



# ECONOMIC DEVELOPMENT ACTION PLAN

The Auckland Council group's role  
in Auckland's recovery 2021-24

Auckland  
Council  
Te Kaunihera o Tāmaki Makaurau



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# Foreword

The significant role that Tāmaki Makaurau Auckland plays in New Zealand’s economy means that when our region succeeds, the country succeeds.

Auckland's Economic Development Strategy was adopted in 2012 – a 10-year road map for economic development which encouraged collaboration and partnerships among the Auckland Council group, central government and business.

The world as we know it has changed dramatically since 2012. In particular, 2020 saw our lives disrupted as the COVID-19 pandemic took hold, altering our lives, consumer and economic trends, behaviours and expectations.

The environment in which we now find ourselves requires an economic development plan that addresses these recent economic shifts and contexts, using the levers we have to do things differently or better.

This Economic Development Action Plan: Council's role in Auckland’s recovery 2021-24 is a result of the Auckland Council group’s deliberate intent to work closely together to provide a clear and directive plan for economic development over the next three years.

Taking direction from Auckland’s key strategic document, the Auckland Plan 2050, and other important strategies including Te-Tāruke-ā-Tāwhiri: Auckland’s Climate Plan and Kia ora Tāmaki Makaurau: Council’s Māori Outcomes Framework, this plan has a clear purpose:

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Enabling a more regenerative and inclusive economy for the people and wellbeing of Tāmaki Makaurau

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The Economic Development Action Plan provides a coordinated reference point for the Auckland Council group’s economic development activity.

But it is also an important opportunity to re-imagine activity to meet the new and emerging challenges facing Auckland’s economy to ensure the wellbeing of our communities is at the centre.

We have a strong leadership and enabling role to play in our economy. This plan is an opportunity to better define that role, coordinate our efforts, and determine our priorities to help Tāmaki Makaurau recover and realise its significant potential.



**Jim Stabback**  
Chief Executive  
Auckland Council



**Councillor Alf Filipaina**  
Chair of the Parks, Arts, Community and Events Committee  
Auckland Council





As at February 2020. Population projection as at August 2020.



Our demographics reinforce the region's cosmopolitan character and reputation as the gateway into New Zealand. International migration has been the main contributor to Auckland's population growth and an important economic driver for the region.

Auckland's solid recent economic performance was interrupted by the pandemic, resulting in a large increase in unemployment and falling GDP through two lockdowns, with more than 26,000 Aucklanders losing their jobs between March and August 2020. The rise in jobseeker numbers suggests young people (aged 18-24) were the most impacted by job loss. It is estimated that alert level 3 lockdowns in Auckland result in 200 job losses per day, 250,000 workers being unable to work, and around a 14 per cent reduction in GDP generation.

Yet New Zealand and Auckland both showed remarkable resilience. Every major economic indicator has turned out better than anticipated by the main economic commentators in April and May 2020. A particularly unexpected outcome has been the surge in house prices. This implies market confidence, but also exacerbates the wealth gap between those who own property and those who don't. The rise in property development activity, despite higher unemployment, has also been a strong vote of confidence in the outlook for the economy and points to construction continuing to play a dominant role in Auckland's job and GDP growth.

## Our recovery challenges

Several immediate risks to economic recovery exist, and some are growing. Not all of these risks may materialise or last, and not all are risks that an Auckland Council group-led economic development action plan can overcome, but it is important to keep the full range of risks to economic recovery in mind.

The pandemic continues to present as a risk with the ongoing possibility of spread, new mutations, or slower than planned vaccine rollout and uptake. Border restrictions have prevented a rebound in tourism and export education, as well as exacerbating the skills shortage, while sales of more traditional New Zealand primary commodities may be limited by a weak global economy.

The Auckland Council group has not been spared from revenue challenges related to border closures and lockdowns, and Auckland has been more affected than the rest of country. Prior to the COVID-19 pandemic, Auckland had a well-documented traffic congestion problem, negatively affecting productivity. Since Auckland entered lower levels of restrictions, the move back into public transport use has been slow. Travel times into the city centre are largely back at where they were pre-pandemic, but with public transport use still

down over 30 per cent compared to the same time a year earlier. This presents an ongoing revenue challenge for the Auckland Council group.

In the last 20 years, New Zealand has had rising wealth inequality and income disparity. Incomes have risen quite proportionally across income bands, but those who own property have seen large windfall gains while those who don't have not seen their wealth rise in nearly the same way. Recovery will continue to be driven by parts of the economy that have been most insulated from the pandemic, and therefore the risk of an uneven recovery remains. Those with no work or insecure jobs, those already underutilised in labour force, small businesses, or those on reduced incomes may still struggle to get by.

Our region is already experiencing the effects of a changing climate. Over the last decade, Auckland felt the impacts of heavy rain events, storm surges and coastal inundation, extreme heat events, and droughts. These climate change impacts are expected to increase in frequency and severity and threaten our economy in a variety of ways. Severe weather events can damage business premises (e.g. warehouses and factories), make products obsolete, and disrupt supply chains and other infrastructure including transport. Drought can make water more expensive which in turn impacts on raw materials and production costs. In addition, businesses may have to deal with uncertainty in the price of resources for production, energy, transport and insurance.

## **Our recovery opportunities**

These challenges and trends, particularly increasing wealth inequality and climate-related economic impacts, signal the need to reconsider our current economic system as one that balances a growth economy with a regenerative and inclusive one.

Our opportunity lies not only in restoring some of those areas hit the hardest, such as tourism, exports, and retail and hospitality centres, but in looking at them in a new way, one that relies less on volume and more on value. There is further opportunity to focus on those communities most exposed to the economic impacts from the pandemic and promote their distinct talent and diverse contribution to the workforce and Auckland's reputation as a place that embraces diversity.

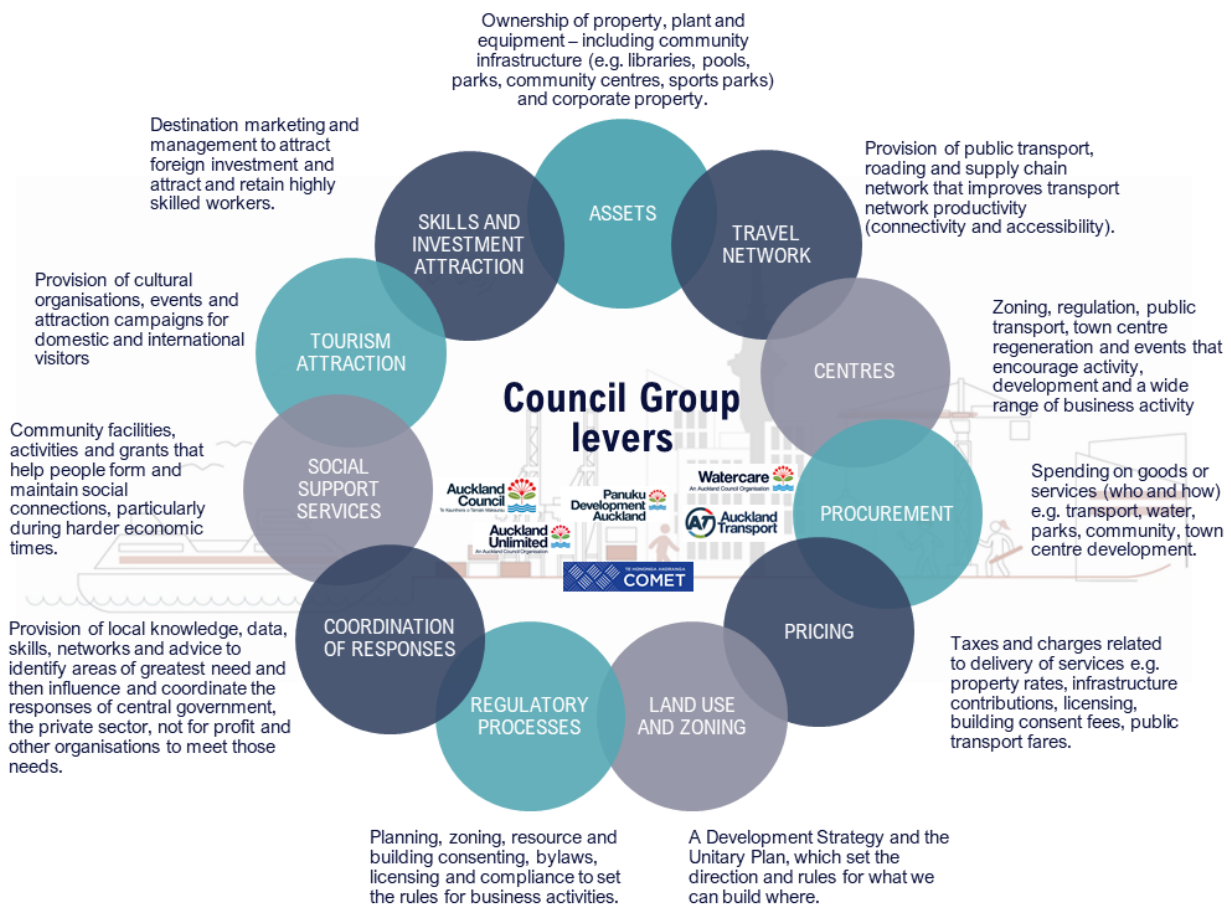
The lessons learned from this pandemic have catalysed principles of sharing and distribution, buying local, investing in local suppliers, and working and communicating in a way that reduces reliance on commuting - reinforcing economic structures that are vital to a more resilient and inclusive economy.

Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan outlines the opportunity we have to embrace disruptive innovation and new technologies, leading to an emergence of new sectors that can provide secure and quality jobs to our growing region, and, in turn, lead to better social outcomes.

## **Our collective role: economic development levers**

While the Auckland Council group provides a wide range of services to Aucklanders, the focus of this action plan is on services that can be explicitly used as levers to stimulate economic development and those that can be demonstrated to materially improve economic outcomes beyond the Auckland Council group (i.e. incomes, number of jobs, unemployment, reliance on government benefits, mix of business types, GDP growth, and/or increased productivity).

Levers include enablers (how we use our assets and procure services, regulatory powers, transport networks and so on), those that incentivise efficient choices by the private sector (fees and charges, investment in town centres and the city centre, skills and tourism attraction), and those that coordinate and support (such as social services and coordination with partners and stakeholders).



**Source**

Auckland Council, Chief Economist Unit (February 2021): Auckland’s economic recovery and council’s role: Context to support the development of Auckland Council’s Economic Development Action Plan.



# The framework

An extensive review of plans and strategies across the Auckland Council group (as related to economic development and recovery) was undertaken to identify common economic development themes, including statements of intent, operational plans and strategies, and local board plans. Of primary importance were the Opportunity and Prosperity chapter of the Auckland Plan 2050, the economy related goal of Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan and Kia Ora te Umanga, the Māori business tourism and employment objective of Kia Ora Tāmaki Makaurau, Auckland Council's Māori Outcomes Framework.

The economic development outcomes from these key plans and strategies have been brought together to form a definition of economic development as one that is not just about economic growth but also supports the overall standard of living for individuals within our community. This definition is reflected in the overall purpose of this plan.

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“The Auckland Council group's contribution to economic development enables a regenerative and inclusive economy for the people and wellbeing of Tāmaki Makaurau.”

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This purpose is supported by six objectives that broadly encapsulate the breadth of economic development activity that occurs across the Auckland Council group and act as an organising framework for the plan. These objectives are:

- **Destination Tāmaki Makaurau:** attracting people and investment
- **Local Tāmaki Makaurau:** enabling thriving local economies
- **Skilled Tāmaki Makaurau:** supporting quality jobs and skill development
- **Future Tāmaki Makaurau:** preparing businesses for the future
- **Enabled Tāmaki Makaurau: infrastructure** that enables economic development
- **Enabled Tāmaki Makaurau: regulations** that enable economic development

Actions and sub-actions reflecting the Auckland Council group levers have been developed under each objective. Measures against the objectives, progress on deliverables, performance measures and targets will be reported annually.

The objectives are unified by three guiding principles that have been purposely reflected in actions across each objective. These principles are:

- Transitioning to a low carbon and regenerative economy.
- Supporting economic opportunities for Māori.
- Responding to communities of greatest need.

Further detail on how these principles have been embedded into the plan can be found on pages 11-14.

The application of the levers to the framework can be found on page 41.

The following plan on a page summarises the key elements of the framework including the key actions and parts of the Auckland Council group, including Council Controlled Organisations (CCOs), that have a primary role in delivering them.

# ECONOMIC DEVELOPMENT ACTION PLAN 2021-24

Long-term strategic outcomes

## Auckland Plan



Opportunity and Prosperity

Auckland is prosperous with many opportunities and delivers a better standard of living for everyone

AUCKLAND PLAN 2050

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Te Tāruke-ā-Tāwhiri:  
Auckland's Climate Plan

A resilient and low carbon economy

Kia Ora Tāmaki Makaurau

Kia ora te umanga: Māori Business, Tourism and Employment

Three-year Objectives for Auckland

<p><b>Destination Tāmaki Makaurau</b></p> <p>Attracting people and investment</p>	<p><b>Local Tāmaki Makaurau</b></p> <p>Enabling thriving local economies</p>	<p><b>Skilled Tāmaki Makaurau</b></p> <p>Supporting quality jobs and skill development</p>	<p><b>Future Tāmaki Makaurau</b></p> <p>Preparing businesses for Auckland's future</p>	<p><b>Enabled Tāmaki Makaurau: Infrastructure</b></p> <p>Infrastructure that enables economic development</p>	<p><b>Enabled Tāmaki Makaurau: Regulations</b></p> <p>Regulations that enable economic development</p>
<p><b>Guiding Principles</b></p>					
<p> Transitioning to a low carbon and regenerative economy</p>		<p> Supporting economic opportunities for Māori</p>		<p> Responding to communities of greatest need</p>	

Progress indicators against the objectives (reported annually)

<ul style="list-style-type: none"> <li>Visitor spend</li> <li>Business growth and reputation</li> <li>Economic quality (diversity, jobs, high-skilled)</li> </ul>	<ul style="list-style-type: none"> <li>Local contribution to region</li> <li>Local employment growth</li> <li>Access to work, education and internet</li> </ul>	<ul style="list-style-type: none"> <li>Income equity</li> <li>Skills and labour force participation</li> <li>Educational participation and achievement</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge intensive and creative industries</li> <li>Comparative advantage</li> <li>Business activity</li> <li>Business innovation</li> </ul>	<ul style="list-style-type: none"> <li>Access to jobs</li> <li>Accessibility to public transport</li> <li>Growth by industry</li> </ul>	<ul style="list-style-type: none"> <li>Building and construction activity</li> <li>Business zoned land</li> <li>Value for money (council services)</li> </ul>
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Actions to be delivered across Council Group (reported annually)

Enhance Auckland's reputation as a destination to live, work, study, play, visit and invest (AU)	Regenerate town centres to ensure they thrive (EP)	Support young people to develop skills and connections that lead to quality career opportunities (CMT, AC)	Build on Auckland's industry strengths as a diversified economy (AU)	Lead impactful procurement practices (AC)	Achieve better, quantifiable evaluation of planning and zoning rules (AC)
Attract, deliver and develop major events, shows, performances and exhibitions (AU)	Support local boards in their contribution to economic outcomes (AC, AU, AT)	Support Māori and Pasifika peoples to transition into higher quality employment (AC, AU)	Expand Auckland's innovation support and infrastructure (AU)	Explore avenues for more efficient and resilient infrastructure systems (AC, AT, WSL, AU)	Ensure consenting processes are fast, pragmatic and fit-for-purpose (AC)
Attract investment into Auckland that creates high quality employment outcomes (AU)	Establish a consistent approach to local economic places of focus (AU, AC)	Partner to improve STEM and digital equity across south and west Auckland (CMT, AC)	Prepare for a more uncertain future (AC)	Transition infrastructure to a climate positive future (AC, AT, WSL)	Produce a more informed consultation process for significant investment (AC)
Attract talent to help fill skill shortages (AU)	Ensure local businesses benefit from existing support programmes (AU, AT, AC)	Support Māori and Pasifika business ownership (AU, AC)			Simplify and standardise bylaws and permitting (AU, AC)
Develop the city centre in alignment with the City Centre Masterplan (AC, AU, AT, EP)		Advocate for a fairer share of investment to transform south and west Auckland's economies (AC, AU)			Ensure infrastructure is adequately funded and financed (AC)

( AC ) 
( AU ) 
( CMT ) 
( EP ) 
( WSL ) 
( AT ) 

# The guiding principles



## Transitioning to a low carbon and regenerative economy

Disruptions such as climate change, technological change and global pandemics have highlighted vulnerabilities in our regional and global economy and challenged the way we view our economic systems. These disruptions have demonstrated the need for a more resilient economy that is regenerative, inclusive, local, and enables Aucklanders to thrive.

Businesses and communities must plan for increasing climate and non-climate related disruption. Identifying potential risks and hazards at both business and industry sector level is key to building resilience.

Developing and implementing interventions, which include the transition away from carbon intensive sectors and practices, can deliver long-term growth, broaden the skills base, create jobs and result in a more sustainable economy.

*How this is reflected in the plan*

[  **Direct**     **Indirect** ]

### Examples of how actions directly or indirectly support transitioning to a low carbon and regenerative economy

<p><b>Destination Tāmaki Makaurau</b></p>	<ul style="list-style-type: none"> <li>• Through Destination AKL 2025, climate change and sustainability actions are in development to support the visitor economy’s transition to a low carbon resilient sector.</li> <li>• Low carbon and zero waste events and venues contribute directly to council’s target of zero waste by 2040.</li> <li>• Investment activity will target the weightless and green economy.</li> </ul>
<p><b>Local Tāmaki Makaurau</b></p>	<ul style="list-style-type: none"> <li>• Town Centre Guidelines target a decrease in greenhouse gas emissions and support low carbon forms of transport and building.</li> <li>• Local business support helps prepare businesses to transition to a lower carbon economy.</li> </ul>
<p><b>Skilled Tāmaki Makaurau</b></p>	<ul style="list-style-type: none"> <li>• The Youth Economy project funding will be directed toward training, employment and enterprise programmes including in the green economy.</li> <li>• An economy that operates sustainably is identified as one of the key areas for investment and growth in both skills and enterprise/industry through a Green New Deal.</li> </ul>
<p><b>Future Tāmaki Makaurau</b></p>	<ul style="list-style-type: none"> <li>• The Climate Innovation Hub will activate innovation through collaboration of stakeholders to ensure Tāmaki Makaurau is climate-resilient with a low-carbon economy.</li> <li>• Focus on ensuring a sustainable future for all Aucklanders and lifting business capability around circular economy principles.</li> <li>• Creative and digital industries play an important role in further diversifying the economy and transitioning to a low carbon Auckland.</li> </ul>

**Enabled  
Tāmaki  
Makaurau:  
Infrastructure**

- Water-use precincts pilot solutions that enable water reuse – potentially avoiding new water sources (a source of embodied and operational carbon).
- Public transport uptake is key to a move away from private cars - crucial for Auckland's required emissions reduction.
- Actions support better inclusion of climate considerations in infrastructure decision-making.
- Setting sustainable procurement targets ensure consistent use and ambition across the Auckland Council group for waste reduction and carbon emission considerations.

**Enabled  
Tāmaki  
Makaurau:  
Regulations**

- Regulations can ensure that buildings meet the highest level of environmental standards, such as the highest green star ratings.
- Construction processes can be incentivised to encourage the use of low carbon building techniques.
- Pricing greenfield development accurately will incentivise development that supports a low carbon economy.



## Supporting economic opportunities for Māori

Pre-COVID-19, the economic-related indicators for Māori showed poorer outcomes than those for other ethnicities. One third of the New Zealand working-age Māori population had no qualifications, and more than half had lower skilled jobs than the rest of the population. On average Māori earn \$140 less, per person, per week for the working age Māori population than the rest of the working-age population. The pandemic exacerbated economic issues for Māori. When the health and economic impacts from COVID-19 on Māori became clear, Māori mobilised and deployed teams and resources to support whānau right across Tāmaki Makaurau. Māori are creating and championing a new vision for their economic future that is economically just; with Māori talent, innovation, knowledge and narratives at its heart.

A priority for Māori is improving economic outcomes by backing the strengths of the Māori economy in Tāmaki Makaurau and tackling the root causes of the one-billion-dollar gap in income between Māori and non-Māori in Tāmaki Makaurau. Iwi and Māori communities, government, organisations and businesses will be instrumental in developing new ideas, methods and solutions needed to unlock constraints that compromise Māori economic wellbeing.

How this principle is reflected in the plan

[  Direct  Indirect ]

**Examples of how actions directly or indirectly support economic opportunities for Māori**

**Destination  
Tāmaki  
Makaurau**

- The Auckland place-brand narrative showcases Auckland’s urban Māori identity through the “place of mana” theme.
- Māori tourism opportunities are supported through Destination AKL 2025.
- The City Centre Masterplan brings mana whenua presence, Māori identity and life into the city centre and waterfront.

**Local Tāmaki  
Makaurau**

- Mātauraunga is valued and embedded in town centre design through early and ongoing engagement with Māori communities.
- Mataawaka and mana whenua-led initiatives are supported in local planning.
- Specific programmes are delivered to support capability development of local Māori businesses.

**Skilled  
Tāmaki  
Makaurau**

- System changes to improve employment outcomes for Māori are a focus, including through Māori and Pasifika Trades Training.
- Actions focus on increasing prosperity for Māori, including Māori-owned businesses through the work of Amotai and Whāriki.
- Māori businesses and Māori staff are targeted through council procurement and employment strategies.

**Future  
Tāmaki  
Makaurau**

- The GridAKL network aims to increase innovation amongst Māori businesses and increase involvement of Māori communities.
- Māori businesses in the food & beverage sector and supply chain will be supported through the development of the food and beverage cluster.

**Enabled  
Tāmaki  
Makaurau:  
Infrastructure**

- Enabled infrastructure provides opportunities for all, including Māori, through improved access to business opportunities and quality employment.

**Enabled  
Tāmaki  
Makaurau:  
Regulations**

- An enabled regulatory environment provides opportunities for all, including Māori, through improved regulatory systems and processes that lead to more efficient land-use planning outcomes.



## Responding to communities of greatest need

Communities of greatest need refers to communities which have limited capability to access social and economic resources and opportunities compared to the general population. This restricts their ability to fully participate in society and in activities that have meaning and value to them.

An equitable economic recovery will involve identifying and responding to communities that have been most impacted by COVID-19, as well as those that have less capability to access what they need to recover or improve their outcomes (i.e. income, social support, skills).

There are a range of different approaches to measuring and assessing need. The communities of greatest need have been defined through analyses of data at a local board level using criteria of people most at risk of socio-economic hardship. These include:

- Young people (18-24 years)
- Māori
- Pasifika peoples
- People experiencing underutilisation in, and exclusion from, the labour market
- People with low participation in education
- Employment in industries most impacted by border closures
- High deprivation localities
- People on low incomes
- People with no or poor digital access
- People with low access to public transport
- People with low skills

At a local board level this translates to Aotea/Great Barrier, Māngere-Ōtāhuhu, Ōtara-Papatoetoe, Manurewa, Papakura and Henderson-Massey.



How this principle is reflected in the plan

[  Direct  Indirect ]

Examples of how actions directly or indirectly support communities of greatest needs

<p><b>Destination Tāmaki Makaurau</b></p>	<ul style="list-style-type: none"> <li>• The visitor economy provides career pathways for young people not in education, employment or training into sustainable jobs in the future.</li> <li>• The provision of free or subsidised events and travel supports community cohesion and engagement including for communities of greatest need.</li> </ul>
<p><b>Local Tāmaki Makaurau</b></p>	<ul style="list-style-type: none"> <li>• Provision of local data supports decisions that prioritise and impact communities of greatest need e.g. Prosperity Index.</li> <li>• Business support helps to build the capability and resilience of impacted communities and industries.</li> </ul>
<p><b>Skilled Tāmaki Makaurau</b></p>	<ul style="list-style-type: none"> <li>• Actions in this section have a strong focus on improving outcomes for a range of focus communities including Māori and Pasifika, young people at risk of poor economic outcomes, women, people trapped in low paid and insecure work and residents in south and west Auckland.</li> </ul>
<p><b>Future Tāmaki Makaurau</b></p>	<ul style="list-style-type: none"> <li>• Innovation hubs focus on inclusive growth - i.e. encouraging innovation in south and west Auckland.</li> <li>• The food and beverage work focuses on prosperity by adopting a south Auckland focus, iwi involvement, focus on quality job creation and providing food to families and community groups.</li> </ul>
<p><b>Enabled Tāmaki Makaurau: Infrastructure</b></p>	<ul style="list-style-type: none"> <li>• Enabled infrastructure provides opportunities for all, including communities of greatest need, through improved access to business opportunities and quality employment.</li> </ul>
<p><b>Enabled Tāmaki Makaurau: Regulations</b></p>	<ul style="list-style-type: none"> <li>• An enabled regulatory environment provides opportunities for all, including communities of greatest need, through improved regulatory systems and processes that lead to more efficient land-use planning outcomes.</li> </ul>



# Destination Tāmaki Makaurau

## Attracting people and investment

The Auckland Plan 2050 recognises that a key element of achieving opportunity and prosperity is to attract skills, talent and investment and to leverage Auckland's position to support growth in exports, including tourism. The impacts of COVID-19 have hit Tāmaki Makaurau as a destination very hard. Not only as a destination to visit, but also as a destination to study, to work, to live and to invest. However, the Auckland Council group has a number of levers to enhance Auckland's position as a destination and this section outlines the key actions we can take to achieve this over the next three years.

With borders closed for 12 months over 2020 and 2021, the tap was turned off on international visitation and Auckland has also struggled to attract its 'fair share' of growth in domestic tourism. With 35 per cent of New Zealanders already living here, and outbreaks of COVID-19 and associated lockdowns impacting Auckland more than other regions, boosting our share of visitation has been hard.

But the opening of the Australian travel bubble has demonstrated that borders won't be closed forever. As international travel resumes, a key objective will be to target high-value visitors, workers and investors, culminating in the eventual return of international leisure visitor markets in a manageable and sustainable way.

Restricted borders are also a challenge to attracting direct investment from offshore. While we can attract investment from other parts of New Zealand, Auckland is already the commercial capital of the country. New Zealand's private investment funding is largely already here.

In addition, there are genuine shortages across many skilled worker categories. Border restrictions have imposed challenges bringing in construction workers, engineers, and film crews among others, with limited exemption criteria as well as limited managed isolation spaces available.

Compounding the issue is that over the last several years, internal migration within New Zealand has seen a net outflow of Aucklanders to other regions. The impact of COVID-19 on Auckland house prices may well be exacerbating this problem as Aucklanders seek more affordable housing in other regions.


Our immediate focus is on stimulating local and domestic demand, appealing to Aucklanders and our neighbours to explore our region to build confidence in Auckland’s ability to rise again. A key lever to help us achieve this is events, shows, performances, exhibitions and opportunities that can only be experienced in Tāmaki Makaurau.

Another critical asset in supporting our immediate goals and achieving our long-term aspirations for Destination Tāmaki Makaurau is the Tāmaki Makaurau Auckland Place Brand. Our place brand allows us to ‘speak as one city’ and the Auckland Council group plays a pivotal role in modelling cohesive brand-aligned communications and activities and is responsible for sharing the Tāmaki Makaurau Auckland Place Brand work with industry, business and stakeholders.


The overarching goal of Destination Tāmaki Makaurau is that the Auckland Council group acts in a coordinated and collaborative manner, working in partnership with industry to ensure Auckland’s recovery as a destination to live, work, study, play, visit and invest.

# Actions


**Actions aligned to Guiding Principles**








Transitioning to a low carbon and regenerative economy
























Supporting economic opportunities for Māori













Responding to communities of greatest need

1.1	Enhance Auckland’s reputation as a destination to live, work, study, play, visit and invest	Delivery	LTP budget	Completion
<p>Working across the Auckland Council group and with a range of city partners we play a key role in telling a consistent story about what differentiates Auckland as a destination and makes us attractive to visitors, students, workers, business and investors. The Tāmaki Makaurau Auckland Place Brand will play a key role in this, ensuring that the Auckland Council group models best practice in city branding and reputation-building across the region.</p>				
1.1.1	<p> Engage across the Auckland Council group as leaders in, and partner with Auckland businesses, residents, and visitors to share, Auckland's unique positioning and narrative – the Tāmaki Makaurau Auckland Place Brand - as documented Tāmaki Makaurau He Aratohu Auckland Playbook.</p>		<p>Economic growth and visitor economy</p>	<div style="display: flex; gap: 5px;"> <div style="width: 20px; height: 20px; background-color: #4a5568;"></div> <div style="width: 20px; height: 20px; background-color: #9ca3af;"></div> <div style="width: 20px; height: 20px; background-color: #d1d5db;"></div> </div> <p>21/22 22/23 23/24</p>
1.1.2	<p>   Review and implement actions anchored in Destination AKL 2025 and the Destination AKL Recovery Plan with a strong focus on destination management and Tāmaki Makaurau recovering as a more sustainable, thriving and resilient destination.</p>		<p>Economic growth and visitor economy</p>	<div style="display: flex; gap: 5px;"> <div style="width: 20px; height: 20px; background-color: #4a5568;"></div> <div style="width: 20px; height: 20px; background-color: #9ca3af;"></div> <div style="width: 20px; height: 20px; background-color: #d1d5db;"></div> </div> <p>21/22 22/23 23/24</p>

1.1.3	Develop a new digital content, engagement and transactional platform which supports great online experiences for Aucklanders and visitors right across the region (Digital Auckland).		Economic growth and visitor economy		
1.1.4	Lead the coordination of regional and sub-regional destination marketing across the Auckland Council group to ensure consistency of message to our target audiences and aligned marketing spend.		Economic growth and visitor economy		
1.2	Attract, deliver and develop major events, shows, performances and exhibitions				
	Major events, business events, shows, performances and exhibitions are key to stimulating demand for Auckland as a destination, appealing to Aucklanders and our neighbours and enticing them to explore our region. The Auckland Council group has a key role to play in attracting, delivering, developing and hosting these attractors that both enhance our cultural and economic vibrancy and deliver economic outcomes for the region.				
			<b>Delivery</b>	<b>LTP budget</b>	<b>Completion</b>
1.2.1	  Partner to attract, deliver and develop a programme of major sporting and cultural events, performances, exhibitions, and business events that attract visitation and are a catalyst for Auckland's regionwide economic prosperity. Over the period of this plan, these will include: 2022 ICC Women's Cricket World Cup, Rugby World Cup, FIFA Women's World Cup 2023, 2024 World Choir Games.		Economic growth and visitor economy Regional facilities		
1.2.2	Develop a coordinated approach across the Auckland Council group to event, venue and stadium programming and investment to ensure Auckland maximises opportunities for residents, attracts visitors and builds Auckland's reputation.		Regional facilities		
1.2.3	 Target carbon neutral and zero waste Auckland Council group events and venues to change consumer expectations and create market-moving momentum in the ecosystem.		Economic growth and visitor economy Regional facilities		

1.3		Attract investment into Auckland that creates high quality employment outcomes		
It is important that we build on the international exposure we have received for our successful management of the COVID-19 pandemic to increase our attractiveness as a city to invest in and bring business to. As part of this our work to support the screen and creative industries will attract opportunities, investment, and further infrastructure development.				
		Delivery	LTP budget	Completion
1.3.1	Further develop the Invest Auckland site ( <a href="http://www.aucklandnz.com/invest">www.aucklandnz.com/invest</a> ) to attract business and foreign direct investment (FDI) into key Auckland sectors (infrastructure and construction, screen/technology/digital, green economy and tourism).		Economic growth and visitor economy	
1.3.2	Focus on key sectors that present large-scale opportunities for Auckland (e.g. medtech, cleantech, digital entertainment) and develop international business attraction strategies.		Economic growth and visitor economy	
1.3.3	Support the screen and wider digital creative industries to attract talent, opportunities and investment and deliver film permitting operations, as Auckland's regional film office, through Screen Auckland.		Economic growth and visitor economy	
1.4		Attract talent to help fill skill shortages		
Skill gaps are addressed through a balance of up-skilling current residents (see Skilled Tāmaki Makaurau) and attracting skills from offshore. Recognising this, we need to work with government to smooth the way for the re-entry of skilled workers and investors, ensuring that as borders open more widely, we are ready to welcome international talent back to Auckland.				
		Delivery	LTP budget	Completion
1.4.1	Identify key skill shortages in Tāmaki Makaurau and work with government and industry on opportunities to attract both domestic and international talent to Auckland as COVID-19 related border restrictions allow.		Economic growth and visitor economy	



1.5		Develop the city centre in alignment with the City Centre Masterplan		
		Delivery	LTP budget	Completion
<p>The city centre (and many metro and town centres) has been badly affected by the loss of tourists, loss of international students, lower employment, and more people working from home. However, a successful city centre is vital to Auckland’s success as a destination and the City Centre Masterplan is the vision to ensure the heart of our city remains a vibrant, bountiful place for everyone.</p>				
<p>1.5.1</p>   	<p>Develop Auckland city centre in alignment with the City Centre Masterplan vision. Key initiatives:</p> <ul style="list-style-type: none"> <li>• Develop the Access for Everyone programme business case to manage traffic and operations and promote sustainable mode shift in the city centre.</li> <li>• Develop a destination management plan for the city centre.</li> <li>• Build on coordinated destination marketing initiatives in partnership with the city centre business associations.</li> <li>• Deliver the city centre activation and placemaking programme to add vibrancy and foster a sense of safety in the city centre.</li> <li>• Progress transit-oriented development initiatives to maximise the potential enabled by the City Rail Link.</li> </ul>	   	<p>Regional planning</p> <p>Public transport and travel demand management</p> <p>Development Auckland</p> <p>Economic growth and visitor economy</p>	 21/22  22/23  23/24



# Local Tāmaki Makaurau

## Enabling thriving local economies

The COVID-19 pandemic has impacted the local economies of Auckland in different ways depending on the nature of the local economy. Parts of the city have seen a steep decline in economic activity due to the lack of overseas visitors; others have bounced back strongly as people have spent more time in their local areas. The impacts on people have also varied depending on the types of jobs that people have and how resilient the employment sector has been.

How Auckland responds to the changes accelerated by the pandemic is an opportunity for the city's local economies. There will be a need to work closer to home and/or to rapid transit hubs to meet climate change emission reduction targets and improve equitable access to jobs. Strong, thriving and resilient local economies will provide the foundations to ensure that Auckland's sub-regional economies and regional economy become more resilient, enabling greater economic prosperity.

The Auckland Plan 2050 acknowledges the importance of economic performance at the local level. It identifies four major growth nodes - the City Centre, Manukau, Westgate, and Albany. These four nodes are critical to growth across the region and are expected to offer a range of business and employment activity, and in turn improve employment choice. The Auckland Plan also aims, through its Development Strategy, to build urban centres and neighbourhoods that are strong, thriving, and resilient, to form a strong network of neighbourhoods.

Auckland's current and future employment areas, such as Penrose, North Harbour, Onehunga, East Tāmaki, Wiri, Auckland Airport and future urban areas such as Drury, are also important for the city's economic development. Along with other smaller employment areas, these economic places help shape the local economies of Auckland.

Local economic outcomes are delivered in several different ways within the Auckland context - either directly by the Auckland Council group and local boards, in partnership with central government and local stakeholders, or via local business groups or social and community organisations. Partnerships and collaboration are therefore critical to achieving success.

The role of local boards is significant and includes identifying and communicating the views of local communities on regional strategies, policies and plans to the governing body, alongside non-regulatory responsibilities in relation to business area planning and economic development. The 2021 local board plans show a range of new areas that local boards plan to support, including:

- Promotion of local visitor destinations.
- Initiatives that help small businesses, social entrepreneurs, migrant business opportunities or climate-friendly entrepreneurs to thrive.
- Local and social procurement as well as other initiatives that create more local jobs and opportunities.
- Supporting local industries to be sustainable, prepare for climate change and adapt to COVID-19.

The Auckland Council Business Improvement District (BID) policy creates the environment for local business associations who are part of the BID programme, to operate effectively and sustainably. The aim of the policy is to enable well run and adequately scaled business associations and improved outcomes for local businesses involved in the local BID programme. Auckland Council’s role will focus on supporting BIDs to improve their strategic capability to become financially self-sustaining.

The Auckland Council group’s role in supporting the city’s local economic places include urban regeneration projects, transit orientated development, economic data and advice, urban growth initiatives, planning for future urban areas (new local economic places), business support, grants and partnership opportunities, local marae development support, tourism and destination activities, placemaking activities, and economic growth sector support.

The role that the Auckland Council group plays at the local level will vary depending on the nature of activity that is being delivered, its scale of impact and whether it is sub-regional, local or centre/site specific.

## Actions

Actions aligned to Guiding Principles



Transitioning to a low carbon and regenerative economy















Supporting economic opportunities for Māori



Responding to communities of greatest need










2.1 Regenerate town centres to ensure they thrive		Delivery	LTP budget	Completion
<p>Eke Panuku’s agreed priority development locations are aligned with the Auckland Plan Development Strategy. Eke Panuku is active in 13 locations across Tāmaki Makaurau (Manukau, Papatoetoe, Pukekohe, Ormiston, Onehunga, Panmure, Wynyard Quarter, City Centre - Uptown (CRL), Avondale, Henderson, Takapuna, Northcote, and Hobsonville). The Town Centre Guidelines will provide principles and success factors for a thriving centre based on social, environmental, economic and cultural values. The scope is focused on Eke Panuku priority locations, however the principles and success factors are intended to be informative for all town centre locations.</p>				
<p>2.1.1</p>	<p>Implement urban regeneration programmes in Eke Panuku priority town centres and consistently apply the Town Centre Guidelines to these centres.</p>		<p>Development Auckland</p>	

2.2		Support local boards in their contribution to economic outcomes		
		<p>The Auckland Council group has a role in supporting local boards in the delivery of local economic outcomes, through the provision of data and advice on economic opportunities that support the regional economy, as well as locally specific activities such as events and placemaking activities. Support includes quality advice on the Locally Driven Initiatives work programmes and investment in local transport improvements. These actions reflect the need for an increased level of economic advice and a focus on implementation, particularly for communities most in need.</p>		
		Delivery	LTP budget	Completion
2.2.1	  <p>Produce local board-level economic data and information to support local boards in their decision making, including three yearly local economic overviews and updates to the Auckland Prosperity Index.</p>	 	<p>Economic growth and visitor economy</p> <p>Regional planning</p>	
2.2.2	<p>Undertake a review of the approach to local economic development through local board Locally Driven Initiatives to achieve local economic recovery and outcomes aligned to the Auckland Plan, and Local Board Plans.</p>	 	<p>Economic growth and visitor economy</p> <p>Local planning and development</p>	
2.2.3	 <p>Assist local boards with decisions on their investment priorities in Auckland Transport's local board-led programmes for smaller-scale local transport improvements to improve accessibility to places of employment.</p>		<p>Public transport and travel demand</p>	
2.3		Establish a consistent approach to local economic places of focus		
		<p>Setting the foundations to help the Auckland Council group to identify the economic places (sub-regional and local) of Auckland will ensure better coordination across the group by describing the spatial economic profile of Auckland. This, in turn, will enable the group to deliver outcomes at the local economic level whilst also supporting the city's overarching economic development outcomes.</p>		
		Delivery	LTP budget	Completion
2.3.1	  <p>Identify and describe the key economic places of focus for Auckland. For these places:</p> <ul style="list-style-type: none"> <li>Develop a consistent package of information, including a spatial economic narrative.</li> <li>Produce place-based economic development plans.</li> </ul>	 	<p>Economic growth and visitor economy</p> <p>Regional planning</p>	
2.3.2	  <p>Develop a consistent economic development planning approach to Auckland's identified Urban Growth Locations and new economic areas.</p>	 	<p>Regional planning</p> <p>Economic growth and visitor economy</p>	

<p>2.3.3</p> 	<p>Develop destination management plans and a programme for delivery across the key destinations in Auckland, with the initial focus on Waiheke Island and Great Barrier Island.</p>		<p>Economic growth and visitor economy</p>	
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**2.4 Ensure local businesses benefit from existing support programmes**

There are range of programmes and policies set up to support our local businesses. This support can be direct, such as our local supplier procurement objectives, or through the delivery of programmes which supports SME business capability, innovation, sustainability and research and development.

		Delivery	LTP budget	Completion
<p>2.4.1</p> 	<p>Implement Auckland Transport’s Connected Communities programme in priority corridors (as detailed in the Regional Land Transport Plan) to improve commutes and accessibility to jobs and businesses.</p>		<p>Public transport and travel demand</p>	
<p>2.4.2</p> 	<p>Continue to deliver programmes to support SME businesses, with an increased focus on Māori business programmes and sectors of significance.</p>		<p>Economic growth and visitor economy</p>	
<p>2.4.3</p> 	<p>Deliver on the local supplier utilisation targets included in Auckland Council’s Sustainable Procurement Objectives to support the participation of local suppliers in Auckland Council contracts within their local board areas.</p>		<p>Organisational support</p>	





# Skilled Tāmaki Makaurau

## Supporting quality jobs and skills development

In the years preceding COVID-19, Tāmaki Makaurau experienced strong economic growth with average incomes rising year-on-year.

But not all communities benefitted.

It was during this period of strong economic growth – 2013 to 2018 - that social security transfers to Māori increased dramatically and now account for, on average, 28 per cent of income into Māori households in Auckland. Closer examination indicates that this is likely due to a significant increase in employed Māori needing additional government support to make ends meet, with almost half of the Māori workforce in the country being in low-skill and low-paid jobs with poor security. Māori households in Tāmaki Makaurau spend almost a third more than their income, risking deep levels of debt to make up the shortfall. Māori home ownership in Tāmaki Makaurau, which provides both an asset and greater security of tenure, is the lowest anywhere in the country for Māori.

The low incomes of Pasifika peoples result in a \$1.8 billion gap between Pasifika peoples' earnings compared to the rest of Auckland. That's an average of \$340 per week, per Pasifika worker; enough to cover a weekly food bill for the average household of two adults and three or more children. Like Māori, Pasifika peoples tend to be clustered in low-skill, low-paid occupations and industries. According to Treasury analysis, around 32 per cent of the Pasifika income gap can be attributed to lower occupational categories, regardless of educational level, age and labour market experience/attachment; in other words, people are working in jobs below their potential. Perversely, Pasifika peoples in more highly skilled occupations in some industries experience the biggest ethnic income gap, as consistently highlighted, for example, in reviews of pay equity and equal employment opportunities in the public service.

During the previous economic shock, the global financial crisis, the general median income for Auckland still rose, although curtailed compared to preceding years. For Māori and Pasifika peoples however, median incomes declined and by 2018 had still not returned to 2006 levels in real terms showing that recessions hit Māori and Pasifika peoples hardest, for longest. Currently, more than half of Māori and 72 per cent of Pasifika families do not have enough or only have just enough income.

In contrast, Māori as employers (those owning their own business and employing others) increased 53 per cent between 2013 and 2018: a significantly higher rate than non-Māori at just 10 per cent and more than the Māori average across the country at 46 per cent. Tāmaki Makaurau has a strong, vibrant and growing base of Māori entrepreneurs and assets, particularly in high value manufacturing and construction, industries which also have the largest Māori workforces. Māori employers in Tāmaki Makaurau are in more high value industries and have higher skill levels than Māori anywhere else in the country. Their average income is almost on par with non-Māori employers and, on average, they earn almost twice as much as Māori employees in Auckland. Privately owned Māori businesses account for 72 per cent of the \$12.5 billion Māori asset base in Tāmaki Makaurau.

A Treasury analysis of 2017 found that Pasifika peoples contributed \$8 billion to the economy, reflecting the potential of the extensive benefits that would be realised if inequities were removed. Of this contribution, a significant proportion of businesses were in the high value business, professional and administrative services and the professional, scientific and technical services. Manufacturing and construction also accounted for significant shares. Pasifika businesses and entrepreneurs are critical enablers of economic development for Pasifika 'aiga, kāinga and communities and Pasifika peoples' sense of agency and possibility. Most Pasifika businesses are in Auckland, significantly more than any other region.

An urgent and material challenge facing Tāmaki Makaurau is delivering an equitable economic recovery. The data is clear: for many Aucklanders, we cannot simply aspire to return to the previous situation - an economy which was failing so many people and entrenching inequality across the wellbeing domains, resulting in a handbrake on productivity and putting the social fabric of our communities and the social contract at serious risk.

The Auckland Council group's levers to affect skills, the labour market and their determinants, at scale, are very limited. Regardless, we have a part to play and will do a few things well within our current resources. Given our limited leverage and resources and the impetus for equity, we must focus on communities and population groups most at risk of enduring negative COVID-19-related economic impacts and poor economic wellbeing.

**Sources**

BERL (2021): Te Ōhanga Māori 2018. The Māori Economy 2018. BERL and The Reserve Bank of New Zealand. Wellington.  
Statistics New Zealand (2018): Dataset: Income (grouped, median, mean) and detailed occupation by ethnic group.  
Auckland Unlimited, The Southern Initiative and The Western Initiative (2021): Prosperity South and West.

# Actions

Actions aligned to Guiding Principles



Transitioning to a low carbon and regenerative economy


















Supporting economic opportunities for Māori









Responding to communities of greatest need

3.1 Support young people to develop skills and connections that lead to quality career opportunities		Delivery	LTP budget	Completion
<p>Young people are an asset and are critical to Auckland’s economic success. In the event of a slack labour market, young people will compete with experienced workers for jobs. South and west Auckland are more abundant in youthful talent than anywhere else in Tāmaki Makaurau but are also home to most of the city’s high and very high needs young people. Prior to COVID-19, there were already 15,000 young people not in employment, education or training in these areas. There are several actions we can take to support young people into quality career opportunities.</p>				
<p>3.1.1</p>	<p>Partner with Youthtown to deliver workshops and work experience to young people, across south and west Auckland, through the Youth Employability Programme, in secondary schools and other youth services.</p>		<p>Third party amenity and grants</p> <p>Foundation North, Lotteries Community Fund (external)</p>	<p>21/22 22/23 23/24</p>
<p>3.1.2</p>	<p>Convene the Youth Employability Aotearoa system change collaboration with national partners to improve employment, equity and wellbeing outcomes for young people locally, regionally and nationally.</p>		<p>Third party amenity and grants</p> <p>Todd Foundation (external)</p>	<p>21/22 22/23 23/24</p>
<p>3.1.3</p>	<p>Partner with community change makers, including businesses, to deliver a Youth Economy programme of innovations across south and west Auckland, with a targeted focus on young women, to:</p> <ul style="list-style-type: none"> <li>Stimulate and support economic literacy amongst young people.</li> <li>Actively progress young people into quality career pathways and enterprise opportunities with a focus on tech, creative and green industries.</li> <li>Support young people’s social and political movements for a fair and sustainable economy.</li> </ul>		<p>Regional community services</p> <p>Tindall Foundation (external)</p>	<p>21/22 22/23 23/24</p>
<p>3.1.4</p>	<p>Work with secondary schools to prototype initiatives that encourage young people to stay and complete secondary schooling before moving into high quality tertiary education, employment or enterprise.</p>		<p>Ministry of Education (external)</p>	<p>21/22 22/23 23/24</p>

3.2		Support Māori and Pasifika peoples to transition into higher quality employment		
		The income and wealth gaps for employed Māori and Pasifika peoples that existed prior to COVID-19 are well documented. We will deliver activities which lead to higher incomes and jobs with genuine career pathways that offer continuous learning and development as the nature of work changes. In addition, we will lead by example by improving our own career pathways for Māori and Pasifika staff within the Auckland Council group.		
		Delivery	LTP budget	Completion
3.2.1 	Design and deliver the Uptempo programme across south and west Auckland, in partnership with unions and Pasifika businesses and community organisations, to improve the incomes and prospects of Pasifika households with underutilised workers by transitioning them into higher paid occupations in sunrise and resilient industries.		Ministry of Business, Innovation and Employment (external)	 21/22 22/23 23/24
3.2.2 	Deliver Project Ikuna to support Pasifika peoples currently in low-skill and/or precarious work through the development and delivery of micro-credential training through the workplace.		Ministry of Business, Innovation and Employment (external)	 21/22 22/23 23/24
3.2.3  	Deliver a future-focussed and agile Māori and Pasifika Trades Training programme that includes Māori and Pasifika training providers and businesses, and focuses on transitioning graduates, especially women, into quality employment with above living wage incomes.		Tertiary Education Commission (external)	 21/22 22/23 23/24
3.2.4  	Deliver on the quality employment targets included in Auckland Council's Sustainable Procurement Objectives to create meaningful and quality employment opportunities for targeted communities across Auckland.		Organisational support	 21/22 22/23 23/24
3.2.5  	Deliver on the Auckland Council group's objective of creating an inclusive organisation that values people's diverse thinking and life experiences with a focus on improving Māori and Pasifika recruitment, career progression and salaries, and harmonise targets and ambitions across the Auckland Council group.		Organisational support	 21/22 22/23 23/24

<b>3.3 Partner to improve STEM and digital equity across south and west Auckland</b>				
We will focus on diversifying the range of options available to underrepresented population groups, focussing on sunrise and resilient sectors of the economy. We will have a bias toward increasing participation in science, technology, engineering and mathematics (STEM), advanced manufacturing and the 'green' knowledge and creative industries.				
		<b>Delivery</b>	<b>LTP budget</b>	<b>Completion</b>
3.3.1	Partner with academics and individual schools and community groups to develop and support at least eight local science projects that meet the Participatory Science Programme criteria.		Third party amenity and grants  Ministry of Business, Innovation and Employment (external)	
3.3.2	Partner with industry, educators, entrepreneurs and community change makers to improve digital equity and careers in technology with a focus on Māori and Pasifika peoples and targets for engaging women and girls.		Regional community services  Various central government and philanthropic funders (external)	
<b>3.4 Support Māori and Pasifika business ownership</b>				
There is strong evidence that Māori and Pasifika-owned small and medium-sized enterprises are critical to Māori and Pasifika economies, creating wealth in their communities and disproportionately creating quality employment opportunities for Māori and Pasifika employees. We will support and work with organisations that already exist to support Māori and Pasifika businesses and use our size and reach to strengthen and grow Māori and Pasifika entrepreneurship, especially through our supplier diversity procurement targets.				
		<b>Delivery</b>	<b>LTP budget</b>	<b>Completion</b>
3.4.1	Support Amotai as the country's supplier diversity intermediary to promote diverse supply chains and increase the number of buyers successfully engaging Māori and Pasifika-owned businesses.		Regional community services  Te Puni Kōkiri (external)	
3.4.2	Support Whāriki Māori Business Network's development and growth, to build stronger connections with the Māori business community, lift the profile and strengthen the advocacy of Māori-owned businesses and deliver capability support to Māori business owners.		Economic growth and visitor economy	
3.4.3	Deliver on the supplier diversity targets included in Auckland Council's Sustainable Procurement Objectives to support the participation of Māori and Pasifika-owned businesses and enable them to share in Auckland's economic success through sustainable business opportunities.		Organisational support	

3.5		Advocate for a fairer share of investment to transform south and west Auckland's economies		
		Delivery	LTP budget	Completion
<p>Significant opportunities exist for strong partnerships with, and advocacy to, central government and others. We must continue to engage external agencies and organisations so we can agglomerate our efforts and attract investment into initiatives designed specifically for south and west Auckland's unique conditions, and for economic transformation that benefits local people by tackling wealth and income inequalities.</p>				
<p>3.5.1</p> 	<p>Advocate for central government and private investment to address the significant inequity experienced by south and west Aucklanders as described in Prosperity South and West, including:</p> <ul style="list-style-type: none"> <li>• Co-ordinated and sustained investment to accelerate the development of Māori and Pasifika business owners in Tāmaki Makaurau.</li> <li>• Ending the exclusion of Māori businesses in the three urban centres, including Tāmaki Makaurau, from accessing central government investment in Māori business development and growth.</li> <li>• Increased central government and private sector expenditure with Māori and Pasifika-owned businesses.</li> <li>• Greater investment to support completions of high value apprenticeships and equivalent qualifications in advanced manufacturing, ICT, construction, infrastructure and the allied trades.</li> <li>• A Green New Deal for south and west Auckland, creating new regenerative, circular and low carbon jobs and enterprises that improve incomes and wealth creation for local people.</li> </ul>		<p>Regional community services</p> <p>Economic growth and visitor economy</p>	
<p>3.5.2</p> 	<p>Ensure that the Auckland Council group is represented in central government forums which influence skills, employment and business investment and delivery in Tāmaki Makaurau, such as the Regional Skills Leadership Group and central government's regional priorities for Tāmaki Makaurau.</p>		<p>Regional community services</p> <p>Economic growth and visitor economy</p>	





# Future Tāmaki Makaurau

## Preparing businesses for Auckland's future

Prior to COVID-19, the environment in which we were operating was already increasingly complex, rapidly changing, and uncertain. The Auckland Plan 2050 highlights some of the challenges that Auckland was already – and still is – facing: for example, population growth and its implications, growing wealth inequality, poor productivity, environmental degradation, housing affordability, and mobility choices. All of these impact on how our economy functions.

Global megatrends including climate change, biodiversity loss, technological transformation, changing demographics, and geopolitical instability are also impacting on the Auckland Council group and Auckland, changing the way we live, work, and do business, and shaping our economy in profound ways.

These existing trends and challenges were magnified by the COVID-19 pandemic, which also brought into focus many vulnerabilities - within businesses, supply chains, economies and political institutions. However, COVID-19 also highlighted the resilience of some sectors, such as the tech sector.


All of these developments are leading businesses to consider what may lie ahead and how to prepare for an uncertain future. Business survival and building resilience will be front of mind during the life of this three-year action plan. But the volatile period we are facing in the coming years will mean businesses will need to constantly change, innovate, and adapt to improve their resilience to future shocks.

The challenges and trends above – particularly increasing wealth inequality and the climate crisis – are also leading to broader calls for a significant re-thinking of our current economic system and a move away from growth-driven economic policy. We are already seeing many businesses focusing on social and environmental impacts, and not just profits. The Auckland Council, in its climate plan, Te Tāruke-ā-Tāwhiri, recognises that Auckland's economy will need to shift to one that is less based on consumption and more focused on restoring and regenerating our natural environment. New thinking, new structures, and new values and culture will be a necessary part of that transition.

Systems thinking and approaches, with more collaboration across the economy and society – between government, business, Māori, communities, and academia – will be essential in the coming years as the economy evolves. Partnerships and programmes that incentivise sustainable and inclusive recovery efforts, upskill workers for a digital economy, and help businesses build and maintain resilience are all necessary if Auckland’s businesses are to thrive into the future.










# Actions





















Actions aligned to Guiding Principles

 Transitioning to a low carbon and regenerative economy

 Supporting economic opportunities for Māori

 Responding to communities of greatest need

4.1 Build on Auckland’s industry strengths as a diversified economy		Delivery	LTP budget	Completion
<p>Auckland’s core industries provide a solid foundation for the region to recover from COVID-19. But we need a greater diversity of sectors contributing more to our economy to fill the gaps left by the pandemic in sectors such as tourism and export education. While acknowledging the role of other sectors, our focus is on high value, innovative industries - such as the tech and creative industries - that provide higher incomes for Aucklanders while reducing our environmental footprint.</p>				
4.1.1	<p>Develop and implement a technology strategy (with industry) to drive Auckland's economic recovery from COVID-19.</p> 		Economic growth and visitor economy	
4.1.2	<p>Develop and implement a Creative Economy Strategy (with industry) that will position Auckland as a leader in creative industries, including screen, digital content, and music. The strategy will complement the Toi Whītiki Arts and Culture Strategic Action Plan.</p> 		Economic growth and visitor economy	
4.1.3	<p>Facilitate the development of a sustainable food and beverage programme (with a particular focus on south Auckland) to support businesses to penetrate international markets, increase investment in R&amp;D, and embrace sustainability.</p> 		Economic growth and visitor economy	
4.2 Expand Auckland’s innovation support and infrastructure				
<p>Innovation and entrepreneurship are key drivers of Auckland’s economic growth and are critical to delivering a thriving economy. We want to make sure that as we recover from COVID-19, we leverage ideas, relationships, activities and investments from across Auckland’s innovation community to support growth, create quality jobs and generate prosperity for all Aucklanders. We also need to ensure that our collective innovation puts us on a pathway to a low carbon future.</p>				

		Delivery	LTP budget	Completion
4.2.1   	Activate Auckland's innovation network, through GridAKL, so that Auckland becomes a destination of innovation and high tech. Key initiatives: <ul style="list-style-type: none"> <li>• Refresh the narrative and digital platform for GridAKL.</li> <li>• Facilitate greater connections and collaboration across Auckland's innovation hubs and with national and international innovation ecosystems.</li> <li>• Enhance services for innovation-based businesses and entrepreneurs.</li> </ul>		Economic growth and visitor economy	
4.2.2   	Establish a Climate Innovation Hub with a focus on examining pathways towards decarbonising Auckland's economy. Key initiatives: <ul style="list-style-type: none"> <li>• Deliver an ecosystem map of climate innovation players, funders and solutions.</li> <li>• Deliver innovation sprints, training and capability-building programmes.</li> </ul>		Economic growth and visitor economy	
4.3	Prepare for a more uncertain future			
<p>A more disruptive and faster-changing world means that the global and local economy will shift to an increasingly complex one over the lifetime of this plan and into the future. The Auckland Council group needs to become more comfortable with uncertainty, better at challenging our assumptions, and better at preparing for the unexpected so that we can, in turn, better support businesses to thrive. Strengthening the Auckland Council group's use of strategic foresight approaches will be a key part of this.</p>				
		Delivery	LTP budget	Completion
4.3.1   	Embed Futures Thinking and Foresight approaches across the Auckland Council group's activities to enable the Auckland Council group to better anticipate change and future-proof decisions and policies.		Regional planning	
4.3.2   	Investigate new economic thinking and frameworks that will help the Auckland Council group to support Auckland's transition to a regenerative and inclusive economy.		Regional planning	



# Enabled Tāmaki Makaurau: Infrastructure

Infrastructure that enables economic development

Infrastructure is a fundamental part of how the Auckland Council group contributes to the wellbeing of Aucklanders. Our infrastructure provides many of the services that make Auckland a great place to live and work, while also having important functions that impact the quality of our environment. For these reasons, infrastructure is the focus of a large majority of the Auckland Council group's investment in the 10-year recovery budget. The investment covered within the Infrastructure Strategy (part of the recovery budget) relates to the Auckland Council's transport, three-waters, community and waste services, and totals more than \$27b in capex and \$37b in opex.

Our infrastructure activities encapsulate several of the economic development levers available to the Auckland Council group, such as assets, land use, the travel network, and much of our procurement activity. The way that we use these levers is an opportunity for our infrastructure investment to support economic development generally and the specific outcomes sought in the guiding principles. For example, infrastructure decision-making can impact our transition to a low carbon economy and our resilience to climate change. Additionally, coordinating infrastructure investment, such as through the Housing and Urban Growth Joint Work Programme with central government, also supports economic wellbeing by enabling the delivery of quality, affordable housing.

Our management of transport congestion is a good example of the economic development impact of infrastructure. Congestion negatively affects the region's productivity and increases the cost of doing business. We know, therefore, that we can support economic development through programmes such as Auckland Transport's Connected Communities, which will improve safety, productivity and carrying capacity on a number of existing urban corridors through encouraging greater use of buses, walking and cycling.

Auckland has a number of large infrastructure projects in varying stages of development that have the potential to be transformational for our region (for example the City Rail Link and Light Rail). These projects bring with them possible benefits and risks for urban, social, and economic development in the surrounding communities. Therefore, it is important that we take an intentional and coordinated approach to ensuring that these projects are supported by aligned urban, social and economic strategies so that the wider benefits of these projects are optimised and realised.


Infrastructure decision-making responds to a range of pressures, of which economic development is only one. However, if the infrastructure systems are being managed effectively and efficiently, they provide the foundation for economic development activities. Water security is an example, where our large water supply network serves, fundamentally, as a requirement for all of our lives and daily activities. However, water supply can also be recognised as supporting Auckland’s economy, servicing water-dependent businesses. This foundational role is recognised in this action plan but is not the focus of the actions identified.


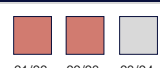




# Actions

Actions aligned to Guiding Principles


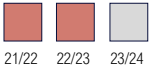


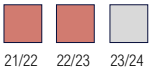


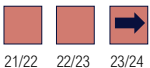


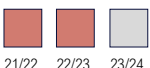
 Transitioning to a low carbon and regenerative economy

 Supporting economic opportunities for Māori

 Responding to communities of greatest need



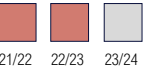
5.1 Lead impactful procurement practices				
<p>Through the sheer scale of infrastructure investment, we have our biggest opportunity for procurement practices to deliver economic development outcomes. Our decisions about how and what we procure, and from whom, can influence quality employment for communities of greatest need, supplier diversity, and support for sustainable businesses. As social procurement KPI’s are met or exceeded, targets should be reviewed and upwardly revised to maintain socio-economic progress and ambition. This action area explores the group-wide opportunities that exist across the procurement portfolio.</p>				
		Delivery	LTP budget	Completion
5.1.1	<p>Deliver a robust procurement approach, including upward revision of targets, ensuring consistent use and ambition across the Auckland Council group for quality employment, supplier diversity, utilisation of local suppliers, and reducing waste and carbon emissions.</p>		Organisational support	
5.1.2	<p>Build our asset maintenance service delivery structure, implementing the 2-in-a-Ute model and Ngā Puna Pūkenga (skills for industry) programme, to provide sustainable opportunities for local small businesses.</p>		Stormwater	
5.2 Explore avenues for more efficient and resilient infrastructure systems				
<p>Optimising the use and management of our infrastructure systems includes considering how we could use our existing assets to deliver more, or greater, outcomes for our community, and how we could deliver our existing services more efficiently. Greater coordination and exploration of more resilient infrastructure systems in areas such as transport, housing and water will support all wellbeings (social, cultural, environmental and economic) and should be focused on our communities of greatest need.</p>				
		Delivery	LTP budget	Completion
5.2.1	<p>Investigate water-use precincts co-located alongside wastewater reuse opportunities at Rosedale and Māngere Wastewater Treatment Plants.</p>		Water supply Wastewater treatment and disposal	



5.2.2	Identify and evaluate opportunities for existing assets to generate additional revenue (for example through advertising, sponsorships, or retail concessions).		Public transport and travel demand management	
5.2.3	 Assess and implement measures to increase demand for public transport following the sharp COVID-19-related drop in ridership to improve transport network efficiency.		Public transport and travel demand management	
5.2.4	 Optimise existing transport corridors through: <ul style="list-style-type: none"> <li>• Network Performance Programme (including Freight Network Improvements).</li> <li>• Prioritising strategic and local multi-modal roads as identified in the RLTP.</li> <li>• Intelligent Transport Systems (to utilise emerging technologies to better manage congestion and influence travel demand).</li> <li>• Investigating feasibility of introducing congestion pricing to improve transport network productivity.</li> <li>• Activating transit-oriented developments linked to major interchanges and hubs.</li> </ul>		Public transport and travel demand management Roads and footpaths	
5.2.5	 Develop a Cultural Infrastructure Investment Framework for Auckland to coordinate the region's cultural institutions for more efficient use of funding, more investment and greater collaboration.		Regional facilities Regional community services	

**5.3 Transition infrastructure to a climate positive future**

Short-term actions are required to set a framework for a longer-term transition to a regenerative economy. Infrastructure has a key role to play in this transition as a source of carbon embodied in the various stages of its lifecycle. As groundwork for our significant emissions-reduction commitments, the Auckland Council group is taking action to better understand and quantify infrastructure emissions.

		Delivery	LTP budget	Completion
5.3.1	 Pursue opportunities for the Auckland Council group to better provide for climate mitigation and adaptation in our infrastructure decision making. Key initiatives: <ul style="list-style-type: none"> <li>• Develop a tool to incorporate climate change in the Auckland Council group's decision-making (currently underway and able to be used more broadly than infrastructure).</li> <li>• Develop and implement a carbon portal for measuring emissions related to 3-waters infrastructure builds and planting activities.</li> </ul>		Regional planning Water supply Wastewater treatment and disposal Stormwater	





# Enabled Tāmaki Makaurau: Regulations

Regulations that enable economic development

Auckland needs regulation that makes it easy to undertake business activities, and minimises compliance costs for businesses. Processes should be fast, fit-for-purpose and pragmatic to aid business recovery and development. Regulatory systems need to balance protecting the environment while achieving much needed economic recovery and better social outcomes through, for instance, faster provision of housing.

The Auckland Council group is the regulator for all the areas discussed under this objective. This does not mean we set all the rules ourselves; we have many statutory obligations to meet. Nevertheless, there are opportunities for us to do things differently that may enable regulation that better supports recovery.

The Auckland Council group is responsible for the delivery of the Auckland Unitary Plan 2016 and, along with key stakeholders, the Auckland Plan 2050. The Unitary Plan has significantly increased Auckland's potential for new dwellings, but analysis shows that outcomes may not have been optimal in terms of where development has occurred relative to zoning. Density is required to achieve the compact city goal in the Auckland Plan 2050, but that density also needs to be optimally delivered to the market at a cost-effective price.








To evaluate how planning and zoning rules are helping achieve our broader goals in the Auckland Plan 2050, we need better evidenced based decision-making, including quantifiable metrics. Good data that can be analysed across the strategic, operational and delivery arms of the Auckland Council group will make decisions robust and defensible and improve our understanding where and how to plan for the region's growth and recovery.









Construction continues to be a major driver of Auckland's economy. As such, timely and fit for purpose approvals for development and construction work and rules that impact consenting are key. The incompatibility of local authority consenting systems creates significant challenges for developers to engage in developments across regions. Standardising consenting systems will improve quality and pace of construction and assist developers to engage in developments across regions, attracting developers with a diversity of experience from other regions to bring their expertise to Auckland. At the same time, we need to ensure that the infrastructure to support development is adequately funded and financed.











Our consultation process for significant investment provides an opportunity to better inform our businesses and residents with clarity on what the benefits are of proposed spending packages or allow them to adequately understand the trade-offs. A more informed and engaging consultation process will help all parties (the public, elected members, businesses, and staff) to make evidence-based decisions.







Our focus on Enabled Tāmaki Makaurau: regulations is therefore to articulate what the Auckland Council group is currently doing for economic development, what we could do to better support or influence economic development, and to address some of the regulatory barriers that prevent us from achieving economic development goals.

## Actions Transitioning to a low carbon and regenerative economy Supporting economic opportunities for Māori Responding to communities of greatest need

6.1		Achieve better, quantifiable evaluation of planning and zoning rules		
<p>The type of evidence used to-date to understand the costs and benefits of policy decisions needs better quantification to help evaluate the trade-offs and provide a sense of scale for our planning and zoning decisions. In addition, we need to review whether the right business land zoning exists in different areas to allow for local employment, and whether mixed use zones are delivering enough business use as anticipated in the Unitary Plan.</p>				
		Delivery	LTP budget	Completion
6.1.1	Better quantify trade-offs and economic opportunity costs of planning and zoning decisions.		Regional planning	<div style="display: flex; gap: 5px;"> <div style="width: 20px; height: 20px; background-color: #002060; border: 1px solid #002060;"></div> <div style="width: 20px; height: 20px; background-color: #002060; border: 1px solid #002060;"></div> <div style="width: 20px; height: 20px; background-color: #ccc; border: 1px solid #002060;"></div> </div> <div style="display: flex; justify-content: space-around; font-size: 0.8em;"> <span>21/22</span> <span>22/23</span> <span>23/24</span> </div>
 	6.1.2 Review business land and mixed-use zoning to determine impact on delivering local employment and business use as anticipated in the Unitary Plan.		Regional planning	<div style="display: flex; gap: 5px;"> <div style="width: 20px; height: 20px; background-color: #002060; border: 1px solid #002060;"></div> <div style="width: 20px; height: 20px; background-color: #002060; border: 1px solid #002060;"></div> <div style="width: 20px; height: 20px; background-color: #ccc; border: 1px solid #002060;"></div> </div> <div style="display: flex; justify-content: space-around; font-size: 0.8em;"> <span>21/22</span> <span>22/23</span> <span>23/24</span> </div>
 	6.1.3 Review planning rules for efficiency of business, employment and housing outcomes, starting with: <ul style="list-style-type: none"> <li>Implementation of alternative height to boundary ratio.</li> <li>Maximising uptake of Terraced Housing and Apartment Buildings (THAB) and Mixed Housing Urban (MHU) zones.</li> </ul>		Regional planning	<div style="display: flex; gap: 5px;"> <div style="width: 20px; height: 20px; background-color: #002060; border: 1px solid #002060;"></div> <div style="width: 20px; height: 20px; background-color: #002060; border: 1px solid #002060;"></div> <div style="width: 20px; height: 20px; background-color: #ccc; border: 1px solid #002060; position: relative;"> <div style="position: absolute; right: -5px; top: 50%; transform: translateY(-50%); font-size: 0.8em;">→</div> </div> </div> <div style="display: flex; justify-content: space-around; font-size: 0.8em;"> <span>21/22</span> <span>22/23</span> <span>23/24</span> </div>

6.2		Ensure consenting processes are fast, pragmatic and fit-for-purpose		
		Delivery	LTP budget	Completion
<p>A standardised consenting system would mean consent data becomes significantly easier to analyse and design policy initiatives around. Greater incentives for builders to use digital quality assurance systems can reduce reliance of regulatory oversight, reduce cost, and improve the quality of construction. In addition, pursuing options to lessen local government liability will help us manage risk in relation to building projects. Better consenting data will improve our understanding of where development contributions are being triggered, net growth in housing stock and how many new properties are being created through the sub-division process. These improvements will support faster, quality construction balanced with our environmental responsibilities.</p>				
6.2.1	<p>Coordinate the development of a nationwide standardised consenting system and technology, with MBIE and the local government sector.</p>		Regulatory services	
6.2.2	<p>Incentivise greater use of consenting efficiencies, including:</p> <ul style="list-style-type: none"> <li>Digital platform for off-site inspections.</li> <li>Digital platform for streamlining consenting processes.</li> <li>Centralised standards for building materials and systems e.g. national register of approved products and services.</li> </ul>		Regulatory services	
6.2.3	<p>Advocate for the adoption of a system of mandatory building warranties and warranty insurance by registered third parties to reduce the burden of Auckland Council liability.</p>		Regulatory services	
6.2.4	<p>Improve data collection for resource and building consents that can be analysed across the strategic, operational and delivery arms of the Auckland Council group.</p>		Regulatory services	

6.3		Produce a more informed consultation process for significant investment		
		Engaging with our businesses and residents earlier and presenting all the evidence clearly (trade-offs and value) can help make our consultation process transparent from the beginning to increase engagement and produce higher quality feedback towards our plans and policies.		
		Delivery	LTP budget	Completion
6.3.1	 <p>Improve consultation processes for significant investment through:</p> <ul style="list-style-type: none"> <li>• Requiring public input earlier in the consultation process.</li> <li>• Showing the value of a funding proposal and clearly identifying trade-offs.</li> <li>• Greater use of digital and online platforms for consultation.</li> <li>• Greater use of digital and online platforms for consultation.</li> </ul>		Organisational support	
6.4		Simplify and standardise bylaws and permitting		
		The role of bylaws and infringements is about levelling the playing field for all involved. We are mindful of the compliance costs for businesses and are working to streamline processes, consolidate bylaws, reduce transaction costs, and provide clarity on requirements. As Auckland's screen sector grows, we are aiming to provide transparency through clarity of costs, timeframes and decision-making. Standardising the film permitting approval process will assist in attracting high-value international productions.		
		Delivery	LTP budget	Completion
6.4.1	 <p>Provide clarity, compliance and enforcement of regulations and legislation at the local government level through:</p> <ul style="list-style-type: none"> <li>• Lobbying central government for infringement powers to reduce compliance costs from costly legal penalisation processes.</li> <li>• Standardising, consolidating, simplifying, and digitising bylaws.</li> </ul>		Regulatory services	
6.4.2	 <p>Improve the film and event permitting approval process, including:</p> <ul style="list-style-type: none"> <li>• Introducing a major production / key account process to enable filming that meets a certain net benefit threshold.</li> <li>• Work to standardise the film permitting approval process.</li> <li>• Investigating how filming activities can be better enabled in the Unitary Plan.</li> <li>• Investigating the viability of multi-site resource consents for filming and major events.</li> </ul>	 	Regulatory services  Economic growth and visitor economy	

6.5		Ensure infrastructure is adequately funded and financed		
		Regulatory factors such as how we use our tools to fund infrastructure determine the extent to which we deliver infrastructure that supports growth. Ensuring developers contribute their share of the true costs of infrastructure and using targeted rates will help to create certainty about revenue and timing. Tools such as cost-benefit analysis (CBA) also helps us clarify any sub-regional benefits or costs, where those who bear the cost may not be those who receive the benefit, or where there is a strong equity argument for why a cost should be borne by the region as a whole with benefits accruing to marginalised groups.		
		Delivery	LTP budget	Completion
6.5.1	Price developer's share of infrastructure costs accurately to incentivise efficient development to occur.		Organisational support	
6.5.2	Pursue the option of (and implement where able) targeted rates versus Development Contributions to ensure certainty of revenue and timing for infrastructure.		Organisational support	
6.5.3	Require all significant capital spend projects across the group to complete a cost-benefit analysis (environmental, social, cultural and economic).		Organisational support	



## ACTIONS USING COUNCIL GROUP LEVERS

Destination  
Tāmaki  
Makaurau

Local Tāmaki  
Makaurau

Skilled  
Tāmaki  
Makaurau

Future  
Tāmaki  
Makaurau

Enabled  
Tāmaki  
Makaurau:  
Infrastructure

Enabled  
Tāmaki  
Makaurau:  
Regulations

### How they have been applied in the plan

#### Assets

**Action 5.2** Explore avenues for more efficient and resilient infrastructure systems

**Action 5.3** Transition infrastructure to a climate positive future

**Action 6.4** Simplify and standardise bylaws and permitting

#### Travel network

**Action 5.2** Explore avenues for more efficient and resilient infrastructure systems

**Action 2.2** Support local boards in their contribution to economic outcomes

#### Centres

**Action 2.1** Regenerate town centres to ensure they thrive

**Action 2.3** Establish a consistent approach to local economic places of focus

**Action 2.4** Ensure local businesses benefit from existing support programmes

**Action 1.5** Develop the city centre in alignment with the City Centre Masterplan

#### Procurement

**Action 5.1** Lead impactful procurement practices

**Action 2.4** Ensure local businesses benefit from existing support programmes

**Action 3.4** Support Māori and Pasifika business ownership

#### Pricing

**Action 5.2** Explore avenues for more efficient and resilient infrastructure systems

**Action 6.3** Produce a more informed consultation process for significant investment

**Action 6.4** Simplify and standardise bylaws and permitting

#### Land use and zoning

**Action 6.1** Achieve better, quantifiable evaluation of planning and zoning rules

**Action 6.4** Simplify and standardise bylaws and permitting

#### Regulatory processes

**Action 6.2** Ensure consenting processes are fast, pragmatic and fit-for-purpose

**Action 6.4** Simplify and standardise bylaws and permitting

**Action 6.5** Ensure infrastructure is adequately funded and financed

#### Skills and investment attraction

**Action 1.1** Enhance Auckland's reputation as a destination to live, work, study, play, visit and invest

**Action 1.3** Attract investment into Auckland that creates high quality employment outcomes

**Action 1.4** Attract talent to help fill skill shortages

#### Tourism attraction

**Action 1.1** Enhance Auckland's reputation as a destination to live, work, study, play, visit and invest

**Action 1.2** Attract, deliver and develop major events, shows, performance and exhibitions

#### Social support services

**Action 3.1** Support young people to develop skills and connections that lead to quality career opportunities

**Action 3.2** Support Māori and Pasifika peoples to transition to higher quality employment

**Action 4.3** Prepare for a more uncertain future

#### Coordination of responses

**Action 2.4** Ensure local businesses benefit from existing support programmes

**Action 3.3** Partner to improve STEM and digital quality across south and west Auckland

**Action 3.5** Advocate for a fairer share of investment to transform south and west Auckland's economies

**Action 4.2** Expand Auckland's innovation support and infrastructure

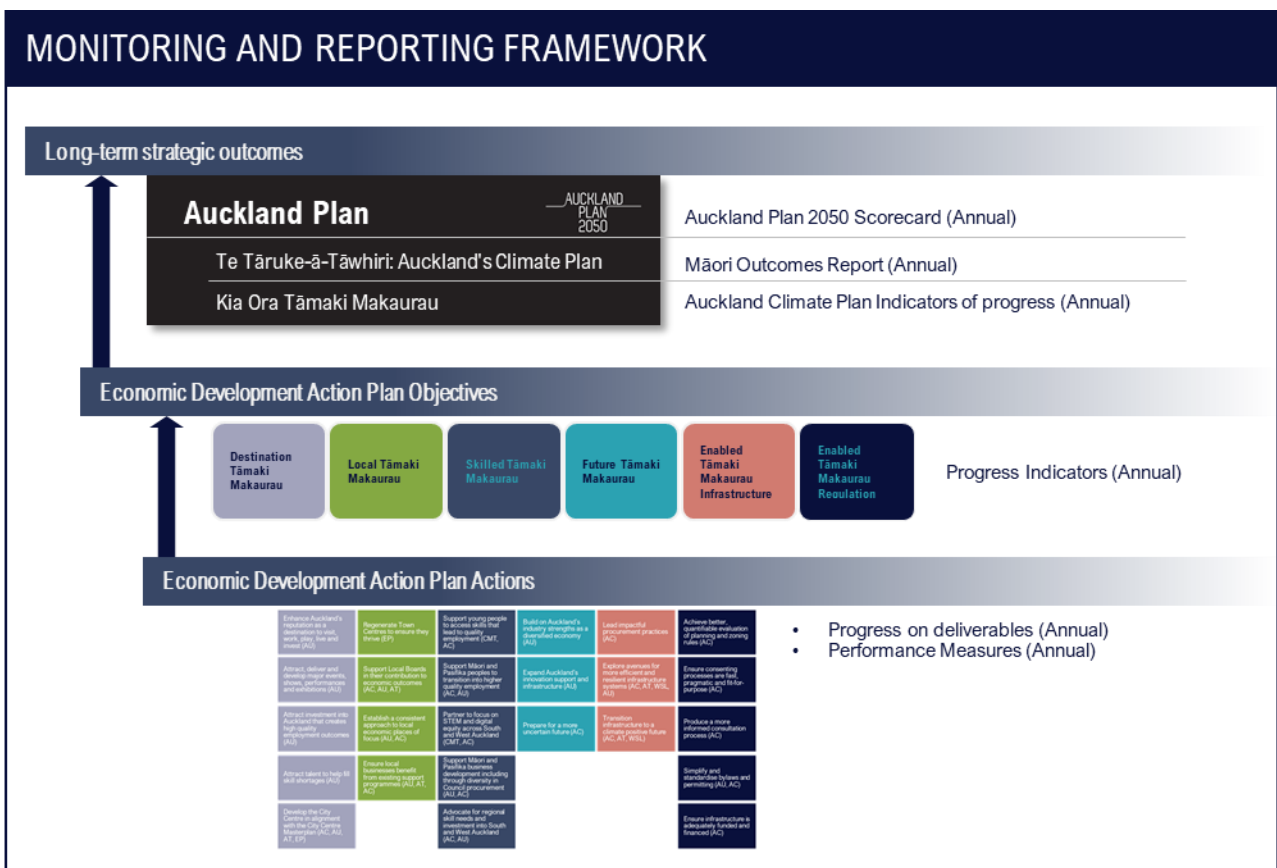
**Action 4.3** Prepare for a more uncertain future



# Staying on track – monitoring and reporting

To ensure successful implementation of the action plan, the monitoring framework includes three layers of evaluation. The framework aligns with existing measures and the Auckland Council group reporting processes.

The outcomes of the strategies that have set the direction for this Plan are measured and reported annually as outlined in the diagram below. The monitoring of these strategic outcomes helps us check if we are making headway on our guiding principles to reflect Māori outcomes and a regenerative and inclusive economy.



The six objectives of this action plan include measurable progress indicators. These indicators are not the direct result of actions from this plan, nevertheless they provide a guide to assess if progress is being made in these areas. Lack of progress or improvement of these indicators gives us the opportunity to evaluate the influence or focus of our actions and adjust where required.

# PROGRESS INDICATORS

Destination Tāmaki Makaurau	Local Tāmaki Makaurau	Skilled Tāmaki Makaurau	Future Tāmaki Makaurau	Enabled Tāmaki Makaurau: Infrastructure	Enabled Tāmaki Makaurau: Regulations
Visitor spend (percentage increase, total domestic spend, total international spend) ✓	Local contribution to regional growth (GDP) ✓	Income equity (average weekly wage by ethnicity)	Percentage of people employed in Knowledge Intensive industries ✓	Percentage of jobs within reasonable travel time from home (30 minutes by car or 45 minutes by public transport)	Hectares of business zoned land under the Auckland Unitary Plan ✓
Growth in number of business units and business size (employees) ✓	Local employment growth ✓	Skills and labour force – participation and qualifications (prosperity index) ✓	Industries in Auckland with a comparative advantage (location quotient) ✓	Residents that agree that public transport is easy to get to ✓	Number of dwellings consented by dwelling type ✓
Auckland's ranking in world cities in relation to ease of doing business	Aucklanders' sense of pride in their local area ✓	Household prosperity income, home ownership, rental affordability, unemployment (prosperity index) ✓	Level of diversification of the Auckland economy (HHI Index) ✓	Biggest contributors (industry) to growth in business units ✓	Perception that council keep people informed on how their rates are spent ✓
Economic quality – diversity, jobs, high skilled (prosperity index) ✓	Connectedness – access to education, work, internet - (prosperity index) ✓	Highly skilled Māori employment	Biggest contributors (occupation) to economic growth (GDP) ✓		Perception that council demonstrates good value for ratepayers money ✓
Businesses difficulty in finding skilled and unskilled labour		Employment by skill level (low-skilled vs highly-skilled) ✓	Employment in creative industries		
		Educational achievement of young people, Māori and Pacific People	Auckland's ranking in world cities: business sophistication, innovation		
		Māori contribution to employment (professionals and managers)	Business activity – size, growth, self-employment (prosperity index) ✓		
		Number of Auckland tertiary students enrolled in industry training, including apprenticeships one year after leaving school	Percentage of Auckland businesses that undertook research and development over the last 12 months		

✓ ( Local Board areas )

The actions of this plan are detailed with the accountable CCO or Auckland Council directorate (action owner), deliverable, completion timeframe, and LTP activity budget alignment. The action owner is responsible for including the actions in their work programmes and within their existing budgets and will report progress on the deliverables. Where applicable, performance measures and targets from the 10-year budget and/or statements of intent are aligned to the actions.

PERFORMANCE MEASURES	LTP 2021-2031	2023/24 Target
Attributable value of private sector investment (including screen) secured over the year		\$200m
Number of people who are issued tickets to attend Auckland Live, Auckland Zoo, Auckland Art Gallery, NZ Maritime Museum and Auckland Stadiums venues and events.	✓	2.08m
Contribution to regional GDP from major and business events attracted or supported	✓	\$71m
Net promoter score for Auckland Unlimited audiences and participants (willingness of customers to recommend a product or service to others)	✓	20
Number of programmes contributing to the visibility and presence of Māori in Tāmaki Makaurau	✓	20
Percentage of city centre targeted rate programme delivered on time and within budget	✓	80%
Net new dwellings (housing units) related to town centre intensification	✓	350
Commercial / retail gross floor area (GFA) or net lettable area (square metre)	✓	29,000
Monthly average occupancy rate for tenantable properties (commercial)	✓	85%
Number of council contracts with local suppliers		100 +
Direct council contract value awarded to diverse suppliers		5% +
Total council subcontract value awarded to Māori and/or Pasifika businesses or social enterprises		15% +
Number of quality employment opportunities for members of target communities created through council contracts		100 +
Number of learners through Trades Training programme		190 +
Percentage of female learners through Trades Training programme		30%
Number of businesses that have been through an Auckland Unlimited programme or benefited from an Auckland Unlimited intervention (per annum)	✓	3,000

PERFORMANCE MEASURES	LTP 2021-2031	2023/24 Target
Number of Māori businesses that have been through an Auckland Unlimited programme or benefited from an Auckland Unlimited intervention (per annum)	✓	150
Number of Māori organisations in Auckland accessing Callaghan Innovation Research and Development Grant		
Number of total organisations in Auckland accessing Callaghan Innovation Research and Development Grant		
Percentage of the total public transport operating costs recovered through fares	✓	36-41%
Total public transport boardings	✓	107M
Share of Auckland growth in trips taken up by public and active modes (morning peak)		
Percentage of contracts incorporating waste considerations in procurement processes		100%
Percentage of contracts incorporating carbon emission reduction strategies in procurement processes		100%
Percentage of building consent applications processed within 20 statutory working days	✓	100%
Percentage of Auckland Unitary plan changes and notices of requirement processed within statutory timeframes	✓	100%
Percentage of non-notified resource consent applications processed within 20 statutory days	✓	100%
Percentage of notified resource consent applications processed within statutory time frame	✓	100%
Percentage of customers satisfied with overall quality of resource consents service delivery	✓	70%
Business floorspace consented by area (square metre)		
Number of film permits granted per annum		

Reporting against the Auckland Council group delivered actions, performance measures and progress indicators will occur annually to both the CCO Chief Executive's group and the Parks, Arts, Community and Events Committee in line with Annual Plan and CCO Statement of Intent reporting (beginning August 2022 and each year thereafter). The measures will be reviewed each year to reflect any changes as a result of the monitoring evaluation.

# Future considerations – beyond the Economic Development Action Plan

## Our community context

Significant economic development opportunities and challenges were presented in the feedback process from our local boards, advisory panels and iwi, as summarised below. We acknowledge the need for ongoing, authentic conversations and engagement to further explore the opportunities these groups and representatives have presented.

Local Boards	We can better meet the new and emerging challenges facing Auckland’s economy and communities with a more significant focus on local economic development. We need to ensure our spend on economic development activity is sharply focused and designed to deliver outcomes for our communities that need the most assistance. Greater support for local boards could involve identifying economic development opportunities and investment partnerships, with a focus on implementation.
Iwi representatives	<p>Mana whenua and Māori are well placed to play a lead role in rebuilding an economy that places kaitiakitanga and manaakitanga at its heart. We are beginning to identify our people’s skills, training and business needs, particularly for emerging and transformative industries. Partnering with council is a key shift in aligning our outcomes.</p> <p>The circular economy initiatives have significant appeal for mana whenua if we are involved in a meaningful way. The Tāmaki Makaurau population has significantly untapped people resource that needs a whole of country commitment and support to become more entrepreneurial and productive. This starts with wellbeing. Effective engagement is critical to better activate these relationships towards the stated objectives.</p>
Pacific Peoples Advisory Panel	Pasifika people will play a vital role in our transition to ‘new thinking, new structures, and new values’ for our economy – a regenerative and resilient approach is intrinsic to Pasifika culture. Tāmaki Makaurau can benefit from our youthful, creative, and skilled Pasifika communities. Council can improve on building Māori and Pasifika leadership and senior management across the council group and invest in creative and innovative industries where our young Pasifika people thrive.
Disability Advisory Panel	The liveability of Auckland is an opportunity to promote the accessibility of our places and events. Accessibility has an economic value and is attractive to those with money to spend. We have a positive potential to make Auckland the best city in the world to be disabled in. Council has the opportunity to look like the population it serves and model employment opportunities and education for those with disabilities.
Seniors Advisory Panel	Auckland’s ageing population suggests the workforce will naturally become older. Promoting our senior’s skills and experience through participating in the workforce should therefore be weighted equally important.

## Youth Advisory Panel

Science, technology, engineering and mathematics needs to be more representative of rangatahi, ensuring these jobs are more diverse and inclusive. We need to know what the skills gaps are in the market and ensure we are being supported in getting jobs in emerging industries such as film. Council can show leadership in diversity in their recruitment processes.

## Our changing national and local government context

Significant central government reforms, including three waters and resource management, will have an impact on the current form and function of local government in New Zealand. In particular:

- Three waters reforms - this proposes removal of drinking water, wastewater, and potentially stormwater infrastructure and service delivery functions from city and district councils. These services and assets are significant in their size, and their removal would have impacts on the staffing, structure, and operations of most councils.
- Resource management system reform - this could see the current plan-making and amending role of every council collectivised at a regional level in a separate decision-making panel which may not have membership of all of its constituent councils. Spatial planning at a regional level is also likely to support increased collective decision making.
- The Future for Local Government Review - this looks at the broader question of what the role of local councils might be when a large part of their asset base, and staff, are removed as a result of the three waters and resource management reforms in particular. The review will look at what local government does, how it does it, and how it is funded.

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These reforms may have significant impacts on our economic development levers, in particular, our regulatory processes, land use, zoning, assets, and infrastructure services, however, community wellbeing (social, cultural, environmental and economic) will remain a focus for local government. We will continue to monitor the impacts of these reforms on this plan over the next three years.

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## Our changing global context

In addition to responding to central government reform, local government will also need to lead fundamental change in our communities in the coming years as a result of the era-scale change happening in the global environment. Global power is shifting, demographics are changing, social tensions are rising, technological innovation is constant, and climate change and biodiversity loss are worsening rapidly.

These trends are having a profound influence on our future and mean we will constantly be adapting in how we work, how we learn, how we consume, how we build, and how we move around. Protecting and enhancing our communities' economic, and wider, wellbeing in the face of these changes will mean looking for opportunities to innovate and do things differently and taking active steps to ensure an equitable transition for all communities.

Actions in this plan start to address some of this fundamental change required, but much more will be needed in the coming years. We will continue to review our economic development progress to test our underlying assumptions, identify emerging issues, respond quickly to change and assess the need for longer term, Auckland-wide economic strategies to ensure we are ready for what lies ahead.





**Auckland  
Council**  
Te Kaunihera o Tāmaki Makaurau

