral taonga, their cultural practices and traditions and future development
- Effects of sustainability challenges on Mana Whenua and their relationships to land and people
- Effects of strategy and policy on Mana Whenua relationships.
Mana Whenua role in regional sustainability

In caring for the mana and dignity of Papatuanuku, as the inherent kaitiaki, Mana Whenua have a key role to play and responsibility to contribute to the region’s sustainability. In this they need to be regarded by the public sector as more than just another stakeholder.

Mana Whenua world view

The Mana Whenua view of sustainability is anchored in a world view built on a holistic philosophy that recognises values and treasures everything’s and everyone’s interconnectedness. Stories, traditions, philosophies and values passed down from generation to generation underpin this world view. These traditions have combined to shape the Mana Whenua world view and their understandings and relationships with the natural world. They act to reinforce the various relationships between the land and people and will continue to do so for the present and future generations.

Mana motuhake is the term that best describes Mana Whenua’s concept of sustainability, as it focuses on the essence of those relationships between the land, people and atua. It is about self-identity, self-sustainability and self-determination at a whanau, hapu and iwi level.

Mana motuhake encompasses creation (mana atua), the land (mana whenua) and the people past-present-future (mana tupuna/mana tangata). The quality and effectiveness of how we care and give regard to these relationships will determine the quality and effectiveness of sustainable outcomes.

Customary rights

Mana Whenua, like other indigenous communities throughout the world, have their own planning systems, values, philosophies, attitudes, traditions, relationships and processes for making decisions.

Through creation, Mana Whenua claim an intimate relationship established by whakapapa, the blood ties, to all things in the natural world. Inherent in this relationship are ancestral obligations as kaitiaki to care for all other parts of the natural world. Over time Mana Whenua have developed a highly specialised knowledge and customary practice relating to:

- Leadership and governance
- Intra and interrelationships with whanau, hapu and iwi
- Relationships with non-Māori
- Determining rights to land and ancestral taonga
- The exercise of kaitiakitanga.
Equality of opportunity and equitable outcomes

Equality of opportunity and equitable outcomes focuses on the rights of Māori to be Māori and to fully participate and receive the full benefits of being New Zealanders.

Māori of the region are diverse, as are their needs and aspirations. Mana Whenua are acknowledged as a fundamental element of the cultural, environmental, social and economic fabric of the region. Taurahere add to the cultural diversity of the region and are participating in a wide spectrum of activities that continue to add value to the region.

Significant gains have been achieved by Māori across economic, social, cultural and environmental areas throughout the region. More Māori are participating at all levels of education than ever before – in particular Māori women and adult learners. Māori are participating in the economy and participating in enterprise. Māori have experienced a cultural renaissance, in particular with Te Reo Māori, creative arts and cultural heritage.

However, there are still challenges to be addressed: a high percentage of Māori boys are leaving school with no qualifications; within both rural and urban Māori communities there are pockets of poverty that result in diminished opportunities and entrenched disadvantage; employment, crime and health issues are further emphasised within these pockets. Regional strategies and decision-making will need to consider how to address these issues.

Te Tiriti o Waitangi / Treaty of Waitangi

Māori customary rights were further affirmed in Te Tiriti o Waitangi/Treaty of Waitangi through the guarantee of tino rangatiratanga. The Treaty of Waitangi plays a significant role for the region beyond the signing at Waitangi on 6 February 1840 and its national application. A number of meetings were held within the region where debates, similar to those at Waitangi, occurred amongst local rangatira. The Treaty was signed on at least four occasions on the Waitemata and Manukau Harbours by local rangatira. The descendents of these rangatira continue to maintain their presence within the region today.

Within a regional context Te Tiriti o Waitangi / Treaty of Waitangi will provide a useful tool to assist Councils on how they respond to the needs and aspirations of Māori communities, especially as they develop more meaningful approaches to working with Mana Whenua through Article Two and Māori residents and ratepayers through Article Three.

These will guide how Te Tiriti o Waitangi/Treaty of Waitangi could be given due effect within a regional context. As Māori move out of settlement mode, the Treaty will move from a focus of grievance to realising the potential that those rangatira envisioned when it was first signed.

In guiding the further development of Treaty-based relationships some of the following principles will be relevant:

- **Kawanatanga**
  Recognises the right (and obligation) of government (central-regional-local) to govern and make laws for the common good.

- **Tino Rangatiratanga**
  Recognises the rights of mana whenua to self determination over their possessions; recognises the right of iwi to manage their own affairs; affirms the right to development.

- **Oritetanga**
  Recognises the rights of Māori as residents and ratepayers. The responsibility of government (central-regional-local) to ensure equality of opportunities and equitable outcomes for Māori.

- **Protection**
  Ensures the protection of taonga including Te Reo Māori and Tikanga Māori and the relationships of Mana Whenua to these taonga.

- **Partnership**
  Based on the Treaty as a whole. It involves developing a sense of mutuality between partners and maintaining good faith.
Mana Whenua Process

A number of regional hui have been held with Mana Whenua of the region, from which a Mana Whenua working party was established to work amongst iwi and hapu of the region to develop their own Framework. All iwi and hapu have been invited to contribute to the Mana Whenua process. The working party, through its membership, has acknowledged the mana of a number of tribal authorities including:

- **Ngati Whataua**
  - Te Runanga o Ngati Whataua
  - Te Uri o Hau Settlement Trust
  - Ngati Whataua Nga Rima o Kaipara
  - Ngati Whataua o Orakei

- **Te Kawerau a Maki**
  - Te Kawerau a Maki Trust

- **Te Akitai**
  - Puukaki Marae Trustees

- **Te Ahiwaru**
  - Makaurau Marae Trustees

- **Ngati Tamaoho**
  - Ngati Tamaoho Trust

- **Ngati Te Ata Waiohua**
  - Te Ara Rangatu o Te Iwi o Ngati Te Ata Waiohua

- **Waikato**
  - Waikato Raupatu Lands Trust

- **Ngati Paoa**
  - Ngati Paoa Trust
  - Ngati Paoa Whanau Trust

- **Ngai Tai**
  - Ngai Tai Umupuia Te Waka Totara Trust
  - Ngai Tai Ki Tamaki Trust

- **Ngati Whanaunga**
  - Ngati Whanaunga Incorporated

- **Ngati Maru**
  - Ngati Maru Runanga

- **Ngati Tamatera**
  - Te Runanga a Iwi o Ngati Tamatera

- **Hauraki**
  - Hauraki Māori Trust Board

- **Ngati Manuhiri**
  - Manuhiri Omaha Kaitiaki Ora Trust

- **Ngati Rehua**
  - Ngati Rehua – Ngati Wai ki Aotea Trust

- **Ngati Wai**
  - Ngati Wai Trust Board

The Mana Whenua working party will continue to work with all iwi and hapu of the region to strengthen relationships amongst themselves as well as central and local government through the Auckland Sustainability programme.
Glossary of Māori terms

Atua  Divinity, god or personification of natural phenomena or element.

Hapū  A subtribe or kin group that is linked by a common ancestor.

Iwi  People; tribal descent group, consisting of a number of hapū.

Kāinga  Home, village, settlement, possibly also country around settlement.

Kaitiaki  Guardian, trustee, protector, steward, controller; spirit guardians.

Kaitiakitanga  The ethic of shared individual and collective responsibilities of whānau, hapū and iwi to care, maintain, manage and protect taonga (tangible and intangible) within their territorial domain.

Mana Whenua  The acknowledged authority, that a particular whānau, hapū or iwi has over a particular area. This authority affords whānau, hapū and iwi rights as kaitiaki and obligations to manaaki. It also infers the obligation of other groups to negotiate or consult for access rights to land and resources.

Manaaki  Ethic of hospitality, generosity, compassion, respect, kindness.

Marae  Enclosed space in front of meeting house, courtyard, community meeting place, often associated with meeting house and other marae amenities and facilities.

Mauri  Life principle, life force.

Mokopuna  Grandchild, descendant.

Pakeke  Older people.

Papatuanuku  The earth mother.

Rangatahi  Young Māori.

Rangatira  Chief, leader.

Tamariki  Children.

Taonga  The tangible and intangible resources or treasures that are important to the cultural heritage of Māori.

Taurahere  The association of Māori individuals or groups who join together to fulfil a common purpose or goal, that share similar aspirations and who either live outside their tribal territories or are urban based.

Te Ao Māori  The Māori world.

Te Reo (Te Reo Māori)  The Māori language.

Tino Rangatiratanga  Full (chiefl y) authority, self determination.

Wāhi  Place or area.

Wāhi tapu  Sacred place, repository of sacred objects.

Whakapapa  Ancestry, lineage, family connections, genealogy; to layer.

Whānau  Family, extended family.

Whakataukī  Proverb or saying.

References


IV  http://www.unmillenniumproject.org/


Supporting documents

A number of working papers and reports have contributed to the development of the Framework. These are available from www.sustainingauckland.org.nz.

They include:

- Comprehensive outlines of each of the Sustainability Goals
- Six papers on the forces of change: Climate Change, Demographics, Globalisation, World views, Resource Availability, Technological Transformations
- The proceedings of a three day design workshop on the Framework

Photographs

Courtesy of:
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