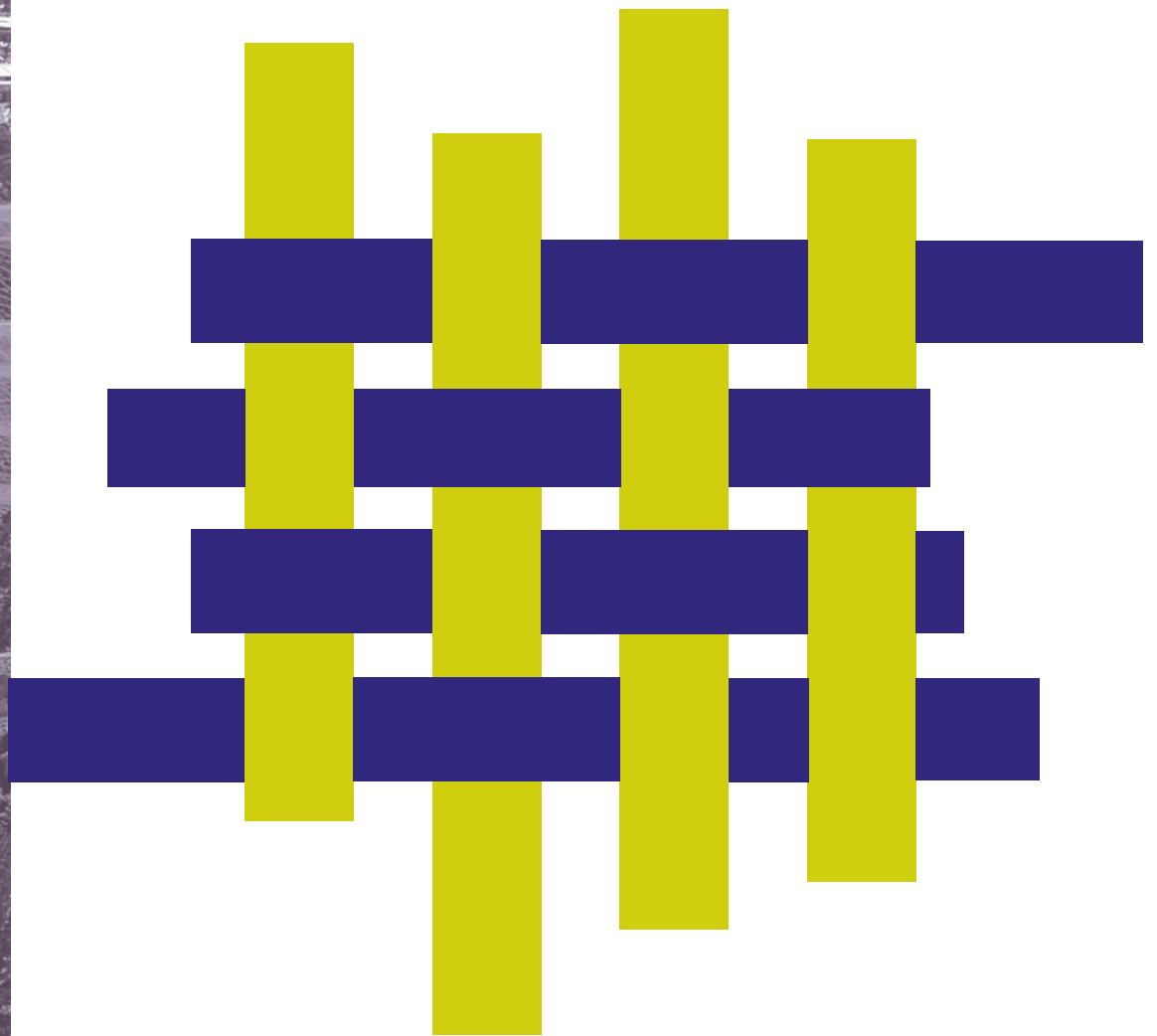


Auckland Sustainability Framework

Tool kit



Applying the Framework: the Tool Kit

This tool kit is intended to ensure strategies and decision-making are consistent with the Auckland Sustainability Framework (ASF), coherent and well-integrated with each other, and that they reflect the principles of sustainable development.

Together with the Framework, this tool kit aims to encourage connected thinking across organisations and disciplines, future thinking with 100-year planning horizons, and the development of a culture of continuous learning and innovation.

However, on its own, the tool kit will not be sufficient to achieve the region's sustainability goals and the shifts required in thinking, planning, investment and action. An ongoing implementation phase is also required, and is being advanced through a new collaborative political forum, the Regional Sustainable Development Forum and the development of One Plan for the Auckland region.

A set of tools for policy advisors and policy makers (people working at a strategy, policy and programme implementation level) will assist them in implementing the Framework. These tools are designed to ensure an alignment of policy focus and programme effort toward the **vision, goals** and **shifts** identified in the Framework. These tools will help ensure that trade-offs amongst competing priorities are made more explicit and transparent. The tools also help to provide supporting information that will assist with making better decisions; i.e. decisions that are more integrated and resilient and will ultimately help shape a more sustainable future for the Auckland region.

An Evolving Tool Kit

The tool kit is dynamic, and the outcomes of its application will be used to help refine it over time. The tool kit can be built on and developed with the insights from this testing and application phase.

Legislative Requirements

Councils already have statutory requirements that they must meet in the preparation of plans prepared under legislation such as the Resource Management Act 1991, the Local Government Act 2002, the Land Transport Act 1998, and the Land Transport Management Act 2003. This tool kit is not intended to conflict with any statutory requirements. Rather, it is intended to help councils interpret concepts which they are required to have regard to – such as ‘sustainable development’ and ‘community wellbeing’. In addition, if any issues of conflict emerge (such as, in fulfilling a statutory requirement a council creates an impact that cannot be avoided) then these can be made explicit. Following further testing and refinement, this tool kit may be amended/updated for documents created under the requirements of the Resource Management Act 1991.

In terms of making major decisions, most councils will have decision-making guidelines to ensure that they meet their legislative requirements under the Local Government Act 2002.

The tool kit is not intended to replace these guidelines but should help with the evaluation of the advantages and disadvantages of different courses of action.

It is expected that councils will review their decision-making guidelines in light of this tool kit, and will require use of the tool kit in making major or significant decisions.

Application of the Tool Kit

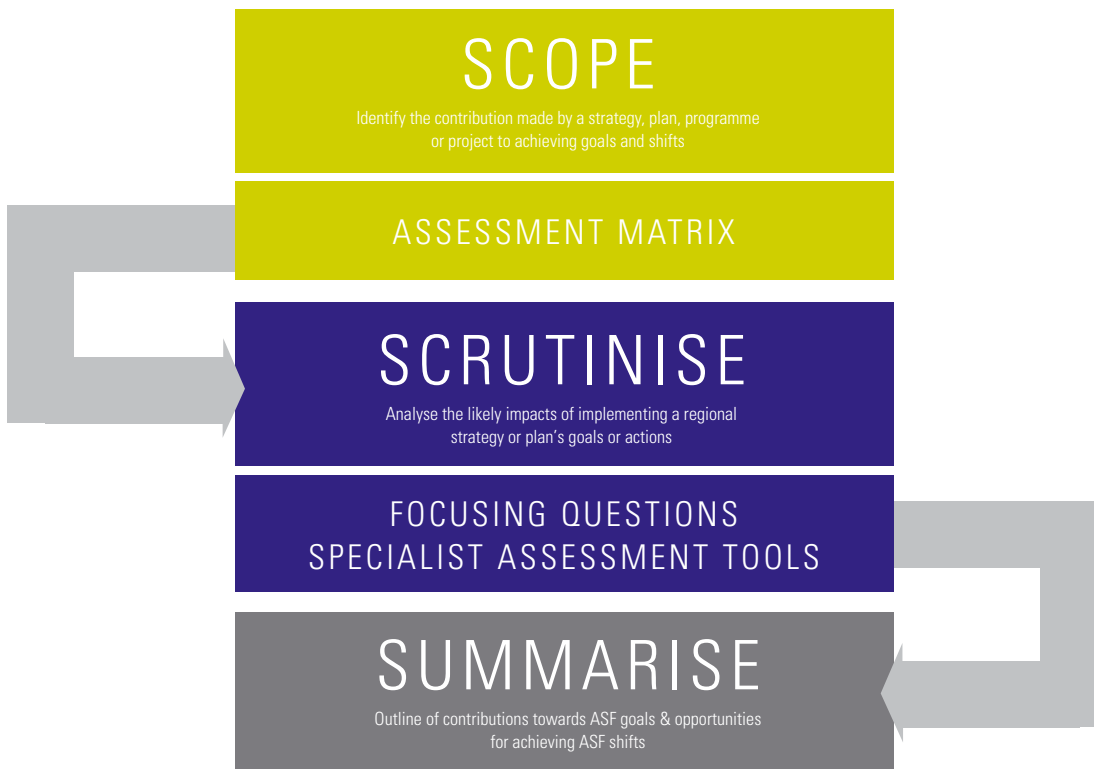
This tool kit is designed to be applied for the following purposes:

- To guide and influence the development of a new strategy, policy or plan (e.g. central government strategies focused on Auckland or with significant Auckland impacts; regional strategies; local strategies and plans with city-wide or district-wide impacts).
- To review a current strategy, policy or plan to determine the degree of alignment with the Framework; and to indicate where changes in direction, emphasis or intent may be required to better align with the Framework and the holistic nature of long-term sustainable development.
- To develop and evaluate implementation programmes and projects
- To help assess significant decisions with high value impacts (e.g. long-lasting or irreversible shaping impacts on the Auckland region’s physical form, performance and choices of its people, with potential impacts of national significance).

The tool kit is not designed to become another layer of compliance. Rather, it is an opportunity for groups responsible for the design and development of Auckland’s policies, plans and strategies to come together and discuss the strengths and weaknesses of their work in relation to the ASF. For this reason, it is recommended that applying the tool kit occurs in a context that facilitates the exchange of ideas and maximises the broad skill set of policy makers (e.g. a workshop session), rather than be undertaken by an individual.

The process for using the tool kit will be similar regardless of the purpose. However, there is intended to be flexibility in how the tool kit is applied and also the extent to which it is applied. A pragmatic approach should be adopted. For example, for highly localised strategies, or minor decisions there may be no need to apply the tool kit or to use all of its components. In these cases simply cross-referencing to the Framework will be sufficient.

TOOLS



There are three stages in applying the tool kit:

- SCOPE** This stage requires identification of the particular goals and shifts that are most important and relevant to the particular strategy area.
- SCRUTINISE** This stage involves in-depth consideration and assessment of the policy/plan/strategy's contribution to each of the goals and shifts, concentrating in particular on those questions of high importance identified during stage 1. A set of **focusing questions**, assisted where required by **specialist assessment tools**, will be used to make the evaluation.
- SUMMARISE** This stage provides a summary of the results of the assessment using a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis that outlines the key results from Step 1 and Step 2. Importantly, this stage also provides the opportunity to identify aspects that can be repositioned to improve and strengthen the contribution to the ASF. Aspects that may detract or negatively contribute to the ASF are also identified at this stage for further work and consideration.

Step 1

Scope

The first step in applying the Auckland Sustainability Framework to a strategy, plan or programme is to identify which of the goals and shifts are relevant to the strategy area being developed or reviewed.

In the scope stage, each of the Framework’s eight goals and eight shifts are evaluated using a high, medium or low ranking, according to how relevant they are to the strategy area. This can be illustrated visually for ease of understanding (see below). There are no right or wrong answers, and ideally the negative contributions are acknowledged as honestly and as fairly as the positive contributions.

The output from step one will be an identification of the primary scope of the strategy or plan in ASF terms – it is important not to try and force the strategy to meet all of the ASF goals and shifts, as the purpose of this step is to clarify where this particular strategy can make a difference in terms of the 8 goals and 8 shifts.

Stage 1 (scope) will only need to be completed once for each strategy area, and can be used for future work in the same area, as it is not anticipated that the core relationship between goals/shifts and strategy area will change.

As the tool kit is used more and more, a broader picture and pattern will begin to develop. This will allow the identification of possible synergies between various strategies and plans, as well as identification of gaps – i.e. those parts of the Framework that are not being well supported by current activities and priorities.

Note: In applying this scoping stage to strategies, plans, projects or programmes consider any legislative parameters within which that strategy or plan must be developed. This may affect the application of the scoping stage of this tool kit.

KEY

- H High relevance
- M Medium relevance
- L Low relevance

Does this particular strategy area have a high relevance, medium relevance or low relevance to each of the following ASF goals?



Does this particular strategy area have a high relevance, medium relevance or low relevance to each of the following ASF shifts?



Step 2

Scrutinise

This stage assesses the contribution from a strategy, plan or programme to the ASF vision, goals and shifts.

Agencies developing these strategies, plans and programmes will undertake assessments based on a series of 'ASF Focusing Questions'. These relate to each of the goals and shifts and may refer the analyst to a range of specialist tools. These specialist tools will assist with responses to the focusing question. The outcomes of the analysis undertaken by using these specialist tools should form part of the reporting of results.

Answers should reflect the scale and significance of the particular strategy, plan or programme. A pragmatic approach should be followed, e.g. major strategies require greater consideration than local plans.

Click the following table to link to the GOAL and SHIFT work file (Word Format)

KEY	
S	Significant
M	Medium
m	Minor
N	None
↓	Negative

Goal	Contribution	Focusing question	Specialist tools
A fair and connected society	<p>S M m N ↓</p> <p>Reason and justification for selection</p>	How does the strategy contribute to building or strengthening existing communities and what are the likely equity impacts and opportunities? How does the strategy or project affect vulnerable groups and communities?	Health impact assessment tool
Pride in who we are	<p>S M m N ↓</p> <p>Reason and justification for selection</p>	How does this strategy or project contribute to enhancing Auckland's identity and Aucklanders appreciation of this identity?	Sense of place
A unique and outstanding environment	<p>S M m N ↓</p> <p>Reason and justification for selection</p>	How does this strategy or project help to protect, enhance or promote Auckland's environment and natural and cultural heritage?	Heritage impact assessment Environmental impact assessment
Prosperity through innovation	<p>S M m N ↓</p> <p>Reason and justification for selection</p>	Will this strategy or project drive the development of new knowledge and act as a catalyst for innovation and skills development?	
Te Puawaitanga o te Tangata – Self sustaining Māori communities	<p>S M m N ↓</p> <p>Reason and justification for selection</p>	How does this strategy or plan contribute to assisting Māori to meet their needs and to pursue their aspirations?	Mana Whenua Framework
A quality compact urban form	<p>S M m N ↓</p> <p>Reason and justification for selection</p>	How will the strategy or project contribute to creating examples of good urban design and sustainable urban form?	Urban Design Tool kit
Resilient infrastructure	<p>S M m N ↓</p> <p>Reason and justification for selection</p>	Will this strategy or plan contribute to making Auckland's various infrastructures more resilient (e.g. less reliant on centralised systems) and less vulnerable to shocks and rapid changes?	
Effective collaborative leadership	<p>S M m N ↓</p> <p>Reason and justification for selection</p>	Will this strategy or plan require innovative leadership and encourage greater levels of collaboration across agencies and sectors?	

Note: The specialist tools in the tables above and below have been targeted for strategies. For documents under the Resource Management Act 1991 a number of options for the application of the tool kit can be considered, for example;

- as part of a s32 analysis in assessing the policies and methods of the strategy or plan; or
- to the determination of ERAs (environmental results anticipated); or
- at the issue identification stage.

These options will be investigated through further testing and following the refinement of a suitable approach the tool kit will be amended/updated for documents created under the requirements of the Resource Management Act 1991.

Click the following table to link to the GOAL and SHIFT work file (Word Format)

	Shift	Contribution	Focusing question	Specialist tools
KEY S Significant M Medium m Minor N None ↓ Negative	Put people at the centre of thinking and action	H M m N ↓ Reason and justification for selection	How does this strategy or project take into account the needs and aspirations of local and regional communities?	Health impact assessment tool Community Outcomes (LTCCPS)
	Think in generations not years	H M m N ↓ Reason and justification for selection	What is the timeframe of this strategy or project and how consistent is the focus of this timeframe with the scenarios set out in the ASF?	Scenario planning and future thinking tools
	Value te ao Māori	H M m N ↓ Reason and justification for selection	How have Māori values and perspective been incorporated into the thinking within this strategy or plan?	Mana Whenua Framework
	Activate citizenship	H M m N ↓ Reason and justification for selection	How will this strategy or plan engage with Auckland's communities and how will Aucklanders be able to participate in decision-making around the strategy or plan?	Models of community participation
	Create prosperity based on sustainable practices	H M m N ↓ Reason and justification for selection	Will this strategy or plan encourage or discourage economic processes which are more sustainable and less resource intensive?	Energy and resource audits
	Reduce our ecological footprint	H M m N ↓ Reason and justification for selection	Is the ecological footprint likely to grow or shrink through the actions and activities resulting from the strategy or plan?	Ecological impact assessment tools (Landcare MfE tools)
	Build a carbon neutral future	H M m N ↓ Reason and justification for selection	Will the strategy or plan contribute more or less total carbon emissions for the Auckland region on both a total and per-capita basis?	Carbon emission assessments (Landcare MfE tools)
	Integrate thinking, planning, investment and action	H M m N ↓ Reason and justification for selection	What connections can or have been made between this strategy or plan and other strategies or plans in Auckland and elsewhere in New Zealand? What are the medium and long-term costs of the strategy or plan and how will it be funded?	Strategy mapping Funding impact tool

Step 3

Summarise

The summary stage is a reflection on the big issues at stake in the proposed strategy, plans, projects or programmes as well as a restatement of these.

It is also a conclusion of what action can be taken to achieve better alignment of the strategy, plan or project with the goals and shifts of the Framework.

This third step encourages the consideration of positive amendments to the development of the strategy/plan being reviewed or prepared, in ways that more appropriately address the interconnected nature of sustainability and sustainable management.

This reflection is not simply an abbreviated version of the results of analysis undertaken in either the scrutinise or scope stages. Rather, it is an overall assessment of the strengths and weaknesses of the proposed strategy, plan, or project in terms of its contribution to making the region more sustainable. This assessment should be based on the biggest three (or less) contributions to each of the goals and shifts overall – not on an individual goal or shift basis. Ideally the negative contributions are acknowledged as honestly and as fairly as the positive contributions.

- 1. Strengths** Identify the 3 biggest strengths in terms of contribution to ASF goals and shifts

- 2. Weaknesses** Identify the 3 biggest weaknesses/gaps in terms of contribution to ASF goals and shifts

- 3. Threats** Summarise external factors (eg legislative framework) that may impact on successful outcome

- 4. Opportunities** Identify opportunities to improve and increase alignment of strategy and project to enhance contribution to the region's sustainable development

- 5. Actions** Identify what action will be taken to address the outcomes of the tool kit analysis

Specialist Assessment Tools

A wide range of specialist tools are available and can be used to help make decisions that are better integrated, prioritised and resilient. This appendix provides a summary of current best practice that may be useful to you when applying the Framework in your area of work. Best practice is continuously evolving and this section will be further developed in light of this.

Ecological Footprint

An ecological footprint measures how much natural resources we have, how much we use, and who uses it. It shows how much biologically productive land and water a population (an individual, an organisation, a city, a country, or all of humanity) requires to support current levels of consumption and waste production, using prevailing technology. Humanity's ecological footprint can be illustrated in numbers of planets, where one planet equals the total biocapacity of the Earth in any one year.

Since the late 1980s we have been in 'overshoot': currently the Ecological footprint exceeds the Earth's bio-capacity by about 25 per cent. In other words, at a global level, we are currently living beyond the means of nature by one-fourth. Expressed in another way, the average global ecological footprint is 2.2 hectares per person while there are only 1.8 hectares of biologically productive area per person available on the planet.

In the context of the Framework, it may be possible and desirable to measure the expected change in the region's ecological footprint arising from a major strategy or decision. Although there are many websites with personal ecological footprint calculators, to measure ecological footprint at a regional level will require specialist input. For more information on ecological footprint see www.footprintnetwork.org.

Health Impact Assessment

A Guide to Health Impact Assessment: A Policy Tool for New Zealand (HIA) was prepared by the Public Health Advisory Committee (PHAC) to introduce health assessment as a practical way to ensure that health and well-being are considered when policy is being developed at all sectors. Health impact assessment is defined as a formal way to predict the potential benefits and impacts of policies on health, well-being and equity.

HIA is suitable for exploring a wide range of social impacts. 'Health' is defined using the 'Whare Tapa Wha' model which includes physical, mental, and spiritual and family/community aspects of health and well-being. HIA is based on the recognition that the health status of people and communities is greatly influenced by the factors lying outside the sector, for example in areas such as housing or transport. HIA has been included in this tool kit because of its New Zealand focus and its wide focus on social issues.

Information regarding the New Zealand Health Impact Assessment Support Unit can be found at www.moh.govt.nz/hiasupportunit and the Guide to Health Impact Assessment downloaded from www.phac.health.govt.nz. This website also includes examples of completed assessments including the Avondale Liveable Communities Plans and the Greater Wellington Regional Land Transport Strategy.

Funding Impact Assessment

The purpose of the tool is to determine whether the funding for the proposed strategy, plan, project or programme is sustainable. The tool will have three steps:

- Assessment of long-term costs of the proposal including capital expenditure, operational expenditure, and staff requirements.
- Funding proposal – a breakdown of how these costs are expected to be funded and the agencies responsible for the funding.
- Assessment of the impact of the proposed funding arrangements in terms of affordability and distribution of funding burden using a regional funding impact model.

A regional funding impact model is being developed and will be added to the website once completed.

Urban Design Toolkit

The Ministry for the Environment (MfE) has developed an Urban Design Toolkit which contains a compendium of tools that can be used to facilitate high quality urban design. The tools are grouped into five different types of tools that can be applied at all stages of the urban design process. The group of tools under the heading 'research and analysis' are intended to assist in understanding the urban context, and may be useful for applying to spatial projects in the region.

The toolkit can be found on the MfE website www.mfe.govt.nz. For each tool there is a detailed explanation of what it is, what it's useful for and how it's done.

Intervention Logic

Intervention logic is known under various names including programme logic and logic modelling. All are based on the same fundamental principles although use slightly different terminology.

Intervention logic is a tool to test the likely effectiveness of a response in achieving a desired outcome. Intervention logic can assist by identifying the core logic by which we believe a specific policy intervention (response) will achieve a desired outcome. Intervention logic attempts to strip away the detail in order to evaluate the essential mechanisms which will affect outcomes.

The key steps to intervention logic are:

- Create the backbone of the logic by starting with an input and resulting output.
- Build up the vertebrae of the backbone with a progression of intermediate outcomes.
- Identify the assumptions and risks at each stage.
- Use evidence to test the validity of the assumptions.

Intervention logic is a more generic policy development tool. It is suggested that intervention logic be applied when a strategy or a major decision is intended to make a significant contribution to a shift or a goal in the Framework. It may be less useful when the contribution is indirect, or where a range of minor initiatives are intended to have a cumulative effect.

Key questions to determine whether intervention logic will be useful:

- Does the strategy or the decision involve key responses that are intended to make a major contribution to a shift or a goal?
- Is it possible to clearly define or quantify the outcome that is expected (in terms of the contribution to the shift and goal?).

If the answer to both questions is YES then intervention logic should be applied to test the basis of the cause-effect relationship and identify risks.

A free on-line course on logic modelling can be found at

www.uwex.edu/ces/lmcourse/#

A portal to logic model resources can be found at

www.cdc.gov/eval/resources.htm#logic%20model

A brief overview of programme logic can be found at

www.icvet.tafensw.edu.au/resources/documents/plmatrix.pdf

Multi-Criteria Analysis

These tools attempt to integrate social, economic, environmental and economic considerations by assessing how well various policy options perform in relation to a set of (weighted) criteria. Multi-Criteria Analysis (MCA) can be used to compare the policy options, to identify the effects of these options and to identify the trade-offs to be made. A large number of MCA methods exist to rank, compare and/or select the most suitable policy options according to the chosen criteria.

The main aim of MCA is to compare options with a view to selecting the best or 'optimal' option. Note, however, that in designing the MCA decision-makers will need to make judgements about the weighting of different criteria, which requires making judgements about trade-offs and relative priorities. For an overview of a number of MCA tools see the European Union website, Advanced Tools for Sustainability Assessment at <http://ivm5.ivm.vu.nl/sat/>

Models of Community Participation

International Association for Public Participation (IAPP) is an association seeking to promote and improve the practice of public participation in relation to individuals, governments, institutions, and other entities that affect the public interest in nations throughout the world.

- ICLEI—Local Governments for Sustainability – ICLEI is an international association of local governments and national and regional local government organisations that have made a commitment to sustainable development. More than 630 cities, towns, counties, and their associations worldwide comprise ICLEI's growing membership. ICLEI works with these and hundreds of other local governments through international performance-based, results-oriented campaigns and programs. Through its inter national campaigns and programs, ICLEI works with local governments to generate political awareness of key issues; establish plans of action toward defined, concrete, measurable targets; work toward meeting these targets through the implementation of projects; and evaluate local and cumulative progress toward sustainable development.

www.iap2.org includes a tool box with the public participation spectrum and a number of supporting tools go to.

New Zealand Resources

The New Zealand Business Council for Sustainable Development
www.nzbcscd.org.nz

The Natural Step
www.tns.org.nz

Proving It
www.provingit.org.nz

Evidence based Economic Development. Provides a step by step guide to the monitoring and evaluation process, a suite of best value economic indicators, background information relating to sustainable economic development and a number of very practical tools for planning and monitoring economic growth.

International Tools

www.policyhub.gov.uk

www.ivm5.ivm.vu.nl/sat

www.ec.europa.eu/research/environment/themes/article_1353_en.htm

www.iclei.org

Auckland Sustainability Framework

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.



Eight Goals

The Framework is built around eight interrelated and long-term goals that will enable the region to take a sustainable development approach:

GOAL 1 A fair and connected society	GOAL 2 Pride in who we are	GOAL 3 A unique and outstanding environment	GOAL 4 Prosperity through innovation	GOAL 5 Te puawaitanga o te tangata <small>Self-sustaining Māori communities</small>	GOAL 6 A quality, compact urban form	GOAL 7 Resilient infrastructure	GOAL 8 Effective, collaborative leadership
--	---	--	---	---	---	--	---

Eight Shifts

The Framework identifies eight shifts that focus on how our way of working, including our values, systems and processes, that need to change to support a sustainable development approach and so we can achieve our sustainability goals.

SHIFT 1	PUT PEOPLE AT THE CENTRE OF THINKING AND ACTION
SHIFT 2	THINK IN GENERATIONS NOT YEARS
SHIFT 3	VALUE TE AO MĀORI
SHIFT 4	ACTIVATE CITIZENSHIP
SHIFT 5	CREATE PROSPERITY BASED ON SUSTAINABLE PRACTICES
SHIFT 6	REDUCE OUR ECOLOGICAL FOOTPRINT
SHIFT 7	BUILD A CARBON NEUTRAL FUTURE
SHIFT 8	INTEGRATE THINKING, PLANNING, INVESTMENT AND ACTION.

Goal 1

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.

This goal is about people and promoting their well-being. Education, employment, health, housing, and safety are all key factors in achieving this goal.

This goal provides an emphasis for the future on:

- Addressing disadvantage for individuals, families and whole communities.
- Investing in the potential of communities and individuals, particularly with the region's growing youth population.
- Making the most of Auckland's diverse and changing population to build a dynamic and inclusive regional community.



Opportunities

Many of the opportunities to create a fairer and connected society are with our youth and our older people:

- Auckland's relatively young population (37 per cent aged less than 25 years) is a potential source of innovation and energy, and represent the workforce of tomorrow.
- Auckland's international competitiveness will rely on the skills and entrepreneurship of these young Aucklanders. We need to strengthen and develop the self esteem and resiliency of young people, and ensure strong connections to families and their communities. Supporting young people as they navigate transitions to further education, training or employment is critical.
- Older people's contribution to society and our region also provides opportunities as growth in the proportion of older people will happen more quickly after 2011 due to longer life expectancy and the large number of people born after World War II. We must increasingly support older people and encourage them to lead active, satisfying lives whilst still participating in the economy and contributing to their family and their communities.
- Agencies are increasingly working together using a collaborative 'joined up approach', involving local and central government plus community and voluntary organisations. The aim is to better integrate practical and effective ways of working together to achieve the best possible outcomes for people.
- We need to find new opportunities and tools to help us transform neighbourhoods with entrenched disadvantage and prevent new neighbourhoods with high levels of disadvantage being created.

Challenges

Future sustainability challenges will add to today’s challenges of fairness and connectedness. Issues of social cohesion and equitable access to services, education, employment, and quality affordable housing could be heightened by growing pressures on communities and the environment.

Some of the main challenges relating to Goal 1 are:

- Regional disparities, whether based on economic deprivation and lack of opportunity, or from a sense of social exclusion, which bring a long-term risk of polarisation between different communities.
- Educational under-attainment – low-decile schools are struggling to fully address the learning needs of socially disadvantaged children, and many of those children are likely to leave school without formal qualifications.
- Housing affordability – high housing costs are causing financial stress for low and modest income households.
- Declining levels of home ownership – home-ownership is important as it leads to greater family stability and improves the connections families have with their communities and continuity of educational opportunities
- Quality of our housing stock and the on-going operating costs to residents, for example with rising energy prices. This is also a concern for health. The average indoor temperature in Auckland homes is 16.5°C, well below the World Health Organisation’s recommended 18°C. Poorly insulated, damp and draughty homes have been demonstrated to affect residents’ health, with respiratory symptoms such as colds and asthma.
- Negative health outcomes. For example, the rise in obesity, if unchecked, could reverse the trend of increasing lifespan we have seen over the last century. Preventing obesity, especially in childhood, makes a significant contribution to improving lifelong health and enhancing opportunities for individuals to participate fully in society.

Goal 1

SHIFT REQUIRED TO MEET GOAL

Put people at the centre of our thinking and actions

Value te ao Māori

continued...

Indicative strategic responses

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 need
- 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 our communities; e.g. by offering a wider range of in-school and after-school programmes for children and their 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 equality of opportunity and equity of outcomes for whanau

Goal 1

SHIFT REQUIRED TO MEET GOAL

Activate citizenship

Integrate thinking, planning, investment and action

INDICATIVE STRATEGIC RESPONSES - CONTINUED

INDICATIVE STRATEGIC RESPONSES WHICH WILL CONTRIBUTE TO MEETING THE GOAL

- 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)

Want to find out more?

Ministry for Social Development
www.msd.govt.nz

Auckland Regional Public Health Service
www.arphs.govt.nz

Auckland Regional Economic Development Strategy
www.arc.govt.nz/economy/economic-development/economic-development_home.cfm

Auckland Regional Physical Activity and Sport Strategy
www.arpass.co.nz

Auckland Regional Settlement Strategy
www.immigration.govt.nz/settlement/regionalstrategies/auckland.htm

Goal 2

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.

This goal is about caring for and respecting Auckland's diverse peoples, our sense of place and identity.

This goal provides an emphasis for the future on:

- Respecting diversity, culture and heritage.
- Recognising Māori as Tangata Whenua.
- Creating a unique regional identity.



Opportunities

As Aucklanders gain awareness of, and take increasing pride in, who they are a number of economic, social and cultural opportunities arise:

- By building on existing arts and cultural events we can celebrate the diverse identities in the region, and look for opportunities to promote greater engagement amongst cultures.
- As the region continues to develop its physical fabric, we can improve the relationship between the valued natural features of Auckland and the built environment, so that we can be as proud of our buildings as our natural landscapes.
- Civic buildings, spaces and public art that speak of our bicultural past and multicultural future will complement our strong, dramatic landscapes, and give communities a sense of ownership of public spaces.
- Globally, we have an opportunity to promote the Auckland region as sustainable and resilient, with a robust environmental base, flourishing social and cultural life and dynamic economy.
- As Auckland develops a unique identity strongly flavoured by the distinct fusion of its Māori, European, Pacific, Asian and other cultures, a competitive tourism and marketing brand that promotes the Auckland region can evolve.

Challenges

While opportunities emerge from taking greater pride in the Auckland region, a number of challenges confront the people of the region, their core values and their identity:

- Population growth will need to be accommodated without compromising the natural values of the region, and in ways that improve the quality of the built environment.
- It will be important to strengthen the sense of regional identity so that we can welcome new Aucklanders into a cohesive community that is accepting of difference.
- With a greater number of older people, and widening disparities between communities, the way that we care for our most vulnerable citizens will continue to create challenges.
- It is also likely that Auckland will continue to develop a different identity from the rest of New Zealand. We may need to find ways to bridge the sense of divide with the rest of the country.
- Globalisation presents the risk that Auckland could become indistinguishable from other cities – alternatively Auckland could play to its strengths and position itself through the creation of a unique regional identity.
- As we define our regional future, we need to find ways of retaining our local identity and connecting beyond our boundaries, particularly with our immediate regional neighbours.
- These and many other influences could change the way we live our lives, and pose challenges to our sense of ‘who we are’.

Goal 2

SHIFT REQUIRED TO MEET GOAL

Put people at the centre of our thinking and actions

Indicative strategic responses

INDICATIVE STRATEGIC RESPONSES WHICH WILL CONTRIBUTE TO MEETING THE GOAL

- Increase opportunities for Auckland residents to develop a strong sense of Auckland’s history, people and place
- Build a strong regional identity that connects diverse communities and cultures whilst maintaining their individual integrity
- Ensure that thinking and actions provide for diverse cultures and needs
- Ensure that smaller cultures are able to flourish alongside larger, more dominant cultures
- Encourage host communities to welcome migrants and support their integration
- Support and adequately resource a wide range of cultural and recreational activities and facilities
- Identify and protect culture and heritage sites

Value te ao Māori

- The region’s identity strongly reflects Mana Whenua heritage and culture
- Celebrate and value Māori cultural landscapes, the Māori names of places and the associated people, stories and traditions
- Māori culture is valued and celebrated as a unifying thread of Kiwi identity and uniqueness

Think in generations, not years

- Ensure public spaces reflect our regional identity and local identities
- Identify and protect culture and heritage sites

Activate citizenship

- Support community groups that look after natural and cultural heritage.
- Support community cultural events

Create prosperity based on sustainable practices

- Realise our unique culture’s potential for economic development

Want to find
out more?

Ministry for Culture and Heritage
www.mch.govt.nz

Auckland Regional Settlement Strategy
www.immigration.govt.nz/settlement/regionalstrategies/auckland.htm

Auckland Plus
www.aucklandplus.com

Goal 3

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.

This goal is about our environment and the things Aucklanders care about most – our coasts and beaches, open spaces and a healthy environment. Protecting the long-term life supporting capacity of the region's ecosystems is essential to ensure we continue to have clean air to breathe, clean water to drink, and an ongoing supply of natural resources.

This goal provides an emphasis for the future on:

- Substantially improving environmental quality within the region.
- Creating and protecting a regional natural network.
- Strengthening Aucklanders' stewardship (kaitiakitanga) of the environment.
- Using natural systems and processes in urban and infrastructure design.
- Increasing resource efficiency and productivity.

Opportunities

Some of the main opportunities relating to Goal 3 are:

- Identifying and protecting 'no go' areas – including areas that are of special value, either for intrinsic value and life supporting capacity, or for the heritage value they hold to the community.
- Regional natural network – continue the region's commitment to implementing the quality compact city model, which minimises the need for urban sprawl into valued natural and cultural areas in the region. We will also need to identify a regional natural network and prioritised natural areas to serve a range of functions: public open space, ecological corridors, water quality buffers, cycle and walkways, recreational space and green infrastructure opportunities.
- Increasing sustainability education opportunities to all sectors – using the regional natural network and region's environmental footprint to provide a focus for community, school and business stewardship schemes. Funding and support can build communities' capacity to take care of their own local environments.
- Sustainability opportunities for business – transform business sector performance through radical increases to resource productivity, and by transforming the way products and services are designed and delivered. Leading international firms are showing how this is possible by designing products to mimic natural processes, and moving away from linear 'take-make-waste' processes to more cyclical loops. This presents a challenge of innovation to the region's businesses. There are also opportunities to facilitate greater use of natural systems and processes in urban and infrastructure design, for example through low impact design approaches.

Challenges

While Auckland residents value the natural environment and natural heritage, they also expect to have unlimited access to water, energy, open space and an ever increasing range of consumer goods and services at affordable prices. Full environmental costs are not priced into consumer goods and services and people do not always make connections between what they consume and throw away and the quality of the environment. There is still some way to go to meet international best practice for energy, waste and water use.

At current consumption levels, Auckland’s ecological footprint is five times its land mass. While this is not high for the region’s population density, it raises questions about how prepared we are to deal with limited resources and how self-sufficient we can be for basic goods.

Some of the main challenges relating to Goal 3 are:

- Resource scarcity – as some resources become more scarce and expensive internationally, managing the region’s rates of consumption and coping with the consequent economic adjustments will become more of a challenge.
- Urban growth inevitably places pressure on the regional environment. Development to accommodate the region’s growing population has the potential to further fragment natural areas, reducing ecological resilience, eroding landscape values and locking up productive land. Immediate demand for expansion, particularly the demand for countryside living, could undermine the future potential of rural land to provide essential services; including food production, environmental functionality and biodiversity. The relationship between the urban and rural components of the region and how this is managed will be critical to the overall health of the region.
- Climate change will increase pressure on the region’s environment. With average temperatures predicted to rise by 2°C, and as extreme weather events become more frequent, some species will struggle to survive, particularly at the fringes of ecosystems. Increased flooding, storm surges and sea level rise will impact on coastal infrastructure and water quality.

Goal 3

SHIFT REQUIRED TO MEET GOAL

Integrate thinking, planning, investment and action

Reduce our ecological footprint

Build a carbon neutral future

Indicative strategic responses

INDICATIVE STRATEGIC RESPONSES WHICH WILL CONTRIBUTE TO MEETING THE GOAL

- Develop a regional natural network throughout city, neighbourhood and rural areas, providing ecological, recreational and transport benefits
- Take an integrated, inter-organisational approach to managing Auckland’s natural environment
- Take a catchment management approach to planning
- Change production, design and consumption patterns to reduce resource usage and waste
- Develop compact urban settlement patterns to prevent the loss of natural areas and productive soils
- Utilise low-impact urban design
- Undertake reforestation
- Reduce energy consumption and substitute renewable energy sources for fossil fuels
- Reduce vehicle and domestic fire emissions to improve air quality

continued...

Goal 3

STRATEGIC RESPONSES - CONTINUED

SHIFT REQUIRED TO MEET GOAL

INDICATIVE STRATEGIC RESPONSES WHICH WILL CONTRIBUTE TO MEETING THE GOAL

Think in generations, not years

- Identify and protect from development areas of cultural and environmental significance
- Identify key tipping points for ecological systems and their consequences to social and economic well-being
- Take a precautionary approach to decision-making when environmental consequences are uncertain
- Ensure that product and service pricing reflects the associated social and environmental costs
- Ensure that investment decisions are driven by both long and short term benefits
- Provide adequate funding for environmental restoration efforts
- Improve ecosystems through restoration, reforestation and effective pest management

Put people at the centre of our thinking and actions

- Increase resourcing for school-based educational programmes that promote a sense of connection with, and stewardship for, the environment
- Ensure everyone is aware of the opportunities for, and has easy access to, recreation in the natural environment

Value te ao Māori

- Care and protect the mauri of water and other natural taonga
- Future proof wāahi tapu and whenua from climate change and other adverse effects

Want to find out more?

Auckland Regional Council
www.arc.govt.nz/environment

Goal 4

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.

This goal is about securing the region's long-term prosperity through innovation and creativity.

This goal provides an emphasis for the future on:

- Creating prosperity based on sustainable practices.
- Investment in people, research, infrastructure and technology to boost resource productivity.
- A transition to sustainable materials and production techniques.
- Moving towards a value-added, knowledge-based, resilient and innovation-driven economy.



Opportunities

There are a growing number of economic opportunities associated with sustainability:

- A potential competitive advantage for New Zealand in new renewable energy sources (marine, wave, geothermal, wind etc).
- Focusing on sustainability can help to strengthen the region's economy by making more efficient use of scarce resources, and shifting from a low value-added, commodity based economy towards a knowledge-based, innovation-driven economy.
- Our current economic focus is on improving labour productivity. To ensure a sustainable future, we need to expand this to include resource productivity and shift towards a far more efficient use of scarce resources, including land. This can be achieved through a combination of structural changes (i.e. changes in industry mix) and better practices amongst businesses. Agglomeration of business activities into higher density employment areas, served by good infrastructure, will help to preserve land for future generations and can support higher productivity levels than other urban forms.
- Auckland has an important role in New Zealand's long-term economic transformation. While rising oil and energy costs will push transport costs up, the value of goods that we export needs to increase for our products to remain competitive in global markets. This will provide the base for a wealthier society which can afford to pay for environmental and social protection.
- Communications technology offers great opportunities to strengthen the region's presence in the 'weightless economy providing services and products virtually and reducing our dependence on physical transportation to move products to markets. Facilitating movements of ideas and contracts using modern communications is both a smart and sustainable way of reducing carbon emission, as well as keeping transaction and energy costs down.

Challenges

Economic policies will need to equip Auckland to anticipate and deal with the challenges of the future, including global economic change, climate change, population growth and demographic change. The region’s recent economic growth has been underpinned by drivers that cannot be relied upon in the medium to long-term. Structural factors such as labour force skills and New Zealand’s economic position internationally will continue to pose challenges for the prosperity of the region.

- Reliance on imports – like many cities, Auckland is dependent on imported resources, particularly energy, for its continued functioning. Whilst this may be an economically efficient way of operating in the short and longer-term there are risks associated with such supply lines. The challenge is to manage these risks by diversifying sources, including some local production, and managing demand. As some natural resources become scarcer and more expensive we can expect price rises for both products and services such as transport. The value of goods that we export needs to increase for our products to remain competitive in global markets.
- Remoteness and scale – our small size within the global economy and distance from major markets make us vulnerable to global shifts and shocks. Our firms must compete with others internationally – both for market share and to attract and retain talented people. As environmental awareness grows, issues such as carbon neutrality may become common purchasing considerations, particularly in affluent markets. We need to better understand the economic implications of ‘carbon neutrality’ and ‘oil shortages’, as well as identify trade-offs and develop appropriate policy responses.
- Education and skills – economic growth will not be sustainable in the longer term unless we can educate and train people so that they have the skills required by our businesses. Innovation is driven by education in the broadest sense and can be more strongly underpinned by ensuring better access to educational resources at all levels. We cannot know now what future skill requirements will be, but we can ensure that people have opportunities for life-long learning and that they have skills that are flexible and adaptable.

Goal 4

SHIFT REQUIRED TO MEET GOAL

Create prosperity based on sustainable practices

Put people at the centre of our thinking and actions

Indicative strategic responses

INDICATIVE STRATEGIC RESPONSES WHICH WILL CONTRIBUTE TO MEETING THE GOAL

- 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
-
- 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

continued...

Goal 4

INDICATIVE STRATEGIC RESPONSES - CONTINUED

SHIFT REQUIRED TO MEET GOAL

INDICATIVE STRATEGIC RESPONSES WHICH WILL CONTRIBUTE TO MEETING THE GOAL

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

Integrate thinking, planning, investment and action

- 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

Want to find out more?

Ministry for Economic Development
www.med.govt.nz

Auckland Plus
www.aucklandplus.com

Auckland Regional Economic Development Strategy
www.arc.govt.nz/albany/index.cfm?1FC20F22-145E-173C-9850-84D85CCEDEF8

Goal 5

Te puawaitanga o te tangata

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 well-being of the region and add to the economic, cultural and social richness. The potential and value of Māori is fully realised.

This goal is about recognising and facilitating the special role of Māori in the region.

This goal provides an emphasis for the future on:

- Recognising Mana Whenua as the indigenous peoples of the region.
- According value to te ao Māori.
- Giving due effect to Te Tiriti o Waitangi/Treaty of Waitangi.
- Contributing to Māori needs and aspirations.

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.

The process of working with Mana Whenua to develop parallel and interlinked sustainability frameworks is a step towards the kind of relationship envisaged by Goal 5, whereby Mana Whenua are involved as a partner in the development of strategy and their contribution and perspective carries influence.

Opportunities

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. Opportunities under this goal include:

Opportunities under this goal include:

- Recognising Mana Whenua relationships with ancestral taonga, their cultural practices and traditions and future development.
- Understanding the impacts of sustainability challenges on Mana Whenua and their relationships to land and people.
- Enhancing Māori participation at all levels of education.
- Significant opportunities arise as Māori shift out of settlement mode under Te Tiriti o Waitangi to realise future potential.
- Opportunities for advancing Māori economic development – and building on increasing Māori participation in the economy and in enterprise.
- Creating further opportunities resulting from a cultural renaissance, in particular with Te Reo Māori, creative arts and cultural heritage.

Challenges

Over the last 180 years mana whenua of the region have faced a number of sustainability challenges, and these challenges have intensified significantly in the last 50 years. The impacts of 19th century challenges such as land sales and land confiscations, continue through into the 20th century. In particular the degradation of the environment, including the loss of waahi tapu, the health of harbours and waterways is a major concern. Some of the future sustainability challenges for Maori include:

- Climate change will impact on tangata whenua relationships to ancestral taonga, cultural knowledge and practices may be at risk. Within the Auckland region tangata whenua are predominately coastal people – potential sea rise as well as other climatic events may compromise, waahi tapu, Māori land holdings, urupa, papakainga and marae. Mitigation measures may also have a negative social and economic impact on Māori whanau. Responses may further disadvantage Māori.
- Māori wish to ensure that their whanau and tamariki share in the benefits that result from global economic change. Tangata whenua are presently positioning themselves to operate in a post-settlement environment where their tribal members receive the benefits of economic development initiatives. However balancing the economic imperative, tangata whenua have concerns in regard to the protection and control of their cultural, knowledge and natural capital.
- Regional growth remains the most significant in terms of detrimental impact on the state of the region’s natural and cultural taonga. The degradation and loss of waahi tapu, mahinga kai and other cultural resources have had a major impact on the social and cultural well-being of whanau and hapu. Population growth has also put the retention of Māori land at risk, land owners have come under pressure to sell or sustainability for whanau land is at risk. The east coast areas of Pakiri, Umupuia and Wharekawa are under increasing pressure and the fingers of growth are beginning to reach into the South Kaipara.
- The role and place of tangata whenua as part of the host communities has been largely overlooked in refugee and migrant settlement. As new peoples develop their sense of place within the region, how they develop lasting relationships with the indigenous peoples is crucial to ensuring that the place and value of tangata whenua is sustained.

Goal 5

SHIFT REQUIRED TO MEET GOAL

Put people at the centre of our thinking and actions

Value te ao Māori

Activate citizenship

Think in generations, not years

Integrate thinking, planning, investment and action

Indicative strategic responses

INDICATIVE STRATEGIC RESPONSES WHICH WILL CONTRIBUTE TO MEETING THE GOAL

- Actively protect Māori interests in accordance with the Te Tiriti o Waitangi/Treaty of Waitangi and recognition of Mana Whenua
- Ensure tamariki, rangatahi and pakeke are valued and cared for
- Enhance economic prosperity through the development of Māori creative industries, cultural products and services
- Recognise Māori cultural and sustainable management practices
- Provide education to increase participation in a healthy and positive lifestyle
- Increase participation and representation in public and private sector governance and management
- Ensure that a quality cultural legacy is passed on to mokopuna
- Ensure that mokopuna are confident and proud of their place as Māori within society
- Create and support places and local focal points where people can gather, and celebrate their culture
- Plan and invest to enhance the fundamental relationships of Māori to land, and to people.

Goal 6

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.

This goal is about where people live and work, where new retail and business will locate, and where and how key infrastructure will be developed.

This goal provides an emphasis for the future on:

- Managing future urban growth by promoting more compact development in well-designed and accessible intensive regional and town centres.
- Avoiding spreading the effects of urbanisation over the greater area.
- Remodelling existing low-density suburbs to improve their resilience to future change.
- Improving urban design and development quality.
- Protecting valued natural landscapes, biodiversity and heritage features.



Opportunities

High quality, higher-density, mixed-use development in and around centres and transport corridors provides the following opportunities:

- Greater housing, business, employment, transport and lifestyle choices.
- Improving Auckland's urban design quality and public spaces.
- Opportunities to encourage people to walk, cycle, and be out and about in centres and neighbourhoods which can directly benefit people's health, perceptions of safety and their connection to their community.
- Each transport and land use decision is potentially 'city shaping' and provides an opportunity to move towards a more sustainable region.
- Neighbourhood scale projects provide opportunities for people to be involved in decision-making processes that directly affect them.
- Improving the quality of buildings and local environments.
- Auckland's famously low density suburban lifestyles and high car ownership and car dependency can be reversed, over time, by committing to developing quality intensification and liveable communities integrated with passenger transport.
- Sustainable building design and construction allows more resource efficient development.

Challenges

The region's low density urban form is particularly resource hungry. As critical resources (such as transport fuel) become more expensive, we will be challenged to transform the way we live. The impacts of climate change, including coastal erosion, flooding, instability and extreme weather events could threaten the viability of some of the region's centres and neighbourhoods, as well as the infrastructure that connects and supports them.

Some of the main challenges relating to Goal 6 are:

- Moving into the future, the region will need to accommodate more people and provide for an increasingly diverse population. This will require providing places for more housing, more employment, and more social activity.
- Demographic changes will alter settlement and activity patterns in the region, for example, with increased demand for accessible housing from the growing cohort of older people.
- Widening disparities between communities could see concentrations of deprivation in some neighbourhoods.
- Limited opportunities for comprehensive development of significant sites.
- Lack of infrastructure capacity and investment.
- Community resistance to change.
- Lack of alignment of policy, funding and implementation across councils and central government.
- Pressure on rural and coastal areas from development and changing land use practices.
- Planning and regulatory processes that discourage, rather than enable, desired development.

Goal 6

Indicative strategic responses

SHIFT REQUIRED TO MEET GOAL

INDICATIVE STRATEGIC RESPONSES WHICH WILL CONTRIBUTE TO MEETING THE GOAL

Put people at the centre of our thinking and actions

- 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

Build a carbon neutral future

- 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

Reduce our ecological footprint

- 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 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

Integrate thinking, planning, investment and action

- 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 inter-relationships
- 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

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 settlement 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
- Intensify development in town centres
- Redevelop under-utilised 'brown field' land
- Increase productivity by supporting business agglomeration and research

Activate citizenship

- 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

Want to find
out more?

Regional Growth Strategy
www.arc.govt.nz/auckland/aucklands-growth/aucklands-growth_home.cfm

Growing Smarter: An evaluation of the Regional Growth Strategy
www.arc.govt.nz/auckland/aucklands-growth/evaluation-of-the-regional-growth-strategy_home.cfm

Goal 7

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.

This goal is about using our resources more efficiently so that regional infrastructure protects the environment, withstands future pressures, and promotes the social and economic outcomes Aucklanders want.

This goal provides an emphasis for the future on:

- A more integrated approach to infrastructure planning, delivery and management.
- A focus on the use of natural systems in the design and renewal of infrastructure.
- Implementation of demand management options.
- Consideration of the appropriate scale and location of infrastructure to promote long-term resilience as well as efficiency.

Opportunities

Currently, too many infrastructural decisions are made without taking into account the effects on other infrastructure and on the region. Therefore, there are opportunities to:

- Better integrate and co-ordinate regional infrastructure planning to eliminate fragmentation that will lead to more sustainable, resilient, cost effective regional networks which align with growth models.
- Tap the potential for delivering infrastructure at different scales. For example, we may gain efficiencies by collecting water and energy at a household level.
- Work at a community level within a regionally co-ordinated network thereby increasing cost effectiveness and creating more distributed and resilient systems.
- Invest in major projects affecting the wider region. Recent projects such as the Northern Busway and rail upgrades demonstrate how infrastructure improvements can effectively contribute to regional sustainability by encouraging commuters to use public transport.

Want to find out more?

ARTA
www.arta.co.nz

Auckland Transport Plan
www.arta.co.nz/plans-and-policies/#ATP

Watercare
www.watercare.co.nz/index.sm

Challenges

The primary challenge for infrastructure planning is to examine how services, such as community facilities, and resources, such as water and energy, are best provided in the future, responding to the new challenges and drivers facing the region. Other challenges relating to Goal 7 are:

Other challenges relating to Goal 7 are:

- Providing efficient and resilient infrastructure will require significant funding – we need to make up for past under-investment at the same time as planning for the needs of future generations.
- Many infrastructure classes are natural monopolies, and governance arrangements must be adopted to ensure that decisions regarding planning, finding and pricing for their services result in equitable and efficient outcomes.
- We are currently vulnerable to changes in supply and price of many resources essential to our economy. To insulate our economy against future changes we will need to improve the resource efficiency and performance of our infrastructure, and better harness the resources available within the region (e.g. wind, sunshine and rain).
- Changes to weather patterns could affect demand on infrastructure services (for example, greater energy demand in summer to provide cooling). With climate change, more frequent extreme weather events will put pressure on critical infrastructure, especially in coastal locations.
- The number of people demanding services from the region’s infrastructure will continue to grow. As communities and lifestyles continue to diversify, demands on infrastructure – particularly social infrastructure – are likely to change.
- Disadvantaged communities are often also service-poor. Distance from central locations, limited access to public transport, higher energy demands in draughty and damp homes, and poorer access to information and communication technology will all have to be addressed if we want to live in a fair and equitable society.

Goal 7

SHIFT 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 our thinking and actions

Integrate thinking, planning, investment and action

Indicative strategic responses

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
- 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

Goal 8

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 well-being.

The focus of this goal is to provide more effective and efficient institutional arrangements to prepare for future challenges and to move the region towards achieving Auckland's long-term sustainability goals.

This goal provides an emphasis for the future on:

- Effective, collaborative leadership at all levels of government.
- Integrating planning, funding and implementation, and improving coordination between the public and private sectors.
- Respect and consideration for all the people of the region and their right to contribute to the democratic process.

Opportunities

As well as being a goal in its own right, developing effective and collaborative leadership will be a key method for achieving our other goals and the vision of a sustainable Auckland. Opportunities include:

- Taking leadership in sustainable development now is a vital opportunity for the prosperity and security of the future. Because our understanding of natural and social systems has deepened, we can no longer rely on the defence that 'we simply did not know' that our lifestyles were generating such long-lasting and unsustainable impacts.
- By making sustainable development the basis of decision-making in the Auckland region, we have the opportunity to ensure better coordination of decisions across the region.
- By working effectively in coordination with others we can harness the strengths and talents of different stakeholders.
- Working with communities is a great opportunity to build local leadership amongst people who know their environments and have an ongoing stake in the sustainable development of their neighbourhoods.

Want to find out more?

Royal Commission of Inquiry into Auckland Governance
www.royalcommission.govt.nz

One Plan
www.arc.govt.nz/auckland/one-plan/one-plan_home.cfm

Challenges

Achieving the goal of effective, collaborative leadership will be greatly challenged by the potential future shifts and shocks identified in this framework:

- Although we have a clear idea of some of the impending challenges that the region will encounter, we cannot be certain exactly how these challenges will play out. Leadership needs to be developed to promote gradual improvements in the region’s performance whilst also being prepared for more sudden action.
- It will be a challenge to keep sustainable development at the forefront of decision-making processes, particularly as the sustainability implications of decisions can be quite long-term and cumulative, and when more short-term factors such as cost and community acceptance are more immediately apparent.
- The future of planning will be less about moving towards fixed outcomes, and more about managing uncertainty and securing options for future actions. This will have implications for how we make decisions, prioritise investments, and work with communities.
- As the population of the region grows and diversifies, it will be a challenge to ensure democratic processes stay engaged with communities.

Goal 8

SHIFT REQUIRED TO MEET GOAL

Integrate thinking, planning, investment and action

Indicative strategic responses

INDICATIVE STRATEGIC RESPONSES WHICH WILL CONTRIBUTE TO MEETING THE GOAL

- Ensure public sector is aligned, integrated and focused on priorities that will contribute most to the region’s sustainability
 - Increase public sector collaboration with Mana Whenua, and the civic and private sectors
 - Put in place stronger regional governance with sufficient mandate and financial capability to make decisions in the regional interest
 - Ensure decisions affecting the region are made at the correct level – closest to those affected and most appropriate to deal with the consequences
 - Lead by example by applying the Framework to public sector, corporate policies (e.g. building, travel, human resources)
 - Build a collaborative relationship with adjacent regions (Northland, Waikato and Bay of Plenty)
-
- Strengthen local decision-making capacity
 - Recognise and nurture local leadership, particularly within younger age groups
 - 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
-
- Ensure Mana Whenua play a meaningful role in regional governance
 - 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
-
- Build leadership that is confident to take decisions that will stand the test of time
 - Maintain a watching brief on known and emerging sustainability challenges so as to be prepared for changes before they occur

Activate citizenship

Value te ao Māori

Think in generations, not years

Shift 1

Put People at the Centre of Thinking and Action



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.

Everything we do is for the benefit of people, and so we should deliberately ensure that their needs and desires are at the forefront of our thinking and action from the beginning.

This shift provides an emphasis on:

- Putting people at the beginning not end of our thinking.
- Developing an understanding of people.
- Putting people at the heart of solutions.
- Concern with equity for people and communities.

Put people at the beginning not end of our thinking

Regardless of our area of focus, we can be proactive in improving outcomes for people by putting the needs of people and communities up front when we frame policy questions, develop strategies and implement programmes. For example, instead of asking "how best to design a transport system", the question can be reframed as "how can we meet peoples' needs for goods, services and travel in a way that increases social well-being (e.g. health, recreation, social capital) while minimising negative social impacts (e.g. air pollution, loss of amenity).

Developing answers to this broader approach will require bringing together a range of disciplines, functions and agencies to provide different perspectives. This approach often creates positive synergies to improve social, economic and other outcomes well beyond the activity's original objectives. For example, walking school buses get children to school safely, but they also increase their fitness and can increase social capital within the school community. Similarly, well designed sports facilities can become places for improving health outcomes (obesity, mental health), social outcomes (connection with others, build community identity and cohesion), environmental outcomes (outside classroom on flora and fauna teaching environmental stewardship) and in particular instances, economic outcomes.

Develop an understanding of people

Putting people at the heart of our thinking and action requires understanding people first; the way that they live and what they value. It requires understanding the sheer diversity of people and communities within the region. This requires us to really know the people and communities that we work with, how they function and renew themselves, and the level of social capital and cohesion in the communities. Solutions which reflect specific communities and their circumstances are more likely to succeed than one size fits all solutions. For example, research into why there was low public transport use in one Auckland centre identified the lack of pedestrian crossings to the train station and the perception of crime in the bus station. Better lighting, a security system and pedestrian crossings were specific

solutions needed to get that community using public transport. In a different community different solutions would be needed.

Put people at the heart of solutions

This focuses on enabling individuals and communities to define the issues, and then to create and implement their own solutions. This will require building the capacity of local leadership, providing support and funding to community groups, and devolving specific areas of decision-making to local communities. It also requires a broader strategy of **activating citizenship** within the region.

Concern with equity for people and communities

Environmental justice argues for the need for three forms of equity to ensure that public decision-making provides for all sectors of society.

Procedural equity – ensuring everyone has equal access to information and decision-making process.

Geographical equity – ensuring amenities and ‘disamenities’ are shared around spatially.

Social equity – ensuring the lives of the most vulnerable are not made more dangerous or less healthy by poor public policymaking and implementation. In developing sustainability solutions, particular attention will need to be paid to those in society who have fewer options for change than others due to circumstances such as low income, geography, social engagement and individual ability.

Want to find
out more?

Ministry of Social Development, Social Inclusion and Participation: A Guide for Policy and Planning
www.msd.govt.nz/work-areas/social-research/sip-guide.html

Leading Social Development in Auckland: Regional Plan 2007/2008
www.msd.govt.nz/publications/regional-plans/auckland.html

Auckland Regional Public Health Service, Improving Health and Well-being: A Public Health Perspective for Local Authorities in the Auckland Region
www.arphs.govt.nz/Publications_reports/reports/sophar06/sophar06_report.asp

Auckland Regional Physical Activity and Sport Strategy
www.arpass.co.nz

Auckland Regional Economic Development Strategy
www.arc.govt.nz/albany/index.cfm?1FC20F22-145E-173C-9850-84D85CCEDEF8

Shift 2

Think in generations not years

Ensure that today's decisions leave a positive and enduring legacy for future generations by taking a long-term rather than a short-term approach to decision-making, planning and investment.

Thinking long-term is critical for ensuring the sustainability of the region. Much of what the region enjoys today can be attributed to long-term planning and investment of the past. Likewise, many of the problems now confronting the region could have been avoided with better long-term thinking. We need to ensure that future generations of New Zealanders are not adversely affected by our decisions.

This shift provides an emphasis on:

- Creating legacies.
- Planning for an uncertain future.
- Intergenerational equity.
- Holistic thinking.



Creating legacies

Different decisions have different life spans, and many of our decisions may impact the region beyond our life time. Decisions on the built environment can largely determine the shape of urban development for 100-years or more. Likewise, rail and roading infrastructure development requires enormous public investment and can affect how well a region functions for a generation.

Taking a long-term view on the non-physical aspects of the region is equally important. The level of investment in education and in our youth will contribute to Auckland's skills base for the next 30+ years. Poor social outcomes at a household or community level can become entrenched and create intergenerational disadvantage.

Planning for an uncertain future

Traditional ways of planning for Auckland's future are becoming less effective against a backdrop of rapidly increasing global interconnectivity and increased rates of change. We need to consider future trends and forces of change in our decision-making and planning. However decision-making models need to shift from specific predictions of what the future holds, to an approach that manages uncertainty and adapts to changing circumstances.

This shift therefore focuses on developing a resilient region that can adapt to change. Building strong communities and robust ecological systems, and designing flexibility into our economy, infrastructure and buildings are key objectives of the Framework.

Intergenerational equity

If we wish future generations of Aucklanders to grow up with the same opportunities we had, then we need to rethink the way we treat regional resources and care for our environment.

The health of ecological systems and supply of natural resources can often not be restored in the

short and medium terms, and alternatives to finite resources need to be developed far in advance of depletion. Without taking into account the lives of those who come after us, we risk making short-sighted decisions that negatively impact upon their quality of life.

Holistic thinking

Short-term thinking is usually quite linear in nature and ignores actual or potential relationships between resources, processes and results. Long-term thinking on the other hand can be broader and more holistic perhaps to the point of taking a systems approach. Moving toward a systems approach to decision-making, by its very nature, will lead to taking a long-term view.

Want to find
out more?

Cities Plus
www.citiesplus.ca

CSIRO Centre for Sustainable Ecosystems
www.cse.csiro.au/research/index.htm

Systems Thinking Network
www.systems-thinking.org

United States Environmental Protection Agency
www.epa.gov/NRMRL/std/sab/tools/index.html

Ministry of Social Development
www.msd.govt.nz

Shift 3

Value te ao Māori

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.

Tāmaki Makaurau

Mai i Kaipara moana me te Te Arai o Tahuu ki te raki

From Kaipara harbour across to Te Arai Point in the North

Mai i Karioitahi me Whakatiwai ki te tonga

From Karioitahi beach across to the Whakatiwai stream in the South

Ko Aotea ki te rawhiti

Great Barrier Island is to the East

Ko Te Moana o Rehua ki te uru

The Tasman Sea is to the West

Ko Tāmaki Makaurau

Tāmaki Herehere nga waka

Auckland, Auckland that binds all the canoes lays in between

Kei Waenganui

Māori world view

The very essence of the Māori world view is relationships - not only between people but also between the spiritual world and the natural world. Relationships extend from the deities to whanau, to hapu, to iwi, to fauna and flora.

For Māori generally, the Māori world begins with the creation, where all life emanated from Io, the Supreme Being. A series of cosmological birth stages followed including Te Kore and Te Po, culminating with Papatuanuku, the earth mother and Ranginui, the sky father. Ranginui and Papatuanuku were separated by one of their children, Tane Mahuta, to let light, and hence knowledge, into the world – Te Ao Marama. The children of Rangi and Papa subsequently set about creating their domains, breathing mauri or life force emanating from Io into all things, both living and inanimate.

As well as the values attributed to them by those who benefit from and, in turn, care for them, land, air and freshwater bodies and their associated resources have inherent values of their own. They are part of the domains of various deities and consequently have mana atua.

Through creation Māori claim an intimate relationship established by whakapapa to all entities of the natural world.

For tangata whenua within Tamaki Makaurau, those relationships are based on whakapapa, and stem from long social, economic and cultural associations and experiences extending over several centuries. Inherent in this relationship are the ancestral obligations as Kaitiaki to care for all other parts of the natural world within the territories where they hold mana whenua.

Kaitiaki can take a physical or spiritual (metaphysical) form. Physical **Kaitiaki** include Tāngata Whenua, reptiles, fish and birds. An example of a spiritual **Kaitiaki** is a taniwha.

Kaitiakitanga is an integral part of the expression of Rangatiratanga or authority, whereby it is often impossible to protect resources without also exercising a degree of authority and control over them. This is axiomatic.



This culturally distinct view of the world established natural and proper behavioural patterns – tikanga – between Tāngata Whenua and other living things. When Tāngata Whenua needed to hunt birds or fish, dig up plants or cut down trees, for example, proper rituals were performed recognising the sacredness of other life forms. The various deities maintained absolute power over their domains and it was to such deities that requests to use specific resources were made. Underlying these relationships was the holistic world view briefly described earlier, and it was only after such tikanga was satisfied that Tāngata Whenua could safely take the lives of other living entities for food and resources for survival. For those who ignored tikanga, punishment was by way of personal calamity.

Over time Tāngata Whenua developed a highly specialised knowledge of their environment and the resources that they relied upon for survival. Tribal tikanga sought to maintain the balance between people and other life forms. Birds and fish, for example, were protected much of the year by **rahui** or temporary ban, ensuring that such resources were not disturbed during breeding. Although continuing to evolve to suit changing circumstances, tribal tikanga still determines what activities can occur, and if so, how they can occur. While there is tikanga which is universal to Māori, there is also tikanga which is specific to different **Iwi** and **Hapu**.

A Māori world view is further illustrated by the following statement by an **Iwi** authority of the Auckland Region:

“Rivers are not just channels to facilitate the flow of water

Rivers are the lifelines, the blood veins of Papatuanuku

Rain is not just water that falls out of the sky

Rain represents the tears of Ranginui, the sky father

who continues to weep as a result of the separation from Papatuanuku.”

(Huakina Development Trust 1995)

While an abundance of food is valued for the physical sustenance it provides a tribe, tikanga also places enormous value on the concept of **manākitanga**. The ability to provide an abundance of food to guests is a matter of tribal mana and well-being. Māori values are also expressed in the importance placed on cultural materials found in the coastal environment, including those used for weaving and dyeing processes. The ability to live and work on ancestral lands (e.g. marae and **papakāinga**) is also of fundamental importance, facilitating the meeting of **Kaitiaki** responsibilities and enabling relationships, culture and traditions with ancestral **taonga** to be nurtured.

Many activities have the potential to adversely affect the relationship of Māori and their culture and traditions with their ancestral water, sites, **wāhi tapu** and other **taonga**. Of particular concern are the effects of **sewage** and **stormwater** discharges into waterways, degradation of water quality, damage to or destruction of **wāhi tapu**, and any action that degrades or depletes life forms, particularly of species gathered and used by Tāngata Whenua.

The values of Tāngata Whenua towards land, air and freshwater bodies and associated resources, and the expression of such values in tribal tikanga and institutions, were confirmed and guaranteed by Te Tiriti o Waitangi, signed in 1840. Rights and obligations in terms of the principles of the Treaty of Waitangi need to be taken into account in the management of natural and physical resource.

Want to find
out more?

Te Puni Kokiri
www.tpk.govt.nz

ARC Maori Relations Unit
www.arc.govt.nz/council/maori-relations/maori-relations/maori-relations-unit.cfm

Shift 4

Activate citizenship



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.

Citizenship is associated with equality before the law, freedom from arbitrary rule, freedom of speech and a basic sense of human dignity. It is a powerful term that evokes both the rights that citizens may claim and, equally, the responsibilities they have towards the common good. This shift recognises the central importance of our citizenship to our ability to achieve the collective actions which are required to become more sustainable.

This shift provides an emphasis on:

- Active citizenship.
- Expanding the boundaries of citizenship.
- Emerging forms of citizenship.
- Expanding our democracy.
- Broadening our leadership.
- The public sector's role in activating citizenship.

Active citizenship

Active citizenship is the concept of giving back to our communities and leaving positive legacies for those who come after us. An active citizen is one who exercises both their rights and responsibilities in a balanced way, in an individual, group or organisation setting. Unlike civic rights which are set in law, civic responsibilities are generally voluntary. They are wide-ranging and include taking part in democratic decision-making processes, volunteer work and acting in a manner that increases the well-being of others and the environment.

Expanding the boundaries of citizenship

In an increasingly interdependent world, we can define and act as global as well as local citizens. This stems from an understanding that sustainability will not be achieved if we do not address issues such as poverty and resource scarcity on a global scale.

Emerging forms of citizenship

In the past, citizenship has been defined in terms of individuals' relationships with the state or in terms of their relationship to each other or the community. According to this model, good citizens vote, pay taxes, obey the law and undertake various required civic duties such as jury service. In the community-based model, good citizens also volunteer, know and care for their neighbours, and are trustworthy and trusting.

Expanding our democracy

A key purpose of local government in New Zealand is "to enable democratic local decision-making and action by, and on behalf of, communities," (s.10(a) LGA 2002). Declining participation in local government elections witnessed in recent years should be a cause for serious concern because it

indicates fading engagement of citizens, and will ultimately undermine the legitimacy of public agencies at a local level.

To reverse declining rates of participation, greater effort and respect should be afforded to existing engagement mechanisms, such as community consultation procedures, while additional approaches to engagement should also be adopted. Approaches might include citizens' panels, citizens' juries, local reference groups, community forum and wisdom councils.

Broadening our leadership

Broad and open leadership structures are required if citizenship and democracy are to remain meaningful concepts. To achieve such structures, agencies and organisations in both the public and community sector are required to always be inclusive and to actively identify and nurture emerging leaders. Attempts should also be made to ensure that decision-making processes do not destroy or undermine trust and relationships.

The public sector's role in activating citizenship

Governments around the world have taken action to increase active citizenship. For example, the British Government launched a citizenship programme several years ago. Citizenship education is now compulsory in UK schools up to age 14, and is often available as an option beyond that age. In Scotland active citizenship has become one of three major themes of community policy since 1998.

In Auckland the public sector could increase active citizenship through:

- Enabling equal participation in democratic processes.
- Building the capacity of local leaders, fund and provide support to community led projects.
- Increasing the transparency of decision-making processes and devolve decision-making.
- Encouraging corporate citizenship and being corporate citizens through triple bottom line reporting and triple top line design.
- Putting people at the heart of solutions.

Want to find
out more?

Participatory practice
www.goodpracticeparticipate.govt.nz

Office for the Community and Voluntary Sector, Ministry of Social Development
www.ocvs.govt.nz

Systems Thinking network
www.systems-thinking.org

Volunteering New Zealand
www.volunteeringnz.org.nz

Philanthropy New Zealand
www.philanthropy.org.nz

Shift 5

Create prosperity based on sustainable practices

Use sustainability as a point of difference to capitalise on global market opportunities by genuinely and visibly basing what we do on sustainable practices.

Auckland/NZ faces the challenge of being a small, physically remote economy. Access to global markets is likely to become increasingly dependant on NZ businesses' ability to prove that their products and services are produced sustainably to an extent that the food miles created in exporting them are outweighed. Rising oil prices will increase the material, energy and transportation costs of economic activities, and businesses will need to look at resource effectiveness to maintain profitability. From a regional economic perspective, transitioning towards a 'weightless' and 'knowledge' economy would reduce Auckland's vulnerability to resource scarcity, price hikes and trade barriers.

This shift provides an emphasis on:

- Radical resource productivity.
- Eco-effective design.
- Service and flow economy.
- Developing the capacity of people.
- Sustainable business.

Radical resource productivity

Radical resource productivity refers to transformative leaps in design and processes to create more with less resource. Factor Ten (a 90 per cent reduction in energy and materials intensity) and Factor Four (a 75 per cent reduction) are targets for many governments including Australia, the Netherlands, and Norway, who have all publicly committed to Factor Four. Corporations including Dow Europe and Mitsubishi Electric see radical resource productivity as a powerful strategy to gain market advantage. However in the long-term, efficiency alone can not be the only approach as it only slows resource depletion and pollution. Therefore the concept of efficiency has increasingly been broadened to eco-effective design.

Eco-effective design

Eco-effective design focuses on creating the right products, services and systems instead of making the wrong ones more efficient and less harmful. This includes designing products for optimal recycling and reuse. It is also about innovation and new ways of doing things, new business processes and models. Currently, most products are designed by combining different materials which cannot be later separated and salvaged. Eco-effective design, however, 'designs in' a product's ability to be recycled and reused from the start. Eco-effective design signals a shift from linear to cyclic systems of production. Several cyclic systems of production are outlined below.

- **Industrial ecology** aims to create industries in which every form of waste is a raw material for another product. The focus is on systems and integrative analysis rather than specific elements. Key techniques include **life-cycle analysis** which is analysis of material stocks and flows and energy consumption throughout the system. Industrial ecology is concerned not just with static analyses of systems but with their resilience and functionality over time.
- **Biomimicry** uses biological design and processes as a basis for industrial design, attempting to eliminate the concept of waste. This is also reflected in the concept of **Cradle to Cradle** thinking, which considers all waste as resource, and optimistically believes industrial processes and urban design have the potential to increase natural capital and improve the quality of natural systems.

Service and flow economy

This concept signals a shift from an economy of goods and purchases to an economy based on the flow of economic services. In New Zealand, for example, businesses buy photocopying services; the service provider owns the copier, maintains it and replaces it when it is due for an upgrade. In North America this concept has extended to office heating, lighting and furnishing. The strength of this approach is that it is in the supplier's interest to provide quality products that last, are easily maintained, and the supplier can claim back the product and recycle it into a new model. This substantially reduces waste and increases local employment for servicing and recycling the equipment.

Developing the capacity of people

People are our most important asset in creating sustainable prosperity. A focus on encouraging people to reach their full potential can be strengthened through increasing support to disadvantaged schools and students with learning disabilities, providing life-long opportunities for education, staff development within firms and through local government providing community based learning opportunities.

Sustainable business

Sustainable business requires integrating environmental management, social equity, economic development and consolidating the community and environment. This involves new models of engaging with the community and environment to internalise externalities. Institutional frameworks need to align and mutually support sustainable development. This requires adjusting business strategy, practices, culture and management capabilities.

Want to find out more?

Ministry for the Environment

www.mfe.govt.nz/issues/sustainable-industry/tools-services/subjects.php?id=4

New Zealand Business Council for Sustainable Development

www.nzbcscd.org.nz/supplychain/content.asp?id=252

Proving It – Evidence based Economic Development

www.provingit.org.nz

World Business Council for Sustainable Development

www.wbcscd.org

Sustainable Business Network

www.sustainable.org.nz

Government Urban and Economic Development Office

www.med.govt.nz/templates/Page_____3421.aspx#P17_1415

Bio Grow NZ

www.bio-gro.co.nz

AgriQuality New Zealand

www.agriquality.co.nz

The Government's cabinet papers on sustainability

www.mfe.govt.nz/issues/sustainability/cabinet-papers/index.html

The Auckland Regional Economic Development Strategy

www.arc.govt.nz/albany/main/plans/regional-strategies/auckland-regional-economic-development-strategy-areds.cfm

The METRO Plan

www.aucklandplus.com/subsites/aplus/current-initiatives/the-metro-project.cfm

Shift 6

Reduce our ecological footprint

Redress global warming, biodiversity losses and diminishing natural resources through more efficient land, water and energy usage, and by ensuring economic development improves environmental well-being.

An ecological footprint (EF) refers to the area of productive land and water ecosystems required to produce the resources that a population consumes and to assimilate the wastes that it produces under prevailing technology. To become sustainable we must transition to renewable resources and improve the efficiency of our systems.

This shift provides an emphasis on:

- Reducing consumption.
- Demand-side management.
- Developing and applying low emissions technologies.
- Using the right infrastructure.
- Viewing the region as one integrated system.



Reducing consumption

The ecological systems which support the Auckland region are finite. Sustainable development requires us to create prosperity and well-being within these ecological limits. This means:

- Developing alternatives to non-renewable resources and managing renewable resources to ensure they can naturally replenish.
- Minimising pollution and waste and ensuring that the flow of life-supporting services from ecological systems are maintained and increased.
- Radically improving resource productivity through transformations in design, technologies and processes to 'create more with less'.

Demand-side management

By using demand-side management (DSM) we can significantly reduce our resource requirements and improve resilience to the impacts of price shocks. DSM usually focuses on public education, market adjustments and improved efficiencies in products and services. DSM can radically change supply solutions and mainstream new technologies. In developing DSM strategies, institutional factors need to be addressed such as developers seeking low initial costs through inefficient design, with high energy bills being met later by home owners.

Developing and applying low emissions technologies

Too often high quality utilities are used where lower quality resources could suffice. For example, using treated water which meets NZ drinking standards to flush toilets or to water gardens when 'grey' water could fulfil the same purpose. Structural adjustments will be needed to facilitate greater alignment through building codes, infrastructure and building design and investment.

Using the right infrastructure

In some situations, centralising infrastructure and systems can be the most appropriate response to unsustainable activity. However, this approach suffers several critical disadvantages when compared to more localised systems:

- Increased distribution costs
- Less resilience
- Less flexibility in meeting local needs.

By using the right scale of infrastructure and systems, we can maximise the benefit attained from the activity while minimising the effects on the environment.

Viewing the region as one integrated system

Instead of thinking of the urban environment as a collection of separate functions, cities can be designed as urban ecological systems where the outputs of one activity provide the resources for the next. For example, the heat loss from industry can be captured to power neighbouring facilities or communities.

Want to find
out more?

Ministry for the Environment
www.mfe.govt.nz

Ecological footprints in New Zealand
www.mfe.govt.nz/publications/ser/eco-footprint-sep03/index.html

Shift 7

Build a carbon neutral future

Rapidly reduce carbon-based fuel consumption by promoting renewable energy usage, and radically reducing energy use by reorganising production and consumption patterns.

Carbon neutrality is attained when entities implement measures to minimise greenhouse gas (GHG) emissions and then offset residual emissions so that their net greenhouse impact is zero.

This shift provides an emphasis on:

- Establishing Auckland's carbon profile.
- Reducing emissions.
- Offsetting residual emissions.



Establishing Auckland's carbon profile

Developing a carbon profile of the region which identifies the key carbon flows to the atmosphere would allow Auckland to determine potential abatement options and to focus efforts on areas that provide the greatest emissions reduction potential in the region.

Reducing emissions

After determining where carbon savings may be made, we will then be able to begin working towards reducing carbon emissions. Our ability to build a carbon neutral future is dependent on the development of an effective emissions reduction programme. This will involve breaking our dependence on fossil fuels and reducing energy use.

The region could identify and focus on critical areas of risk, which may be in areas such as fossil fuel-based transportation systems and low-density urban form. The region can then become a 'fast adopter' and regional innovator of national initiatives.

Offsetting residual emissions

Carbon offsets are generated from a project or activity that avoids or absorbs CO₂, or any of the other main GHG emissions, from the atmosphere. These are then used to compensate for emissions from another project, activity, or business.

To meet its Kyoto targets, New Zealand will need to both reduce its GHG emissions and use flexible mechanisms which allow for the trading of carbon credits. The Government has decided to implement an emissions trading scheme (ETS) as its core price-based mechanism for reducing GHG emissions and enhancing carbon sinks. A key requirement for organisations in the region is to determine their obligations (in terms of both assets and liabilities) under the proposed ETS.

Because reducing emissions to zero through efficiency measures may be unattainable or unfeasible, offsets are an important tool for organisations to meet their obligations under the ETS or to meet reduction targets or if they wish to reduce their net carbon footprint.

Want to find out more?

The GHG protocol provides a series of specifications and guides to understand, quantify, and manage greenhouse gas emissions.

www.ghgprotocol.org

CarboNZero is Landcare Research's certification programme for organisations, products, and services that can demonstrate minimisation and mitigation of associated GHG emissions.

www.carbonzero.co.nz

www.carbonzero.co.nz

www.provingit.org.nz

The Princeton "stabilisation wedges" concept

www.princeton.edu/~cmi/resources/stabwedge.htm

Guidance and best practice for local government on climate uncertainty and peak oil

www.postcarboncities.net

ICLEI's Cities for Climate Protection Campaign

www.iclei.org

The conclusions of the Hirsh report to the US energy department

www.costanzo.org/Commentary/conclusions_from_hirsh_report_on.htm

C40 Cities – group of the world's largest cities committed to tackling climate change.

www.c40cities.org

NZ Climate Change Solutions

www.climatechange.govt.nz

Ministry for Economic Development, NZ Energy Strategy to 2050: Powering our Future

www.med.govt.nz/templates/MultipageDocumentTOC____31948.aspx

Shift 8

Integrate thinking, planning, investment and action

Optimise Auckland's social, cultural, environmental and economic opportunities by taking an integrated approach to thinking, planning, investment and action.

Understanding the interdependencies between various parts in society is a key concept of sustainable development. It acknowledges the complexity and interdependence of the real world. Moving towards an integrated approach of thinking, planning, investment and action will require a changed mindset and the use of new concepts, tools and processes.

This shift provides an emphasis on:

- Working collaboratively.
- Planning more efficiently.
- Creating multi-functionality.
- Recognising there are no linear futures.



Working collaboratively

Governments, stakeholders and communities are increasingly working collaboratively. Processes continue to be developed to enable different disciplines, functions and interests to come together to better define problems and solutions. How we operate organisations needs to change to increase collaboration and integration.

Planning more efficiently

Harnessing economies of scope – spreading overhead capital across a multitude of uses and activities – is likely to become a key challenge for organising cities in the future. Distributed networked systems will become more important for manufacturing, infrastructure and governance. They will also lead to increasing de-centralisation and complexity, where small-scale activities in a mixed use environment become commonplace and large-scale 'one size fits all' solutions become less common.

Creating multi-functionality

Creating multi-functionality can optimise outcomes and minimise resource depletion and expense. This requires collaboration and lateral thinking. For example, at a regional scale Auckland could develop a natural network throughout city, suburban and rural areas to provide a wide range of benefits including; ecological corridors, recreational areas, the greening of the city and suburbs, walk and bikeways, water catchments protection and green infrastructure. At a local scale, one small part of that network could also be developed for environmental education for a neighbouring school and a community garden for local residents. Alternatively the infrastructure and institutional development required to run an international event can be planned and implemented to provide a legacy of physical, economic and social benefits to the region.

Recognising there are no linear futures

When building scenarios or predicting trends for the future it is important to recognise that the relationships between different forces (e.g. peak oil and globalisation or peak oil and climate change) can collectively create very different scenarios than when they are considered separately. We need to be aware of all potential outcomes and work towards multi-dimensional solutions.

Want to find
out more?

Ministry of Economic Development
www.med.govt.nz

Sustainable Business Network
www.sustainable.org.nz/cms1/index.php

Committee for Auckland
www.systems-thinking.org

Volunteering New Zealand
www.competitiveauckland.co.nz

Auckland Plus
www.aucklandplus.com