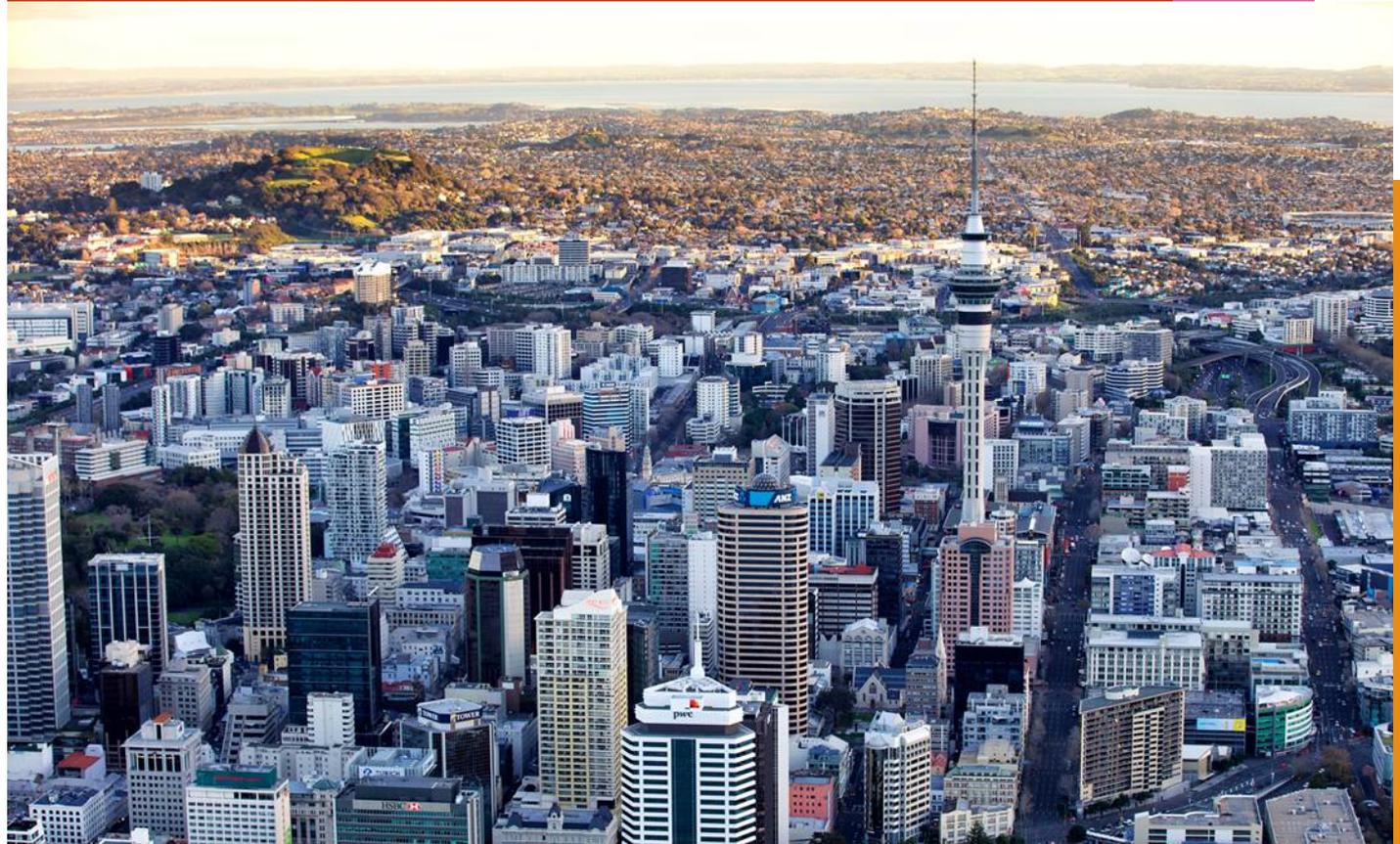


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Auckland A City of Opportunity



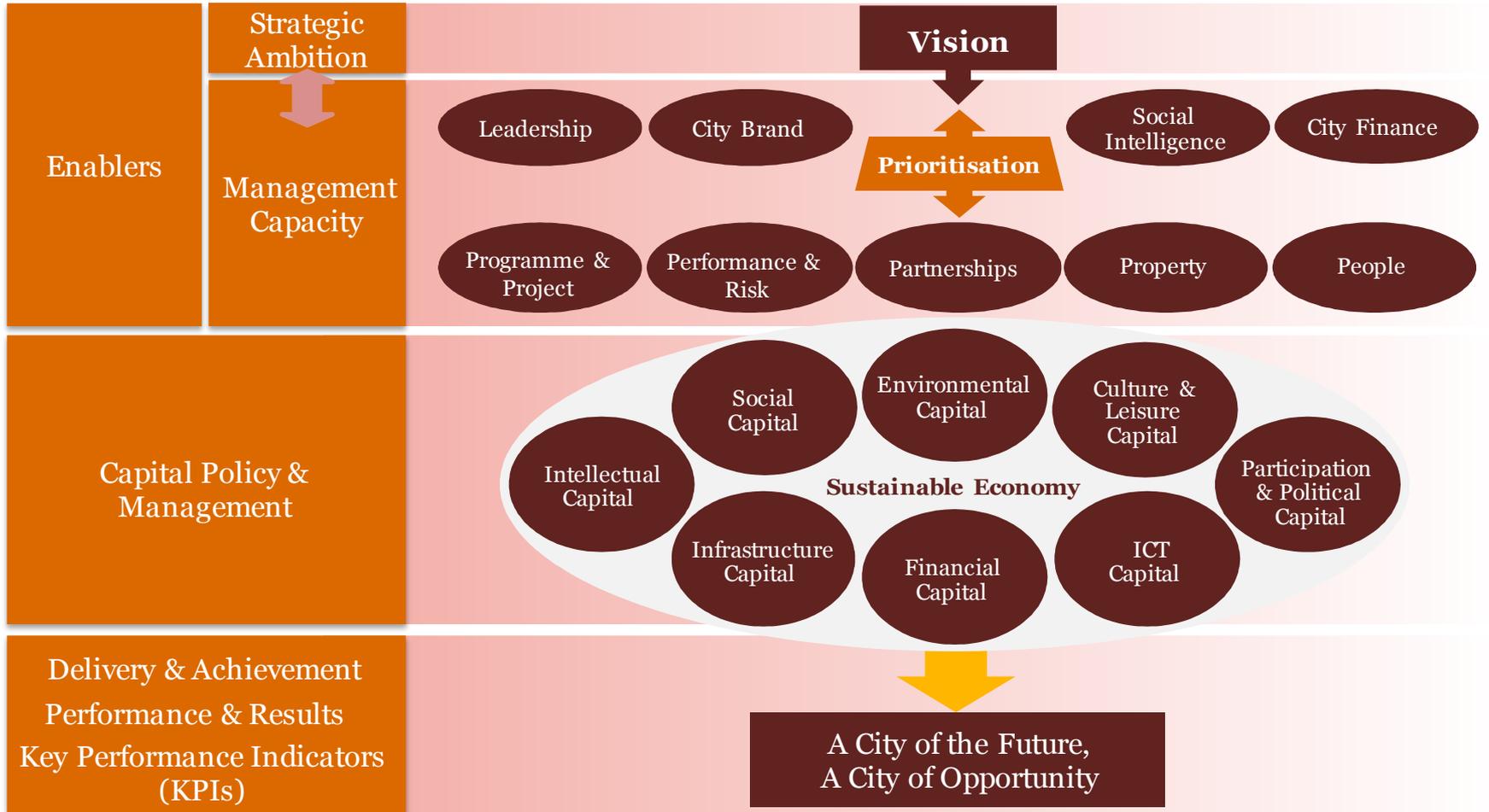
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Megatrends and the new normal for cities

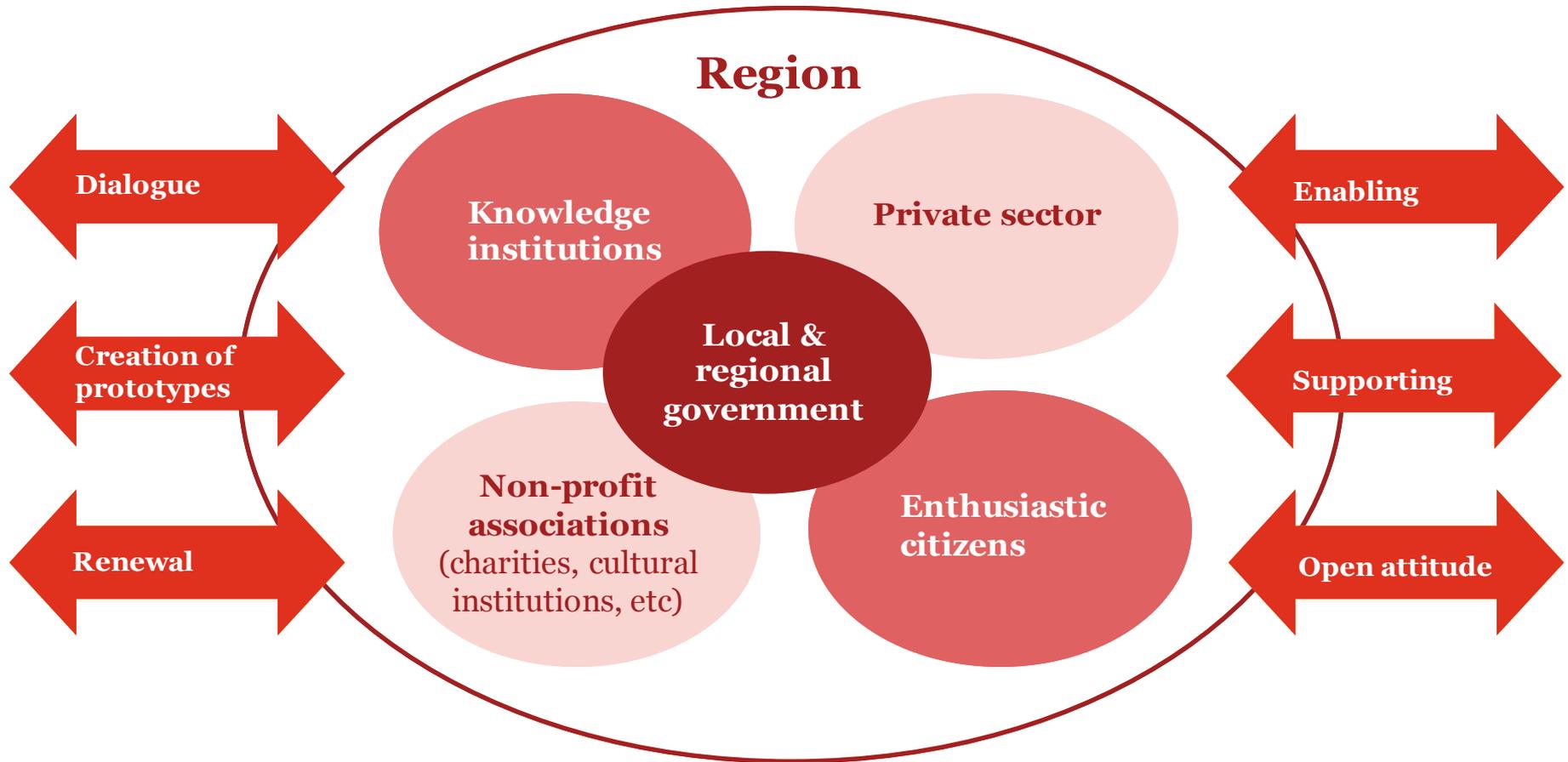


Source: 'Future of Government', PwC, 2013

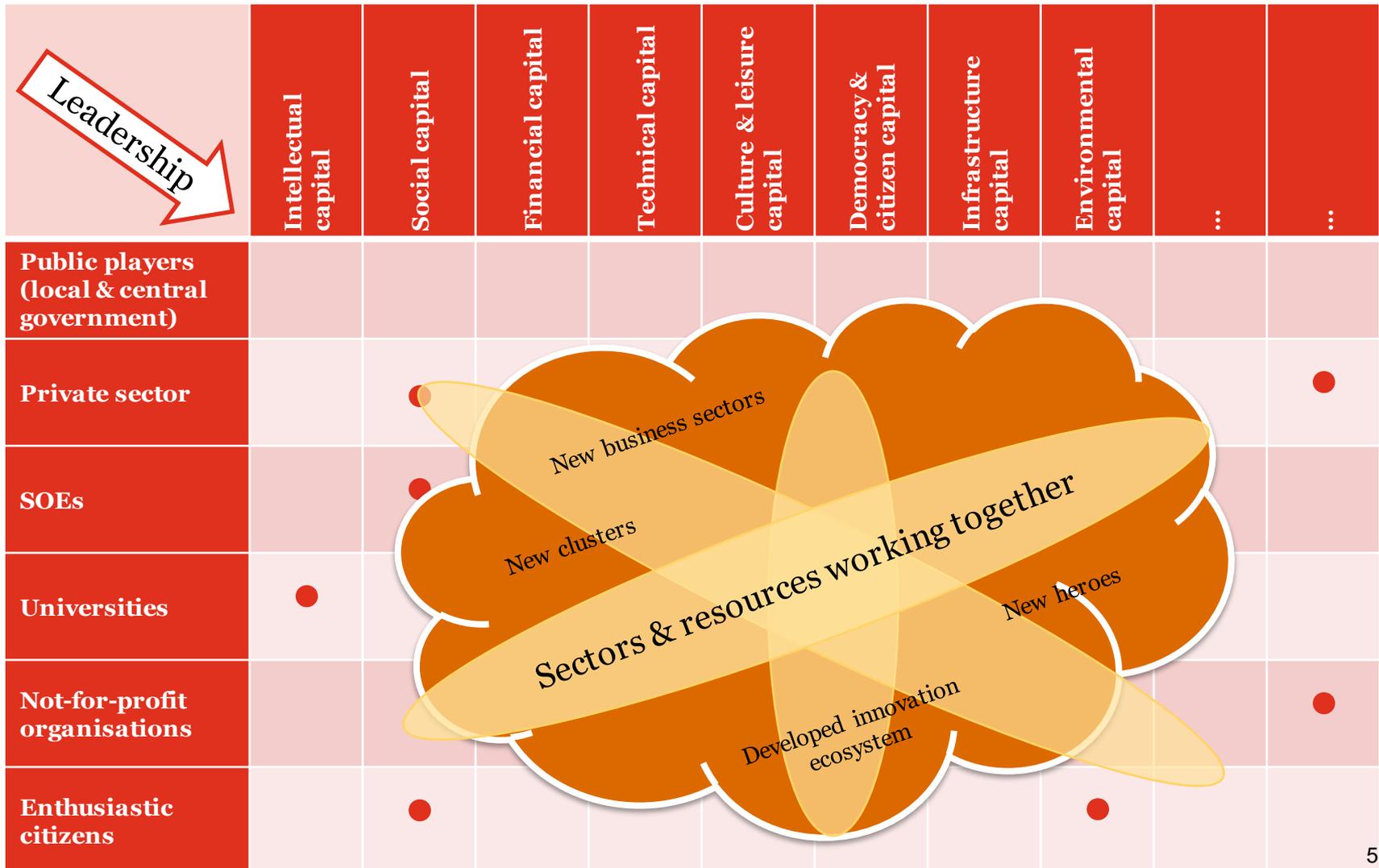
Sustainable urban management is best achieved through a holistic approach



New forms of collaboration required between different sectors of society - from 'Triple' to 'Penta-helix'



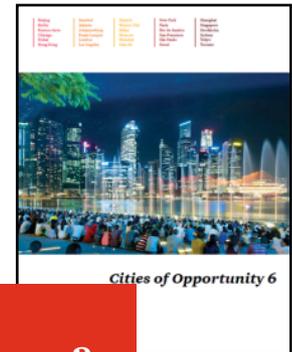
Value matrix to find the gaps and 'opportunity space'...



PwC's Cities of Opportunity

Study conducted since 2007, now in its 6th edition

- **30 capitals** of Business, Finance and Culture worldwide
- **59 variables** organised in 10 indicator categories
- **Quantitative and qualitative** look at city life
- **A deep investigation** into a select group of cities
- **Holistic approach** to city management
- **All** seeking lessons and directions on...



*How do cities
maintain resilience?*

*What makes modern
cities thrive?*

The more well-balanced a city is on social, economic and physical qualities for businesses, residents and visitors, the better it will fare

Today:

- *Economic and social strengths reinforce each other today*
- *Mutual self-interest continues to unite the urban world tomorrow*

PwC's Cities of Opportunity

10 indicator categories reflect a comprehensive urban picture



Tools for a changing world



Intellectual Capital and
Innovation



Technology Readiness



City Gateway



Economics



Economic clout



Ease of doing business



Cost



Quality of life



Health, Safety & Security



Transportation and
Infrastructure



Sustainability and the
natural environment



Demographics and
livability

59 variables organised in 10 indicator categories



Tools for a changing world

1. Intellectual Capital and Innovation

1. Libraries with public access
2. Math/science skills attainment
3. Literacy and enrolment
4. Percent of population with higher education
5. World university ranking
6. Innovation Cities Index
7. Intellectual property protection
8. Entrepreneurial environment

2. Technology Readiness

1. Internet access in schools
2. Broadband quality score
3. Digital economy score
4. Software development and multi-media design

3. City Gateway

1. Hotel rooms
2. International tourists
3. Number of international association meetings
4. On time flight departures
5. Incoming/Outgoing passenger flow
6. Airport to CBD access
7. Top 100 airports



Economics

4. Health, Safety & Security

1. Hospitals and health employment
2. Health system performance
3. End of life care
4. Crime
5. Political environment

5. Transportation and Infrastructure

1. Public transport system
2. Mass transit coverage
3. Cost of public transport
4. Licensed taxis
5. Major construction activity
6. Housing

6. Sustainability and the natural environment

1. Natural disaster risk
2. Thermal comfort
3. Recycled waste
4. Air pollution
5. Public park space

7. Demographics and livability

1. Cultural vibrancy
2. Quality of living
3. Working age population
4. Traffic congestion
5. Ease of commute
6. Relocation attractiveness



Quality of life

8. Economic Cloud

1. Number of Global 500 HQs
2. Financial and business services employment
3. Attracting FDI
4. Productivity
5. Rate of real GDP growth

9. Ease of doing business

1. Ease of starting a business
2. Resolving insolvency
3. Employee regulations
4. Ease of entry: Number of countries with visa waiver
5. Foreign embassies or consulates
6. Level of shareholder protection
7. Operational risk climate
8. Workforce management risk

10. Cost

1. Total corporate tax rate
2. Cost of business occupancy
3. Cost of living
4. iPhone index
5. Purchasing power

2014 Global Edition Cities and selection criteria

Beijing
Berlin
Buenos Aires
Chicago
Dubai
Hong Kong
Istanbul
Jakarta
Johannesburg
Kuala Lumpur

London
Los Angeles
Madrid
Mexico City
Milan
Moscow
Mumbai
Nairobi
New York
Paris

Rio de Janeiro
San Francisco
São Paulo
Seoul
Shanghai
Singapore
Stockholm
Sydney
Tokyo
Toronto

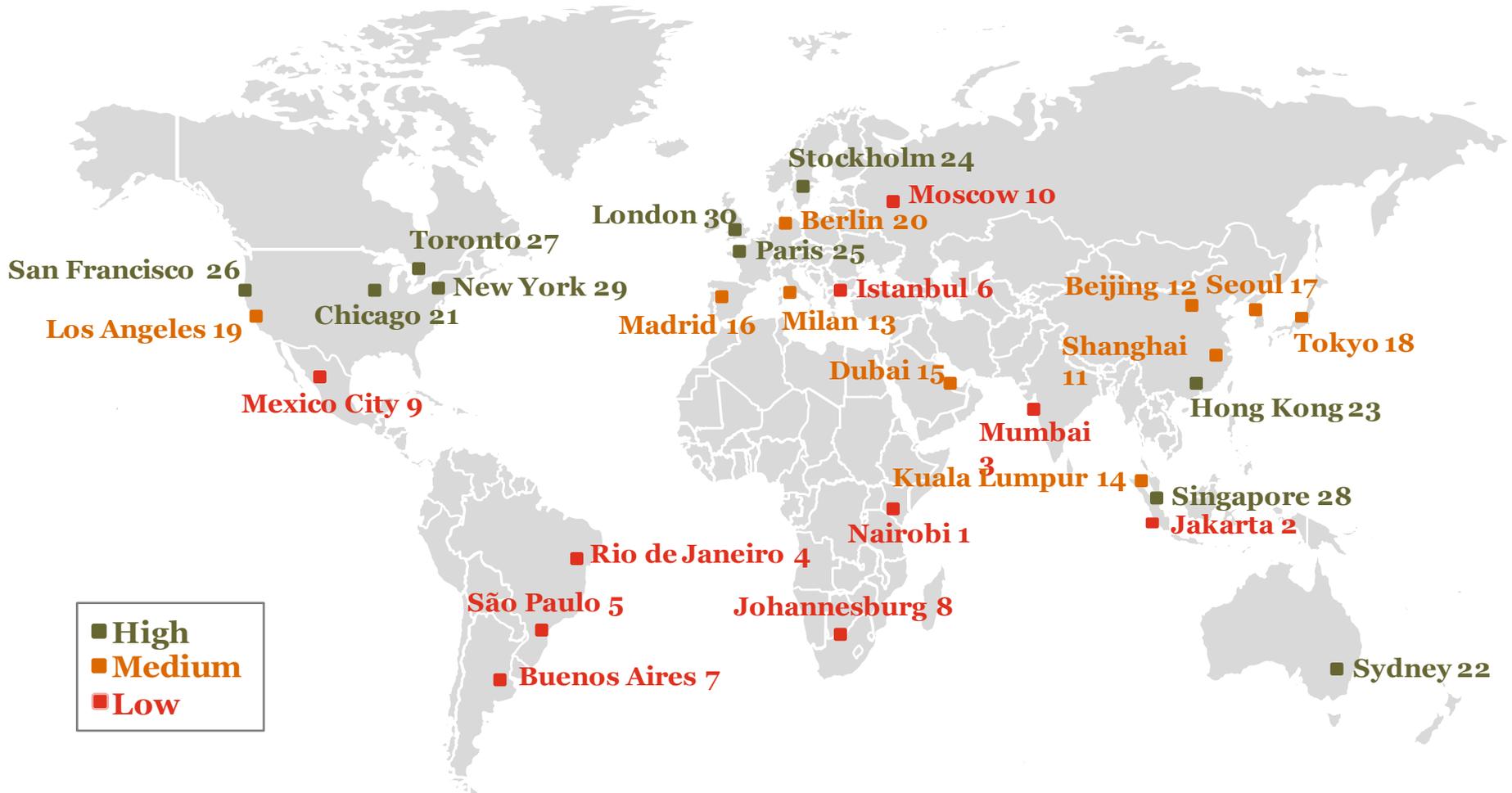
*Centres of finance,
commerce and culture*

*Mature and emerging
markets*

*Broad geographic
sampling*

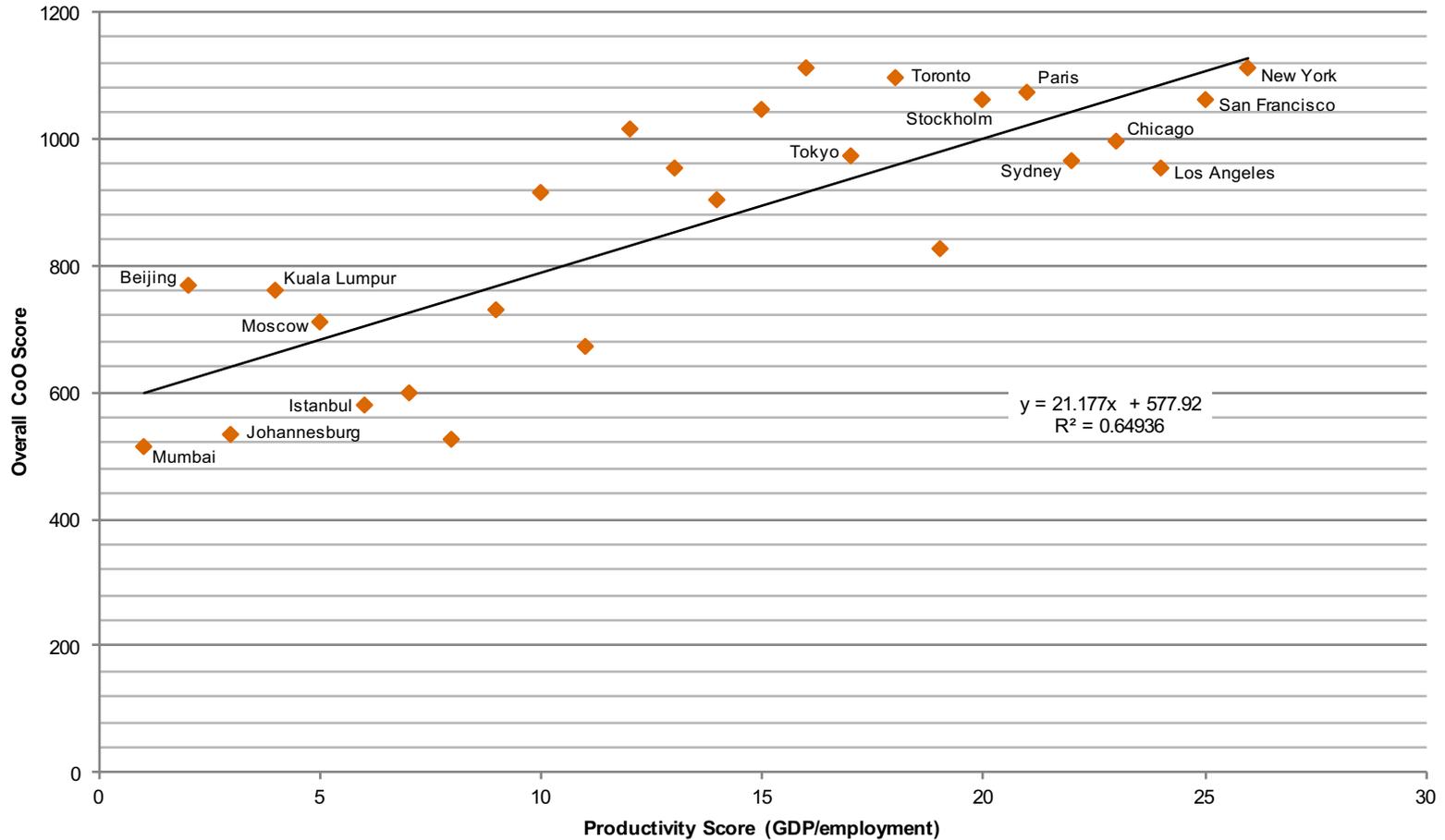
Which cities are included and how do they rank?

Global study 2014



Increase economic activity by holistic approach

Correlation between the sum of all CoO variables and productivity (GDP/employed)



Auckland ranked 16th globally in 2012 – the city has basic preconditions in place, but needs to turn them into economic successes...

		2012 Position			
		#1	#2	#3	Auckland
 Tools for a changing world	 Intellectual Capital and Innovation	Stockholm	Toronto	Paris	#10
	 Technology Readiness	Seoul	San Francisco	New York	#15
	 City Gateway	London	Paris	Beijing	#28
	Quality of life				
	 Health, Safety & Security	Stockholm	Toronto	Sydney	#10
	 Sustainability and the natural environment	Sydney	Auckland	San Francisco	#2
	 Demographics and livability	Paris	Sydney	Hong Kong	#12
	 Transportation and Infrastructure	Singapore	Seoul	Toronto	#27
 Economics	 Economic clout	Beijing	New York	Paris	#27
	 Ease of doing business	Singapore	Hong Kong	London	#6
	 Cost	Berlin	Seoul	Kuala Lumpur	#16

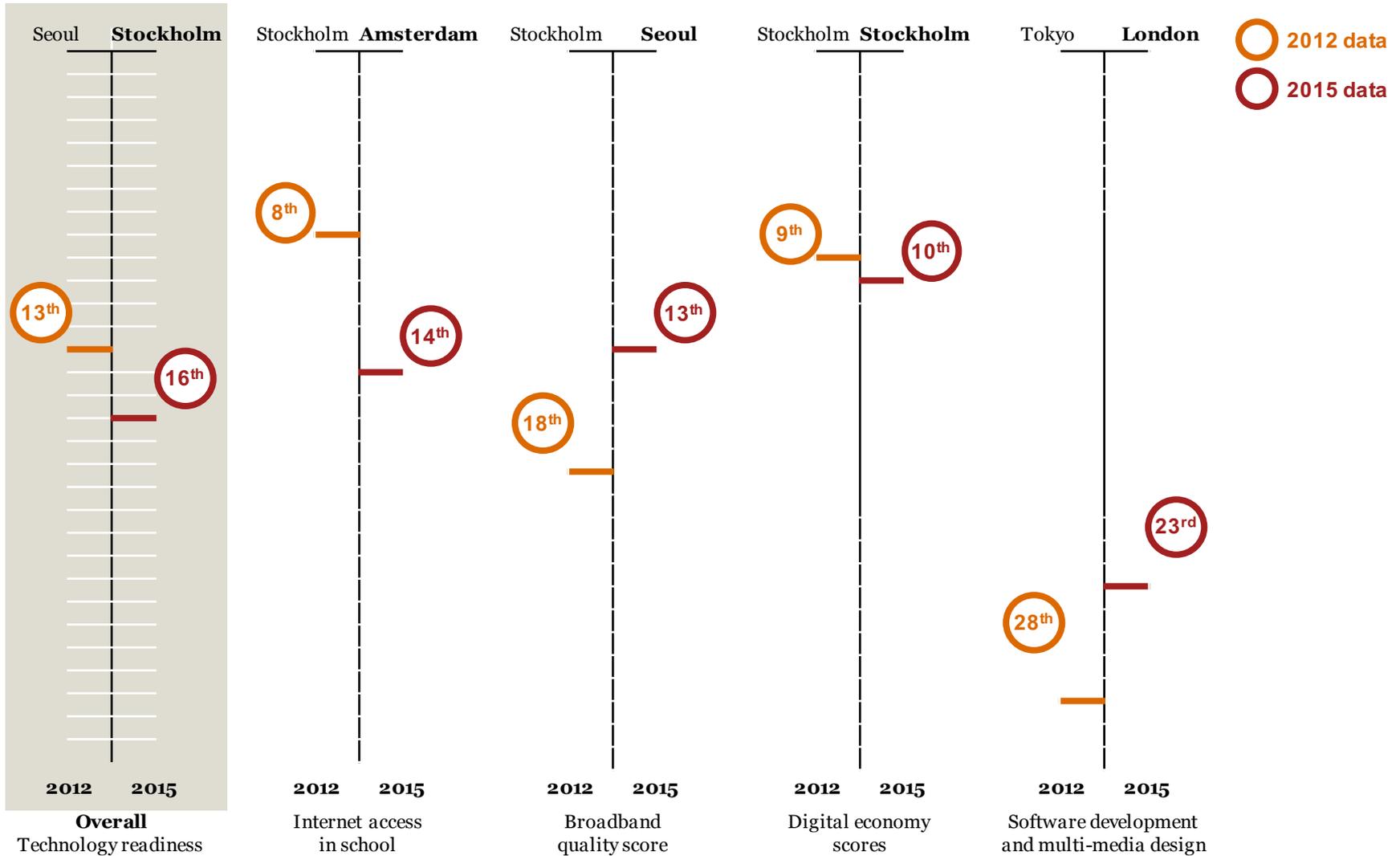
Auckland has strengths and its weaknesses were identified as priorities in the Auckland Plan

<i>Strengths</i>		<i>Weaknesses</i>	
	Health, Safety & Security		Transportation and Infrastructure
	Ease of doing business		Economic clout
	Sustainability and the natural environment		City Gateway
<i>Auckland fares well as a 'liveable' city</i>		<i>Auckland understands and confirmed these as plan priorities</i>	

***Tools for
a changing world***



2015 Technology readiness - Auckland #16



Quality of life

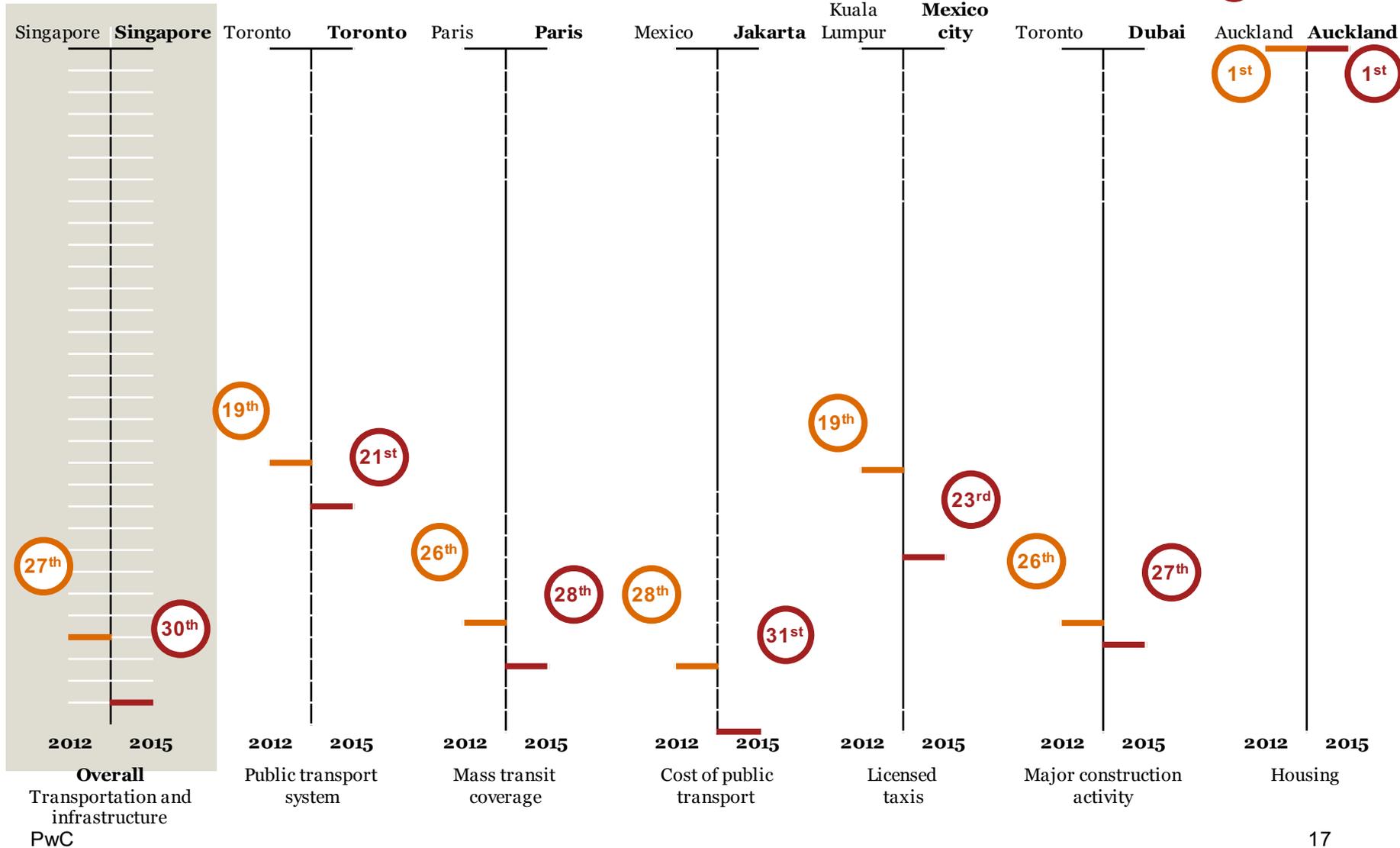


2015 Transportation and infrastructure - Auckland #30

Grow transport and don't come to a stand still...

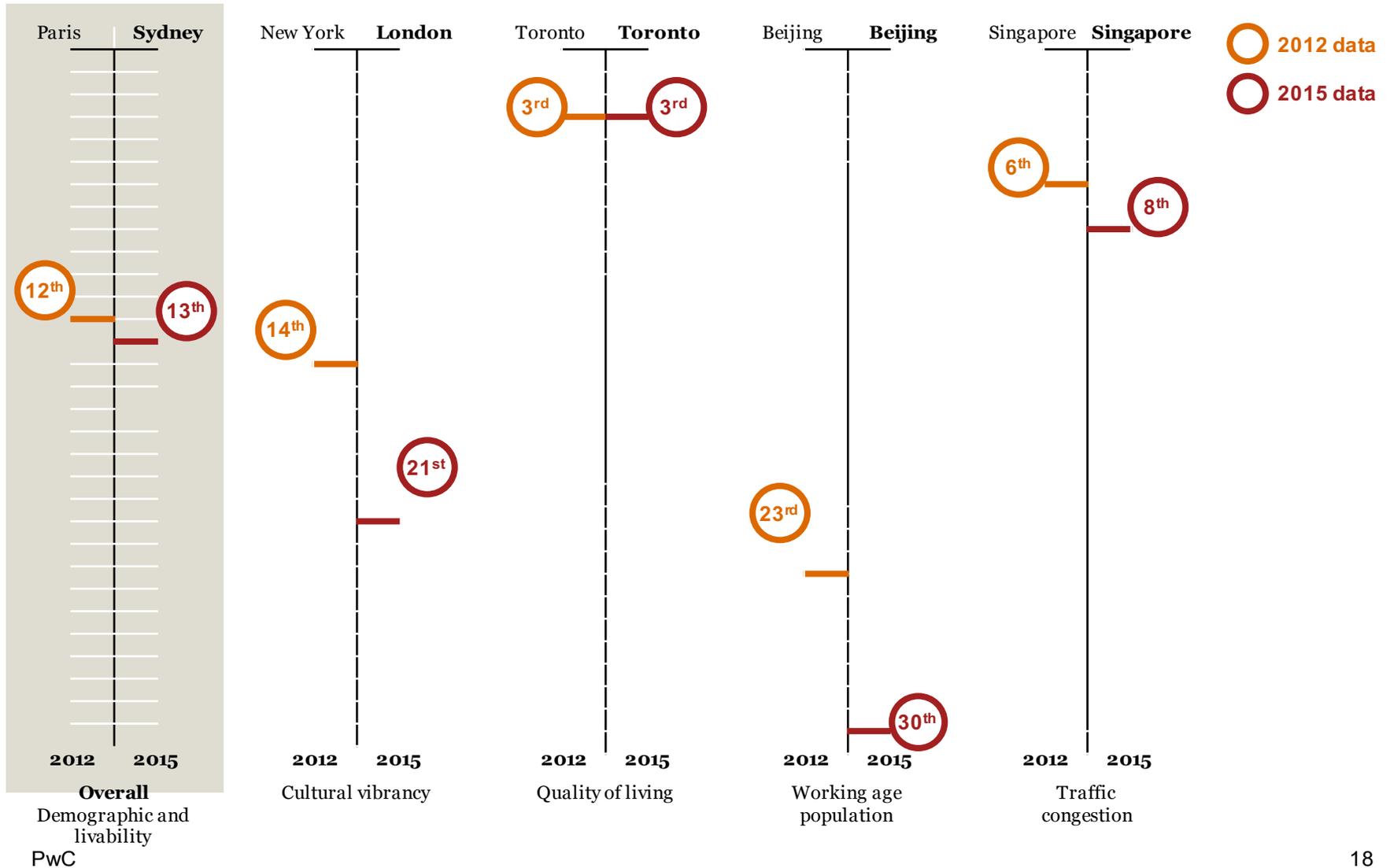
○ 2012 data

○ 2015 data



2015 Demographics & livability - Auckland #13

Mutual self-interest continues to unite the urban world tomorrow



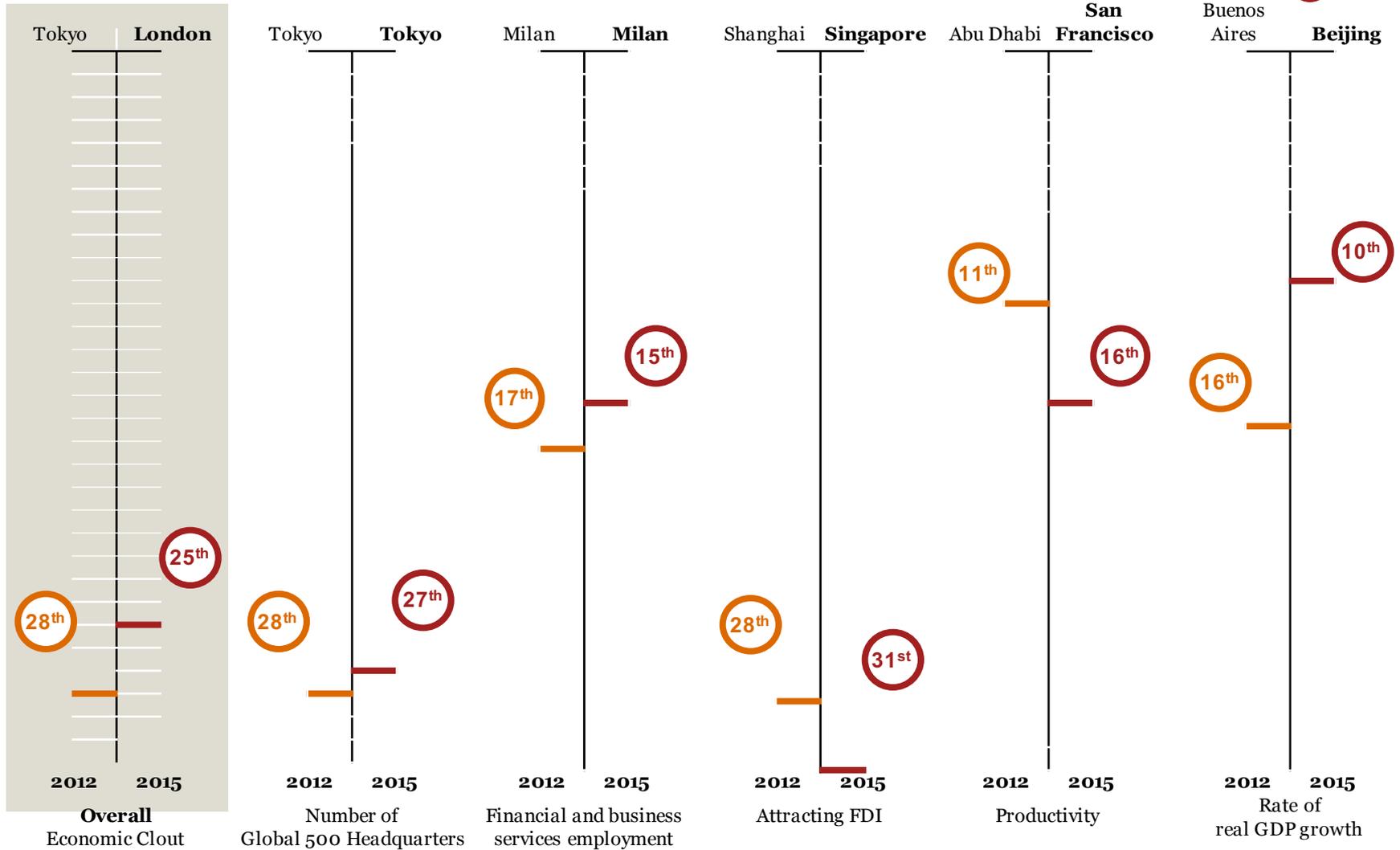
Economics



2015 Economic clout - Auckland #25

Need to improve key components for Economic Development

○ 2012 data
○ 2015 data



Auckland

Capturing the opportunity



Tools for a changing world



Technology Readiness

Competitive advantages

- Emerging broadband
- Connectivity
- Growing digital economy
- Strengthening software development

Areas of attention

- Education and school internet access
- Innovation readiness
- Keeping up with the high pace of development



Quality of life



Demographics and livability

- Quality of living
- Cultural vibrancy

- Ageing population
- Mass transit coverage



Transportation and Infrastructure

- Current and forecast infrastructure build

- Cost and ease of public transport
- Congestion



Economics



Economic clout

- Financial and business employment
- Rate of GDP growth

- Attracting Foreign Direct Investment
- Attracting global corporate presence

Implications for Auckland and the council

1. Tell the story of Auckland
2. Sustain 'livability'
3. Stay on the move
4. Develop city transport
5. Reimagine competitive advantage
6. Increase investment attractiveness
7. Grow density and quality of talent
8. Exploit upper north regional collaboration
9. Lower cost of infrastructure
10. Encourage 'clustering' of activities

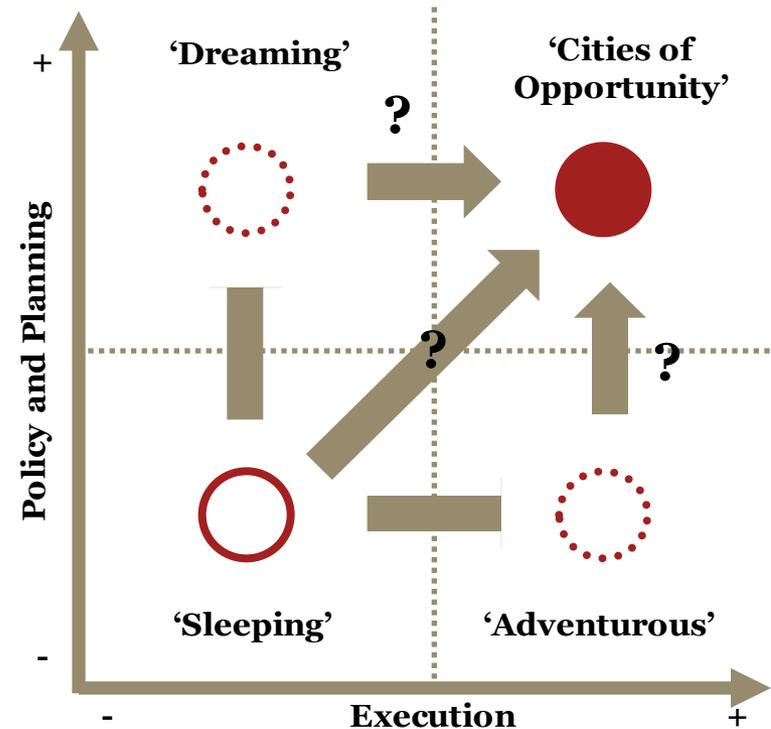


Time for action to capture the opportunity

Auckland has a strong competitive position with some of the key preconditions in place...

But lagging on some of the critical performance indicators...

It is time for action to capture the opportunity and capitalise on its competitive advantages!



Thank you!

Hazem Galal

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Cities & Local Government Sector Global Leader

Egon de Haas

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Government & Public Services

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