

*Auckland Unleashed: The Auckland Plan Discussion Document***Summary for the Arts Sector**

The Council released the 'Unleashed' document on the 24<sup>th</sup> March 2011 in order to set out its vision and intentions for the final Spatial Plan for the region. This document also provides an opportunity for Aucklanders to offer feedback on proposed directions through comment on the website ([www.theaucklandplan.govt.nz](http://www.theaucklandplan.govt.nz)), via post or email, or by attending discussion events (see details on the website). The final date for comments is 31<sup>st</sup> May 2011. The Spatial Plan is expected to be completed and adopted by December 2011 in order to inform the 2012-2022 Long Term Plan. Finally, it is important to note that the Spatial Plan will be foremost in the planning structure hierarchy, so that all further Council, Local Board and CCO plans will need to be consistent with it.

This summary has compiled extracts relevant to the arts sector with the aim of condensing a 228 page document to a more accessible ten pages. It mainly focuses on areas of direct relevance, and has identified a few indirect areas that could impact on the sector - but there could be more of these depending on the needs or interests of your organisation. It has also selected the most relevant questions for comment - where influence could be generated by the sector towards making the final plan as recognisant of the importance of arts and culture as possible. Additional ideas or areas of concern throughout the extracts are surrounded by curled brackets { }. The paragraph numbers correlate to those used in the full plan. The following are some general comments as to how the arts has been included in the discussion document and where areas for improvement exist.

**Comments on the Place of the Arts in 'Auckland Unleashed'**

Several themes run throughout the document that could be tied back to the arts: the vision of Auckland as a leader of innovation in the Pacific; an identity for the city as one with uniquely high levels of diversity; the desire to improve quality of life for inhabitants to become known as the 'most liveable city in the world'; and an emphasis on tourism as integral to the city's future prosperity. While culture is acknowledged as impacting across all the well-beings, the approach in this document focuses most strongly on the link between quality of life and the arts and culture sector. Innovation and creativity are mentioned frequently throughout, and most especially in the economy section, but are not explicitly linked with the arts sector - a source which one might think is obvious for its concentration of creative thinkers and activities. The distinction between arts and culture is not openly addressed - sometimes they are grouped together and other times divided - with culture invariably being privileged above arts in the form of ethnic advisory boards and the like. Finally, opportunities for the city to become a regional and national player are identified, which the arts sector would do well to consider when envisioning its own scope and building its relationships.

A target of three years is set to have a regional cultural strategy completed and actioned (see page six of this document). This target is set within the context of goals to improve quality of life and as part of a priority to strengthen communities. It might be interesting to question how this cultural strategy links to economic initiatives and other strategic areas.

*Innovation* - A core principle which runs throughout the document and is featured especially in the 'People & Economy' section. It is identified as a driver of the city's competitive advantage because of its ability to contribute to high-value and high-skill employment and exports. A challenge is identified in converting existing manifestations of innovation into commercial output. There is a call to 'muster creative talents' and to establish Auckland as a 'cultural powerhouse'. These two activities are not openly linked however, and the document could do more to connect its support of innovation with the main source of this quality - the arts sector and its creative industries. Cities throughout history have relied on their artists for problem-solving and forward-thinking, which is what this plan seeks in its objectives but neglects to resolve. Formal attention to the idea of a cultural economy, alongside environmental and ethnic economies could speak well to many of the aspirations mentioned regarding innovation and competition. See the diagram on eight for more details on this point.

*Quality of Life* - is linked to arts and culture through the social cohesion and enjoyment that they are seen to offer to communities. This is implicitly distinguished from the kind of creativity referred to in relation to innovation and directed more toward community arts areas. An intrinsic value of human dignity is assigned to the arts through its enabling of individual expression. The Council intends to form partnerships with institutions in the sector to ensure ongoing provision of arts-related activities. It expresses a commitment to expand arts-related infrastructure. Finally, arts organisations would be wise to consider how their activities could impact on and engage young people, as this is stated by Council as a key priority for consideration.

*Diversity* - Indications as to how a regional identity will begin to form are grounded squarely on Auckland's high level of diversity as a unique characteristic of the city. Suggestions are made towards leveraging this quality for economic benefit and utilising it as part of a branding and image strategy. Diversity is linked with creative thinking and alluded to as a resource for growth and inspiration. If the arts can connect itself intimately with this concept it could use arguments for diversity to support its own.

*Tourism* - Competition is used both in the context of innovation and of tourism. The goal is to have Auckland recognised as a world-class cultural city in order to bolster a visitor-driven economy that encourages the city to be seen not just as a gateway but as a destination. The Rugby World Cup is identified as an imminent opportunity to develop a creative city profile. The arts sector could point to examples of strategies used in London, especially in preparation for the upcoming Olympic Games, in order to ensure this objective is carried out to its fullest potential.

**Opportunities for Contribution:** (also listed in context throughout the extracts below)

**Q1** - Do you think we have the proposed 'Big Picture' ideas right? Give us your suggestions to help Auckland lift its performance.

**Q2** - How do we make Auckland a city that young people are proud to live in?

**Q10** - Are these the five priority areas the areas that Auckland should focus on to develop a more outward-looking, productive, high-value economy?

**Q12** - Do you think that leading the development of an internationally connected innovative economic system should be a major economic priority and would help make Auckland more internationally competitive?

**Q13** - In developing a more productive, high value economy, what priorities and sectors should the Auckland plan focus on?

**Q15** - Are these the priority initiatives that will make Auckland attractive to visitors? Can you suggest any others?

Send your responses to [theaucklandplan@aucklandcouncil.govt.nz](mailto:theaucklandplan@aucklandcouncil.govt.nz) or see the website for discussion event dates.

## THE BIG PICTURE

### Global Megatrends Shaping Auckland

39. The first megatrend is “globalisation and the knowledge economy” which has repositioned cities as the drivers of national economies. Paradoxically in a globalised world, the point of competitive advantage is at the local level (Michael Porter). By mid century, 75% of the world’s population will live in cities or metropolitan areas. Cities have become global attractors of talent.

40. The exciting challenge for Auckland is to harness our attractiveness to migrants and achieve a vibrant and internationally competitive Auckland that is prosperous and sustainable.

41. The second megatrend centres on “doing more with less”. The drivers for more efficient use of resources require resolution of the apparent tension between network efficiency and responsive local government. Our new governance arrangements will help us address both through: ...

45. A fourth megatrend is “the growth of the services sector in western economies is being shaped by a second wave of innovation aimed at tailoring and targeting services”. Mass collaboration is powering the new economy – the social media of YouTube, Twitter, Facebook and Myspace are based on the participation of their communities.

46. The future prosperity of New Zealand lies in us competing successfully in the international economy. We should be collaborating with each other to leverage the collective strengths that we bring to the international marketplace.

49. Auckland is also part of an emerging northern North Island urban and economic system – a cluster of cities and towns north of Taupo (Hamilton, Tauranga and Whangarei) - which have significant business and other relationships with Auckland. More than 52% of New Zealand’s population lives north of Taupo, with projections that the proportion will rise steadily in coming years. A number of drivers increasingly point to the need for Auckland to form a strong policy and planning development relationship with the neighbouring regions of Northland, Waikato and the Bay of Plenty

especially. It is timely that an inter-regional agreement for the upper North Island has been initiated to cover land use, planning, infrastructure and a range of other issues.

### Our Comparative Advantage

51. People, places and nations that have innovative cultures – ones that can turn innovation into products - and an environment that people want to live in will be the success stories of the global future. Auckland’s many strengths in this regard provide us with a comparative advantage to other places, and mean that we have the potential to become a social, economic, environmental and cultural powerhouse that can drive not only the quality of life for Aucklanders, but help drive the quality of life and prosperity of New Zealand.

55. Auckland’s other big comparative advantage is that it ranks in the top OECD group of places for creativity and innovation. We are known for our innovation and inventiveness. However, where we currently lack comparative advantage is in converting the creative and innovative ideas into commercial and productive ventures.

58. Overall we see three possible “big strategic drivers” for the Auckland Plan:

- our innovation – mustering our creative talents and delivering on our innovative ideas

### Possible Top Spatial Priorities for Auckland

63. International City Centre:

- a cultural and civic heart, including institutions of national and international significance
- a centre where all people can enjoy the rich cultural and natural amenities.

64. Southern Opportunity Area:

- a rich cultural and natural heritage experience on the edge of a coastal environment waiting to be shown to the world.

65. North Western Opportunity Area:

- being a base to enable Auckland’s... film sectors to be global scale industries...

**Q1 - Do you think we have the proposed ‘Big Picture’ ideas right? Give us your suggestions to help Auckland lift its performance.**

## PEOPLE AND QUALITY OF LIFE

### The Opportunity

145. How do we lead the world in terms of benchmarking ourselves against values important to us and created by us?

### Strategic Priority One: Putting Children and Young People First, overview

159. Possible Auckland Council actions, working with others:

- Target resources to identify talent, and gifted children and young people, and facilitate their participation in appropriate cultural, creative, artistic, sporting and recreational activities.

### **Q2 - How do we make Auckland a city that young people are proud to live in?**

### Strategic Priority Two: Reducing Inequalities, overview

180. Possible Council actions include:

- Fostering talent – working with the Auckland Art Gallery, the War Memorial Museum, the Auckland Philharmonia Orchestra, the Auckland Theatre Company, Auckland Libraries, and links to cultural, sports and recreation organisations to ensure talented children and young people are able to take up appropriate opportunities.

### Strategic Priority Three: Strengthening and Connecting Communities, overview

188. Internationally, there is general agreement that the key attributes of strong, cohesive and connected communities include pride, inclusiveness, health and creativity. Auckland already has many of these features, and a number of factors and trends provide cause for optimism that Auckland has the potential to become a successful culturally diverse and socially connected place.

190. Possible areas of focus include:

- socially - e.g. encouraging events that bring people together...  
- culturally - e.g. by partnering with arts and cultural communities to enhance arts provision and access; and by building

connections between people, through appreciation of different forms of cultural expression.

### Supporting Diversity

192. Aucklanders celebrate many aspects of this diversity, including the arts and creative industries which have especially strong representation of Maori and Pacific artists. Diversity is also influencing Aucklanders' lifestyles, with increasing numbers attending ethnic and religious festivals such as Pasifika and Diwali, the Chinese Lantern Festival, and enjoying ethnic restaurants, arts and media. However, Auckland could do much more to leverage off the increasing diversity of its people for innovative and creative thinking about our common opportunities and challenges.

### Culture and Arts

196. Culture and Arts connect and strengthen communities and the enjoyment of citizens and their participation in many ways.

197. Auckland Council has the goal that Auckland becomes a world-class cultural and creative city, where culture and the arts form an integral component of our quality of life. The expectation is for Auckland Council and others to:

- recognise, accept and support the various artistic enterprises that already flourish in Auckland;
- support and promote new artistic endeavour;
- foster a hub of creative industries and the associated critical mass of creative talent;
- be a focus for major cultural institutions and arts companies, with some playing an important national and international role;
- acknowledge the need and role of cultural venues, ranging from large stadia to community halls;
- be an outstanding urban environment, celebrating heritage and excellence in contemporary design and integrating art with infrastructure to ensure the arts have an excellent environment in which to perform;
- be a centre for a rapidly growing and diverse arts and cultural festival scene; and
- be full of thriving professional and community arts activities.

198. A flourishing cultural scene impacts across all the wellbeings – contributing to the economy, developing people’s potential, and building connections between people. The impacts are illustrated in the diagram below.

199. We need to plan now to enable Auckland’s cultural and heritage institutions to fulfil these important functions over the next 30 to 50 years. To do this, the Council is proposing to develop a cultural and arts strategy. In doing so it recognises:

“HE TOI WHAKAIRO, HE MANA TANGATA”

“WHERE THERE IS ARTISTIC EXCELLENCE, THERE IS HUMAN DIGNITY”

200. This strategy would address the role and future of our major artistic and cultural institutions and consider the possibility of new cultural institutions as well as address issues of importance for individuals and groups involved in cultural or artistic expression.

201. Auckland’s major artistic and cultural institutions include the Auckland Art Gallery, The Auckland War Memorial Museum, The Auckland Philharmonia Orchestra, the Auckland Theatre Company, and Auckland Libraries. All these institutions have a national as well as a local role and many also have an international role. The Government has already recognised the importance of the Art Gallery and the Museum through substantial capital investment, and it is appropriate that the Council, central government and the community work together in thinking how these institutions can deliver better services to a wider public and deliver more value for money from public funding.

Options for Proposed Targets: Improving Quality of Life

Proposed Strategic Priority 3: Strengthening Communities

3 yrs - Cultural strategy completed and actioned for ensuring growth and development of cultural facilities and venues, performing arts companies and community cultural and artistic activity.



## PEOPLE & ECONOMY

### The Opportunity

228. The key strategic priorities... are:

- Developing a visitor-driven economy, which promotes Auckland as a destination and builds on our natural and social capital;
- Developing Auckland's economy so that it becomes the innovation capital of the Asia-Pacific rim;
- Supporting internationally competitive sectors of the Auckland (and New Zealand) economy to flourish and upscale to succeed in the international marketplace; and working with central government to strengthen existing national networks for these sectors to take a whole of New Zealand ("NZ Inc.") approach towards exports and internationalisation;
- Building the skills, education and learning of all Aucklanders, but particularly youth, so that everybody can participate in the new innovation ecosystem through high-value, high-skill and high-wage jobs, and employment;

232. Cities also foster innovation. Cities enable easier face-to-face contact and so allow knowledge flows and innovation to occur more freely.

### Potential Priority Areas

- Creating a vibrant, creative world city attractive to visitors; and
  - Delivering a quality city in form and design.
237. These five priorities would be supported by four associated economic development themes:
- Facilitating an iwi/Maori economic powerhouse;
  - Supporting a diverse ethnic economy;
  - Developing and enhancing an innovative rural economy; and
  - Creating an eco city and economy.
  - {what about arts and culture as an economic development theme? see diagram}

**Q10 - Are these the five priority areas the areas that Auckland should focus on to develop a more outward-looking, productive, high-value economy?**

240. {modified diagram with suggestions and highlights in green, see below}

### A "Can Do" Council

249. Auckland's future form must capitalise on the city's distinctiveness and core competitive strengths to provide for long-term strategic and sustainable economic development.

### Priority 2: Develop an Internationally Connected Innovation System

"If New Zealand can become more prosperous by developing an innovation driven economy with high value differentiated exports, then it will attract more talent and capital, establishing a virtuous cycle"

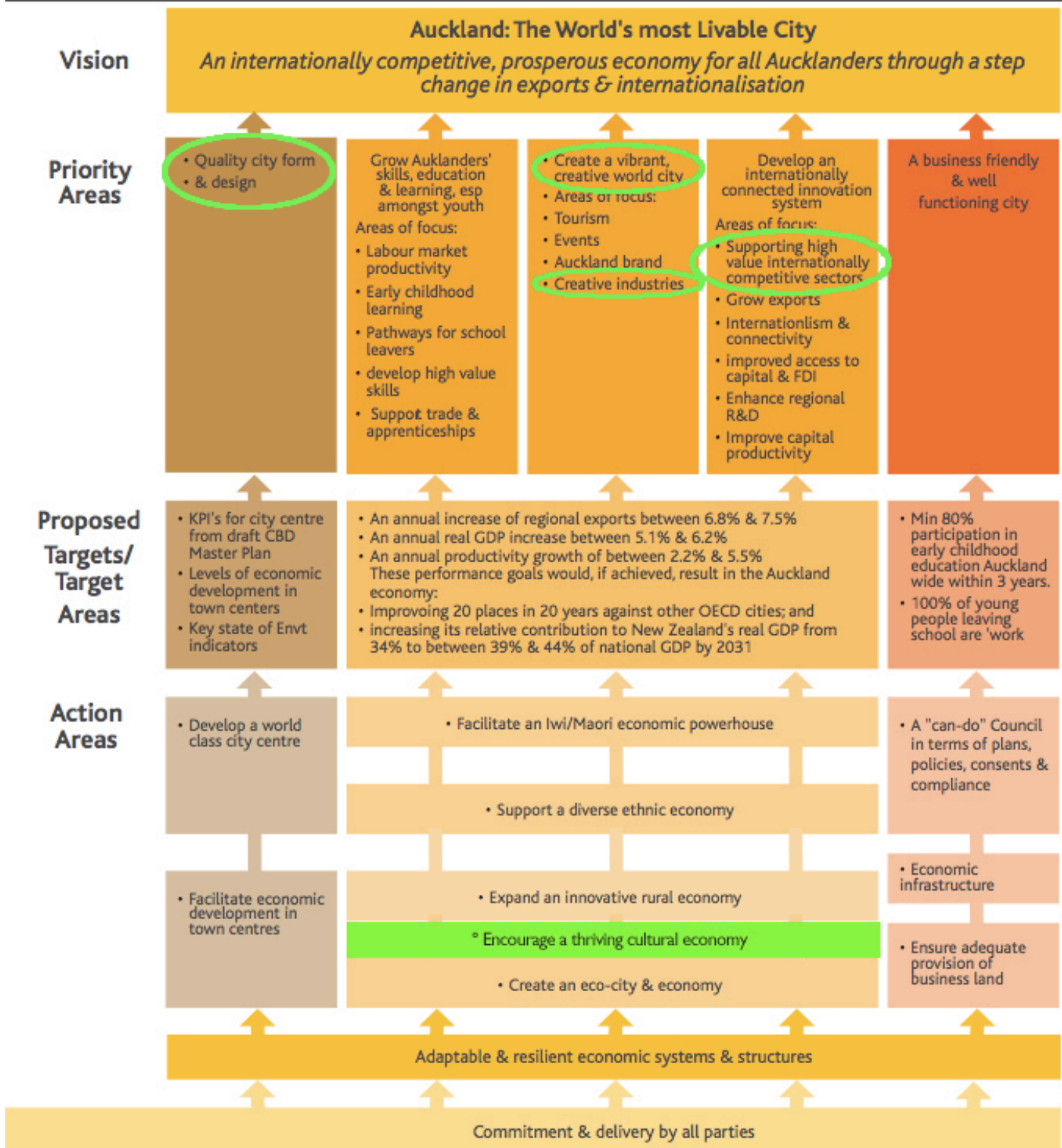
250. Both Aucklanders and New Zealanders are renowned as being inventive, entrepreneurial and able, with limited resource to find new solutions to old problems.

251. Businesses in Auckland generally have difficulty commercialising ideas and knowledge, and as a result are unable to properly capitalise on their creativity and inventiveness.

### Innovation and Research Development

253. In developing the Auckland Plan the Mayor and Councillors propose to:

- through Auckland Tourism, Events and Economic Development (ATEED) and partners work to develop an international branding and promotion strategy that builds off the current Auckland brand, and which spells out Auckland's location for innovative, knowledge-based businesses, including profiling existing expertise in Auckland to the rest of the world;
- tap into and support the innovative and entrepreneurial capacity of migrants, Maori and Pasifika for sources of distinctiveness, skills, investment and asset-based leverage of opportunities; {can the approach to arts be linked in a similar way to this understanding of culture?}



**Q12 - Do you think that leading the development of an internationally connected innovative economic system should be a major economic priority and would help make Auckland more internationally competitive?**

High Value Internationally Competitive Sectors and Products

Screen Stage and Creative Industries – Auckland has significant capability in the screen sector. There are also increasing levels of digital media capability in Auckland, especially around film and television animation, with some of the world’s major film studios now working closely with Auckland firms. The creative arts sector in Auckland is vibrant, with many artists being mentored and encouraged (including receiving financial support from the Council) to build their business skills so that their art can be taken onto the world stage. Auckland has several outstanding live theatre groups and theatres, although there is an ongoing need for quality performance spaces across areas of the city;

**Q13 - In developing a more productive, high value economy, what priorities and sectors should the Auckland plan focus on?**

Priority Area Four: Creating a Vibrant, Creative World City Attractive to Visitors

267. Auckland has significant comparative advantages in terms of its indigenous and diverse cultures, its natural environment and its arts and culture sector. However, Auckland remains relatively undeveloped as a destination city, especially when compared to benchmark cities such as Sydney, Melbourne and Brisbane. There is a significant opportunity to focus on the major economic benefits that can arise from developing a visitor economy through investment in destination tourism and its underpinning infrastructure, holding major events, supporting creative industries, and actively promoting Auckland’s brand as a major destination.

269. Other events initiatives with economic benefits for possible inclusion within the Auckland Plan include the completion of a venue study of proposed Auckland-wide theatre developments, which assesses the

needs and market demands for professional performing arts venues. This study will help guide and prioritise Council’s provision and funding of venues within the context of an Auckland-wide cultural strategy. In addition, ATEED and the Council and the Government are currently investigating the feasibility of a bid to host the 2017 World Master Games.

Realising the Benefits of the Rugby World Cup (RWC) 2011

272. For the longer term, we have a wonderful opportunity to globally leverage and position Auckland from the legacy RWC 2011 will leave. This includes profiling Auckland as a vibrant, creative world city promoting strong community values and an inspirational place for innovation, invention and creativity, a place full of excitement and activity connected to its unique green and blue business development and recreation opportunities.

**Q15 - Are these the priority initiatives that will make Auckland attractive to visitors? Can you suggest any others?**

Priority Area 5: Quality City Form and Design

274. City form and design influence the location decisions of businesses and workers. Factors such as the range of retail and cultural facilities, access to public services, public transport, green spaces and attractive settings, are all important in attracting and retaining skilled workers in Auckland.

A Diverse Ethnic Economy

280. Auckland has been identified as one of the world’s most culturally diverse cities, in terms of the percentage of residents who were not born in the city.

Summary

In summary, the Mayor and Councillors propose to undertake the following actions to support the economic development themes:

- Fully leverage our significant cultural diversity for the benefit of every citizen and for Auckland’s and New Zealand’s economic development and connectivity to the rest of the world;

## **PEOPLE & INFRASTRUCTURE**

### Priority 2: Social Infrastructure

484. Social infrastructure is a system of social services, networks and facilities that support people and communities. The scope of social infrastructure covers shelter, health, education, income, and cultural expression. Council's approach to social infrastructure services embraces integration and cooperation from all partners, including and especially, the Maori Statutory Board, the Pacific Peoples Advisory Panel, the Ethnic Advisory Panel and the Social Policy Forum, as well as central government and others.

{What about partnership with the arts sector for advisory purposes?}

485. Social infrastructure includes... arts and culture facilities...

### Cultural and Arts Infrastructure

489. As discussed in 'People and Quality of Life', Auckland has a significant concentration of cultural infrastructure and may seek to develop more facilities. We anticipate exploring opportunities with a range of potential partners, including central government and the private sector.