HE MIHI

E tū noa ana nga maunga whakahii i te riu o Tāmaki Makaurau.
E whakaruruhau ana i nga ahikaa mai tawhitī.
E maumahara ana i te nguha a Mataoho.
Rātou kua poto ki tua ō te ārai, e moe e okioki.
Tātou te hunga ora e kawe ana i te aronganui mō te pai me te whai rawa ō Tamaki, tēna rā tātou katoa.

The volcanic cones of Tāmaki Makaurau stand as sheltering monoliths to the people from an ancient heritage who have kept the home fires burning as a symbol of remembrance of Mataoho whose rage created this beautiful landscape. To those who have passed into the night, may you find eternal rest. For those of us who have been left behind to build the most liveable city in the world, greetings to us all.
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ATEED is Auckland’s economic development agency. Our purpose is to support the growth of quality jobs* across our region.

Auckland is growing rapidly, as is investment to meet this growth. At the same time, technological disruption will change the structure of Auckland’s economy: some estimate that 40 per cent of the tasks and activities in the jobs we do now will be replaced in the next 10 years.

The changing face of jobs is a tremendous opportunity for Auckland to speed up our development as a world-class, globally competitive city that attracts and retains talented, skilled people. To do this, we must create the right environment to be ready for this monumental change in our working lives.

Many exciting companies based in Auckland are leading the region’s transformation. We’re committed to working with these companies, and Auckland’s ‘anchor institutions’ such as universities and hospitals to speed up the shift towards an economy focused on advanced industries and tradeable sectors.

Auckland needs to work together to drive greater international flows of products and services, ideas, people and capital; increase the competitiveness of our markets; and aggressively promote a culture of innovation.

Of equal importance is the need to ensure economic growth creates prosperity for all Aucklanders. Parts of Auckland, and groups of Aucklanders, are not sharing in the economic opportunities our region offers. Auckland must pioneer city led solutions that create inclusive growth.

*Our definition of ‘quality jobs’ is shared with other Council agencies: those which offer the potential for transformation through paying a living wage, present prospects for progression, and provide access to training and skill development.
A CHANGE OF APPROACH

1. We’ll continue to narrow our focus towards those activities that will have the greatest impact on increasing investment in quality jobs – particularly where Auckland’s south and west can benefit.

2. We’ll actively support Auckland Council’s priority urban regeneration areas, initially concentrating our efforts on Manukau and working with partners to attract investment, and grow business and employment.

3. We’ll make the most of large-scale events coming to Auckland, including APEC Leaders’ Week and the America’s Cup in 2021, which present a golden opportunity to showcase Auckland and help to transform our region.
HOW WE’LL CREATE VALUE FOR AUCKLAND

- promote and advocate for Auckland nationally and globally as a place to work, invest, study and visit
- facilitate collaboration between the city, business and central government – particularly in key sectors (the visitor sector, for example)
- share data, intelligence, information and analysis to improve understanding of economic development opportunities
- develop and deliver specific economic development projects with partners where there is market failure and Auckland leadership and support is required
- transfer mature and established activities to capable owners where feasible.

CASE STUDY: KUMEU FILM STUDIOS

Auckland’s screen industry supports more than 6800 jobs across more than 1700 businesses, but in the years prior to ATEED’s partnership-based intervention in Kumeu Film Studios in 2016, a lack of purpose-built studio facilities meant Auckland was missing out on screen projects worth hundreds of millions to the regional economy.
STRATEGY

Over the next three years, we will change how we operate. We will:

- Undertake a smaller number of more impactful interventions
- Adopt a stronger spatial focus working alongside Panuku Development Auckland (Panuku) and Auckland Transport
- Place a greater focus on Auckland businesses as our key customers
- Partner industry sectors and key economic institutions to coordinate action, based on a systemic view of how industry eco-systems operate
- Make more use of economic intelligence, data and market analysis to drive our work.

ATEED PURPOSE

<table>
<thead>
<tr>
<th>AUCKLAND NEEDS</th>
<th>Quality jobs for all Aucklanders</th>
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<tbody>
<tr>
<td>Right skills</td>
<td>Investment in jobs</td>
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<tr>
<td>Accessible jobs</td>
<td>Resilience</td>
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ATEED areas of focus

- DESTINATION: Supporting sustainable growth of the visitor economy
- ECONOMIC DEVELOPMENT: Supporting business and investment attraction, business growth, innovation and skills

CROSS CUTTING THEMES

- Māori economic growth
- Enhanced spatial focus
- Sustainability

ATEED PURPOSE

- Māori economic growth
- Enhanced spatial focus
- Sustainability

ATEED PRIORITY PROJECTS

- America’s Cup 2021
- Manukau
- APEC 2021

ATEED PRIORITY FRAMEWORK

- Industry led
- Govt/Council aligned
- Creates impact
- Value for money
- Transferable

ATEED Strategic Framework
For Auckland’s economy to support more quality jobs, four conditions need to be satisfied:

1. Auckland must have workers who have the right skills to fill the quality jobs
2. Auckland needs more investment in quality jobs, either attracted from offshore or grown within the region
3. These jobs need to be accessible to those who need them – because they’re aware of them, and/or because they can reach them
4. Auckland’s economy needs to be resilient and sustainable over the long term in the face of technological disruption and environmental constraints.
MORE QUALITY JOBS THROUGH TWO FOCUS AREAS

ECONOMIC DEVELOPMENT – SUPPORTING BUSINESS ATTRACTION AND GROWTH, INVESTMENT, INNOVATION AND SKILLS:
Our wider set of economic development activities includes: business support; business attraction and investment; local economic development; trade and industry development; skills employment and talent; and innovation and entrepreneurship. This work is outlined in more detail in our three-year work programme and will be driven through implementation of a new Economic Development Plan.

DESTINATION – SUPPORTING SUSTAINABLE GROWTH OF THE VISITOR ECONOMY:
We undertake a range of work to support Auckland’s visitor economy, a critical lever for economic development. This includes our focus on destination marketing and management, major events, business events (meetings and conventions), and international student attraction and retention. This work will be driven through implementation – alongside industry – of the Destination AKL 2025 strategy, and our underlying implementation plans.

Our two focus areas are strongly linked. The economic growth of the wider economy reinforces Auckland as a destination by creating supply chain opportunities, international links, talent and student attraction – and by making the city attractive to international business events and conventions.

Similarly, Auckland’s visitor economy is an important part of the wider economy that underwrites the amenity of the region, making it more attractive to residents and visitors alike. It provides significant employment opportunities for Aucklanders, supports other sectors including food and beverage and arts and culture, and it generates significant export revenues for the region.

These two portfolios also share a common platform relating to the promotion of the region globally to ensure that Auckland competes effectively with other mid-tier high quality of life cities.

CASE STUDY: DESTINATION AKL 2025
Released in May 2018, Destination AKL 2025 – a strategy that encourages the sustainable growth of one of Auckland’s visitor economy – exemplifies our focus on partnering with industry to create a new, better way of doing things.
READ MORE
CROSS CUTTING THEMES:
In support of the two strategic focus areas, we’ll also focus on the following cross cutting themes:

1. **Māori economic growth**: we’ll work with Māori communities directly and through partners to identify economic potential and focus our resources on unlocking that potential.

2. **Enhanced spatial focus**: we’ll work with Council agencies including Panuku, and The Southern Initiative to ensure a stronger spatial focus for economic development activities, focusing on Auckland’s south and west.

3. **Sustainability**: we will focus on economic growth that can be sustained in the long term, and benefits both current and future generations.

These themes will be integrated in all current and future activities. This will require us to be innovative, flexible, and willing to experiment and establish new operational norms.

PRIORITISATION:
To support decision making, we will implement a refreshed prioritisation framework that ensures that all work undertaken:

- Is industry led
- Is Government and Council-aligned
- Creates impact
- Provides value for money
- Is transferable.

KEY PERFORMANCE INDICATORS (KPIS):
As part of our strategic review, we’ve changed our KPIs to make sure performance is measured against a smaller number of more relevant and easily understood KPIs that provide clarity on the city’s return on its investment in us. The KPIs are focussed on measuring the key outcomes Council is aiming to achieve through us. They reflect our aggregated activity, and can be directly attributed to our work.

1. Contribution to regional GDP from ATEED interventions
2. Number of businesses that have been through an ATEED programme or benefited from an ATEED intervention
3. Number of new jobs created, safeguarded or retained in Auckland as a result of an ATEED intervention
4. Number of visitor nights resulting from an ATEED intervention
5. Satisfaction of customers, partners and stakeholders who have interacted with ATEED.