Kia Ora /Croeso

• Beginner’s Guide to Urban Regeneration: various definitions mostly about remediation and brownland: confusion between confronting decline and managing growth/people and place: I quite like fancy phrase from WA conference: creating communities through the art of place-making though what if the communities already existed ...and what do they get out of it? Famously Barcelona hosed homeless of the street in pursuit of excellent urban design

• Still learning from failure as well as success
  - UK chief ministerial advisor on planning simplification....
  - Housing growth...

• Tall Poppy ...17th.......

• Migratory Welshman at large in Sydney sine 2010

• But missed the Kennedy Assassination here...
Wales captain Sam Warburton says World Cup red card was correct decision

By Alex Spink, Rugby Correspondent 4/11/2011
I'm not an Alcoholic, I only drink when Richie McCaw is offside
Wales and NZ

• Divided by a common love
• 1905 tour: two positive national traditions
• An unfortunate incident in a car park
• One tragic tradition – from my point of view
• United by a common foe ...
• Where was I.....I am into context as a historian.
Getting closer to a really nice neighbourhood…South is North of 21C
2010 metropolitan population:
2050 metropolitan population:
Understand context: cities are the business: where migrants are going

• Because of concentration and agglomeration: density creates knowledge transfers, spill overs and networks: oh and wealth. 1% of Australia’s landmass creates 85% of wealth: despite media and gov focus on mining: cities the love that cannot speak their name in Aus.

• Density good: 30% more patents where job density doubles. And more social opportunities/stadtluft macht frei. Such cities are attracting graduates: the great divergence. Key 25-34 demographic: what they need is re-designing cities – along with boomer self-interest.

• Arrival city? Migrants to edge: where there is no-one or an existing community with its own identity and challenges.
Out of interest, where do the Kiwis and English live? Global talent research.
And the Asians? And 2m (increasingly migrants) live west of this: 25-45k from CBD: Bad ‘arrival city’ now?

Figure 9: Residential locations of newly arrived overseas Global Talent from India & China, 2006-2011

Source: Data from ABS Census (2006-2011) with mapping by CFIS
Before I forget: my advice to city leaders and urban renewers

The best city leaders do 3 things well:

• They achieve smart growth
• They do more with less
• They win support for change
• The challenge ahead is the latter…..
  – New civic discourse: boy is there a gap between planners, urbanists and the media/public
  – on new platforms
  – With more diverse people/indigenous/young/women/migrants
Urban renewal success factors

- A clear shared vision
- Clear and strong leadership
- A clear implementation plan
- A network of partners eager to deliver
- Marshaling of the resources needed
- Central support for partners
- Monitoring of progress and assessment of impact
Punchlines now before I forget…

1. Understand your city/ key drivers/ key metrics/ key tools/ strategic context

2. People AND Place: Productivity and inclusion: cities must do both whether managing growth or seeking to reverse decline

3. Who is there now/need to be: people strategy which is also an economic strategy; And a densification strategy mixing residential with employment; urbanism, innovation, place-making going together in innovation districts

4. And a metro city governance and funding strategy: Big City thinking and leadership. Digital city strategy; digital society strategy:Auckland doing well internationally

5. And a collaboration and engagement strategy: did I mention cities now have to collaborate across private ,public and community sectors, boundaries, parties to compete? And between cities

6. Key metric: my own first attempt was 47; Wrong attracting the key demographic of talented 25-34 is the issue
Bad consultant/free strategy advice

‘I keep six honest serving men (They taught me all I knew) Their names are What and Why and When and How and Where and Who.’ (Kipling)
Cities? I’m from a public housing estate in mining village: sustainable community... for 30 years of boom: depop and remaindered
Lived and worked in East London

• Rebranded as Thames Gateway: London’s going east
• East of Tower Bridge on both sides; Old brownfield sites/former docks; First phase Docklands Development: early 80s: it took a riot; 100,000 jobs at $250,000 av: but 50% of Bangladeshi community/benefits
• Next phase Thames Gateway: led to big infrastructure Olympics / ‘the regen games’; legacy? To be discussed
Identified key policies/interventions/vehicles

• Offer/ask
• Productivity-anti poverty and space for growth
• Needed public investment: massive infrastructure over decades: rail, CTRL light rail, metro, bridges...
• Governance: council led initially
• Then national and London Govt: Thames Gateway Strategic partnership
• Delivery vehicles: development corporations and local initiatives led by councils; increasingly cross government actions in the area: regen case for Games bid
• Olympics: development corp plus Legacy group in which council, London Mayor and Nat gov collaborated
• Major coup: new tool/objective: Convergence: more to follow. Where is TG?
I worked on this...before it became this
And roads /some funky projects A13 artscape
Sadly so compelling that on first night..
Canary Wharf 100/50
I advised these fine fellows on TG, urban regen and cities while East London boomed/burned.
Google ‘images of Manly’...

[Image of Sean Connery with a gun and the text "SEAN CONNERY. Even in a diaper he’s more man than you’ll ever be." ]
In all these places and jobs I have pondered

- how they work
- how they flourish
- how they decline and
- how they may be re-vitalised or even born
- What does a regenerated community look like/outcomes for place and people
- And how you achieve the best results

- is there a momentum behind which we can get/shape?
- is it bust/good money after bad?
- places with houses/no job/jobs no houses
- 47
- What do they know of themselves/data:if only Sydney knew what Sydney knows
- What’s the offer, what’s the ask? Why should we care?
- Conclusions...directions of travel. Convergence is one learning abd great action
In East London we realized our projects aimed at restructuring and rebalancing communities/the sub region: The Challenge of Convergence

• Higher educational attainment
• Achievement of greater skills qualifications
• Increases in the number of economically active adults
• Reduction in child poverty
• Increase in life expectancy
• Reduction in housing overcrowding
• Reduction in violent and gang crime
Convergence 1

• ‘Within 20 years the communities who host the 2102 Games will have the same social and economic chances as their neighbours across London’: Bold Big City/One City aim

• The prize? If productivity and employment rates in the sub region had matched the average, UK GDP would have been $10b higher and public borrowing $6b lower
Convergence and Total Place

• Convergence is the process of closing the gap in performance and prospects...and in so doing bringing benefits to all
• It requires commitment and action in a range of spheres by an alliance of partners over a number of decades
• Focused on: Creating Wealth and Reducing Poverty; Supporting Healthier Lifestyles; and Developing Successful Neighbourhoods
• Aside on social capital: communities can have strong bonding capital but weak bridging capital: the latter is crucial to social mobility and inclusion
• Total Place approach should support convergence: at its heart is a simple concept: tot up all the public spending in a locality, identify the duplications, and then get rid of them while improving coordination and focus on people and place
• Convergence is also about making neighbourhoods of choice and connection and about understanding the forces acting from without – some global many national and metropolitan – to make a place somewhere where only poor people can live (residential sorting) and where the cycle of disadvantaged gets entrenched
• In govt we looked at this place cycle but didn’t come up with the tools or analysis to deal with it: have a look at the cycle; then I discuss convergence and neighbourhoods of choice; then the value of creating more mixed communities / innovation districts at higher density; the talent attraction strategy required: and the huge challenge of seeking renewal and existing community benefit and engagement not in the absence of gentrification but in the context of it
Weak local economy

Barriers to employers/investors
Barriers to work for individuals

High worklessness and income poverty

Low aspirations, negative peer cultures, key services and regeneration programmes not reaching most needy
Public services and delivery system

Concentrations of vulnerable residents

Poor housing and local environment, unstable communities

Unpopular neighbourhood in disrepair

Crime, disorder and poor liveability

Social housing allocation policy
## 1.5 Moving forward

Although significant progress has been made in a number of areas there are still huge tasks ahead to reach Convergence, even in some of those areas where progress to date has been strong. Most notable among these are reducing levels of unemployment, improving levels of good health and reducing violent crime rates. Providing high quality education and training, improving the housing offer and improving the quality of public spaces are keys to the delivery of this and sports and culture are tools to achieve a number of targets, improve quality of life and engage communities. The pressing need for action on many of these issues has again been highlighted by the riots in August 2011.

The action plan for 2011-15 has been developed after considering what we have already achieved between 2009 and 2011, what remains to be achieved and what the major challenges are. Added to this we have considered the major opportunities available in the area and taken into account key findings from research commissioned to review the SRF and evaluate programmes already undertaken, including:

- The review of the SRF report conducted by the Marmot review team.
- The evaluation of the City Strategy Pathfinder.
- The SRF stage 2 sustainability framework.

This analysis has culminated in the development of an action plan drafted around the three themes of: creating wealth and reducing poverty; supporting healthier lifestyles and developing successful neighbourhoods. There are interdependencies across the themes and cross cutting work is at this stage exemplified in some shared actions. The table below summarises the key areas that activity will be focussed on between 2011 and 2015.

### Creating wealth and reducing poverty

- To ensure that the Work Programme is effectively delivered and supports Convergence.
- To maximise the Olympic employment legacy.
- To maximise the inward investment legacy.
- To develop partnership architecture with employers and training providers to support achievement of Convergence outcomes.
- To increase the levels and relevance of qualifications of Host Borough residents.

### Supporting healthier lifestyles

- To give the children of the Host Boroughs the best start in life.
- To reduce the number of people dying prematurely from preventable causes.
- To reduce the number of people whose health affects their ability to secure or maintain work.
- To increase physical activity and social capital through changes in the built environment.
- To increase sports and physical activity participation especially in sports benefiting from a facility legacy from the 2012 Games
- To use Olympic and Paralympic momentum to motivate, raise aspirations and promote cultural activity

### Developing successful neighbourhoods

- To develop partnership arrangements for the developing successful neighbourhoods theme
- To reduce levels of violent crime and gang activity.
- To complete the Olympic public realm improvements programme and secure the legislative changes necessary for more effective environmental enforcement
- To increase the number of affordable homes and reduce overcrowding.
- To deliver new city districts with a range of accessible and high quality facilities.

Running through all themes is the aim of reducing the inequality gap in outcomes between disadvantaged groups and social classes with the average for London.
The Mayor of London and the Elected Mayors and Leaders of the six Host Boroughs have recognised that the challenge lies in maximising levels of investment and growth AND in ensuring that, through Convergence, such growth will bring benefit not just to their communities but to London and the UK as a whole.

The Mayor of London and the Elected Mayors and Leaders of the Host Boroughs, alongside Government, and the public and private sectors, have agreed to work together to realise the economic potential of the host boroughs area. This action plan incorporates priority actions to deliver Convergence goals, promotes investment and the marketing of development opportunities in the area, and seeks to exploit new and existing Government measures to encourage growth.

### 1.4 Progress

During the past eighteen months significant progress has been made against a number of targets set in the SRF in 2009 and details of this are contained in the 2009-2011 progress report. Progress is summarised in the table below which shows that out of the twenty one indicators the trajectory of twelve are on track, five are not quite on track, two are off track or worsened and information is not available on two.

<table>
<thead>
<tr>
<th>RAG</th>
<th>Indicators</th>
<th>Totals</th>
</tr>
</thead>
</table>
| Green on track    | • Pupil achievement at KS2  
                  • Pupils achieving 5 GCSE’s  
                  • 19 year olds achieving Level 3 threshold  
                  • Employment rate – aged 16-64  
                  • Proportion of economically active people aged 16+ who are unemployed (model based)  
                  • Life expectancy males  
                  • Mortality rates from all circulatory diseases at ages under 75  
                  • Pupils who participate in PE and School Sport  
                  • People involved in no sport or activity (active people survey indicator)  
                  • Recommended Adult Activity (3 times 30 mins per week)  
                  • Additional housing units  
                  • Violent crime levels |
| Amber little      | • Working age with no qualifications  
                  • Median earnings  
                  • Obesity levels in school children in year 6  
                  • Life expectancy females  
                  • Children living in families on key benefits |
| movement worsened | • Working age population qualified to at least Level 4  
                  • Mortality rates from all cancers at ages under 75 |
| Pink no new       | • Overall satisfaction with the local area (no new figures will be available – Place Survey abandoned)  
                  • Perceptions of anti-social behaviour (as above – Place Survey abandoned) |
| information       |                                                                 | 12     |
|                   |                                                                 | 5      |
|                   |                                                                 | 2      |
|                   |                                                                 | 2      |

*Performance rating of all indicators in the SRF*
Neighbourhoods of choice and connection

• Sustainable long term improvement is not just a matter of providing better homes or more jobs in deprived communities.

• Structural change in performance and outcomes – breaking the cycle - only comes when they become Neighbourhoods ‘of choice’ – attracting new, higher earning residents while encouraging locals to stay and ‘of connection’ – accessible to good education and training and job opportunities.
Choice and Connection

• If you improve housing but not socio economic mix opportunities will be constrained particularly where school allocation is based on local residence

• On other hand, if you improve job prospects of individuals without addressing neighbourhood condiions, people will simply move up and out as they gain jobs and income

• Other poor people come in and the cycle continues: individual social mobility and churn but no re-structuring of community: indices of poverty and need stay the same
Need for understanding of basic drivers of neighbourhood performance

• What Rowntree over 100 years ago called ‘the underlying cause of weakness or evil in the community’

• By contrast most neighbourhood efforts – fixing housing, deteriorating town centres, poor educational performance – are what he called ‘superficial manifestations’ of the urban settlement pattern where the poor are residentially sorted or remaindered

• Rebalancing urban settlement pattern – a mixed community – is more important than clever financing, delivery vehicles or governance. Key understanding.
Forces re-shaping our cities: my talk—something for all the family..

- Migration and Capital flows
- Demography and gender: 25-43; women graduates; 2 grad family: retiring baby boomers: suburb rules to suburbia kills
- Technology and knowledge economy
- Multiple home ownership through tax/ Nimbyism: the prof and political breakdown with the community over density
- Transport choices: international delusion/Rand Corp
- Governance and collaboration
The challenge: to keep things the same things must change: can renewal be achieved without a mixed income community

East Village may be London's newest neighbourhood, yet you'll think it had been here for years. Lush wetlands, fully grown trees and fabulous fauna and flora. Local independent shops, cafes and bars, and Westfield Stratford City, just a short stroll away. Outstanding free schooling for all ages at Chobham Academy, a community centre and an advanced health centre. Not forgetting the obvious - world class sporting facilities right on your doorstep
Breaking the cycle of structural disadvantage by location and place

• Individual social mobility: leave places/other poor people come in
• Tipping point can happen quickly
Preventing areas being barriers to social mobility is a core objective/enabling them to change
• Communities: buying into this change
• Not just being part of it
• But shaping it: challenge of affordable housing and density in this scenario
• Sprawl as an equity and health issue: great inversion
Some areas encourage social mobility: US evidence

• Social mobility — the extent to which children manage to achieve a higher socioeconomic status than their parents — is even lower in Atlanta than it is in Detroit.

• So what’s the matter with Atlanta? Harvard study suggests that the city may just be too spread out, so that job opportunities are literally out of reach for people stranded in the wrong neighbourhoods. Sprawl may be killing social mobility
Areas and social mobility

• In San Francisco a child born into the bottom fifth of the income distribution has an 11 percent chance of making it into the top fifth, but in Atlanta the corresponding number is only 4 percent.
• **Factors that correlate** with low or high social mobility: perhaps surprisingly, little direct role for race. But a significant correlation with the existing level of inequality: “areas with a smaller middle class had lower rates of upward mobility.”
• Also a significant negative correlation between residential segregation — different social classes living far apart — and the ability of the poor to rise.
• And in Atlanta poor and rich neighborhoods are far apart because, basically, everything is far apart and there is little public transport. As a result, disadvantaged workers often find themselves stranded; there may be jobs available somewhere, but they literally can’t get there.
• The apparent inverse relationship between sprawl and social mobility obviously reinforces the case for “smart growth” urban strategies, which try to promote compact centres with access to public transit.
Area effects and social mobility

• What most contributed to social mobility wasn't heftier tax breaks for the poor or a stronger safety net. The difference between high-mobility and low-mobility communities has more to do with early education, family structure, and the physical geography of metropolitan areas.

• Four broad factors appeared to affect income mobility, including the size and dispersion of the local middle class (US usage). All else being equal, upward mobility tended to be higher in metropolitan areas where poor families were more dispersed among mixed-income neighborhoods.

• Regions with larger black populations had lower upward-mobility rates. But the researchers’ analysis suggested that this was not primarily because of their race. Both white and black residents of Atlanta have low upward mobility, for instance.

  ...

• The comparison of metropolitan areas allows researchers to consider local factors that previous mobility studies could not—including a region’s geography. And in Atlanta, the most common lament seems to be precisely that concentrated poverty, extensive traffic and a weak public-transit system make it difficult to get to the job opportunities. "When poor communities are segregated," said an organizer for a women’s rights group, "everything about life is harder."
LONDON is turning inside out

Just as affluent young professionals seem to be staying in the inner-city longer, turning places such as Dalston (in Hackney) and Peckham (in Southwark) into hipster enclaves, so too are the outer suburbs getting poorer, as people who cannot afford inner-London rents are pushed further out. By contrast, the places that have gone downmarket are in Metroland—the 1920s and 1930s railway suburbs stretching west of Acton and Willesden or around Ilford. These are the middle-class suburbs where commuters move when they have children. But of late, house prices in those parts of suburban London have stagnated, even as inner-London ones have soared ahead.
We thought it was like this: former model
But the opposite is happening…
The Great Inversion: things change - catch up!

30 years ago: we thought US style doughnut syndrome with inner city depopulating/losing jobs
- now the economic driver

‘Who’d want to live downtown if they had a choice?’
- Now fastest growing population centres

Suburbs: land of opportunity for our parents and grandparents: from Suburbia rules to Suburbia kills…
The ‘great inversion’

• What we are seeing is a reversal in which the words “inner city,” which a generation ago connoted poverty and slums, [are going to mean] the home of wealthier people and people who have a choice about where they live, and the suburbs are going to be the home of immigrants and poorer people.

• There is a desire for urban life among the millennial generation, whether that’s life in the centre of cities or life in town centres that are springing up in the suburbs. But some form of more walkable, urbanized living is part of the ethos of the emerging generation.

• Not just them: smallest segment in the market now are families seeking 4 bedroom houses; and

• boomers not retiring to Port Macquarie but Inner West
Inward rush/jobs housing imbalance in outer suburbs

Knowledge intensive jobs are clustering near CBDs
Households gain income boost bein in well connected areas:fierce competition for housing
Middle class being priced out of middle ring
Out suburbs being stranded
Once they were force for incusion now they are acting like agents of exclusion
Acces to profesional jobs increasingly limited in suburbs
Changed economy re-shaping city

• Manufacturing : dispersed geographically
• Making and thinking co-located
• Enabled by car
• Inner city populations followed the jobs and suburbia

• Then collapse of manufacturing : Making exported

• Thinking jobs drawn to inner city: knowledge spillovers while people serving jobs like education, health and retail still dispersed.

• City of Melbourne 1991 only 200,000 jobs: today 500,000
And this context: Adding to the dividend, ending the divide’
Knowledge econ in east/manufacturing decline and housing growth in west shapes Sydney
Highly Production Locations
House Prices by Distance From the CBD

Sydney

Melbourne
Vulnerable communities in a city

MELBOURNE

SYDNEY

High exposure to mortgage and fuel cost increases

Low exposure to mortgage and fuel cost increases
Demography driving change

• Demographics: changing family structure; delayed marriage and fewer kids: graduate women: two graduate households
• Quality of life is understood by key 25-34 demographic without kids to mean proximity to restaurants, retail, cultural and educational institutions and other urban amenities
• they want a vibrant street life, historic neighbourhoods mixed with new stuff, and public transit
• Within 5kms of CBDs: close in generation
• Drop in driving / can’t text/ facebook / access internet/ work and drive
• And baby boomers now not wanting to retire to Port Macquarie… adding to attractions of this area
Changing worker/firm preferences

• We are witnessing a virtuous cycle of worker preference and firm demand: embracing cityness: complexity; density; diversity; messy intersection of activities, the layering of the old and new, an integration rather than segregation of uses: profound shift

• ‘The current generation of tech workers doesn’t want to toil in soulless Office Space complexes surrounded by moats of parking or in dispersed factories(if still around)’..

• The trend as Business Week says: ‘is to nurture living, breathing communities rather than sterile remote compounds or research silos’
City human capital strategy is urbanism at work

- Places which attract two graduate families
- Human capital is a key to city success
- Questions to consider: what is education level of my city
- Are we losing or gaining talented younger workers
- Do we have the kind of city which can attract and retain a mobile educated workforce
- Is there an understanding of demographics of my city and what they might mean for its future
Some interests: Educated cities with key demographics grow fastest

- The importance of education to economic success has increased dramatically in past two decades
- One of the strongest predictors of income growth in past decade is level of education
- Ten best educated cities grew over twice as fast
- Canary in mine: sustained out migration of young talented workers signals a problem
- A community which doesn’t attract, welcome or retain these desirable workers likely has problems with innovative entrepreneurs of any age
- Dream demographic for knowledge based company
- 25-34 most mobile and will determine which places grow; cities are in competition for them
- Places attractive to single well educated young women are likely to have an economic edge
- 25-34 most likely to live close in
A new nexus between innovation and urbanism fitting new demography

- Place preferences of firms and people changing: the very link between economy shaping and place-making
- Innovation districts: cluster and connect leading edge anchor institutions and innovative firms with supporting and spin off companies, mixed use housing and 21st century amenities and transport
- Walkable urbanism/thick labour markets: dense mixed use neighbourhoods with cultural, recreational and retail amenities will attract highly educated, innovative, entrepreneurial individuals and benefit the neighbourhood’s existing residents: a new nexus between innovation and urbanism
Benefits: Economy

In most metro areas, every +1 point on the 100 point Walk Score scale = $\uparrow$ of $500-$3,000 in home value.

Walkable commercial neighborhoods in Washington, D.C. have 75% higher office rents than drivable, suburban neighborhoods.
Indicators

• About both Place and People
• Place emphasis only: jobs for incomers only/further marginalisation
• People emphasis only: they up-skill and leave failing places
• Indicators of poverty stay same
• Hiding churn
• Do both: see much about place in current strategy less about people
Attract young talent/keep them/new imperative

• Attract Young educated people :indicator of a city’s economic vitality
• 25-34 are the most entrepreneurial :
• Women are key
• Place matters :young people are attracted to certain cities and choose vibrant close in neighbourhoods
• Snare them: they represent a tremendous economic asset
• Urban leaders need to emphasise talent and those aspect s of cities that make them attractive to talented workers
• Locational decision of talented young women are increasingly influential to economic success in cities
• Growing demand for talent in our knowledge based economy and the distinctive locational preferences of young adults calls foe a new approach to metro econ development ..focus must shift to the development, attraction and retention of talent
Educated cities with key demographic grow fastest

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Where in Auckland for Innovation Districts?

• Innovation districts: combine physical realm: infrastructure, historic buildings, waterfront locations, urban design and architecture with the community environment (affordable housing, social activities, cultural institutions and events); linked to open innovation by companies and universities

• Provide physical and social platform for entrepreneurial activity: incubator space; social networking /mentoring :hubs of innovation

• Neither industrial districts nor science parks nor isolated university campuses
Innovation Districts: a new nexus between innovation and urbanism

- Innovation districts
- Place preferences of firms and people changing: the very link between economy shaping and place-making
- Innovation districts: cluster and connect leading edge anchor institutions and innovative firms with supporting and spin off companies, mixed use housing and 21st century amenities and transport
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Demography driving change

- Demographics: innovation districts are product of changing family structure; delayed marriage and fewer kids: graduate women: two graduate households
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- ‘they want a vibrant street life, historic neighbourhoods mixed with new stuff, and public transit
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Human capital strategy

• Places which attract two graduate families
• Human capital is a key to city success
• Questions to consider: what is education level of my city
• Are we losing or gaining talented younger workers
• Do we have the kind of city which can attract and retain a mobile educated workforce
• Is there an understanding of demographics of my city and what they might mean for its future
People development/housing led renewal piece

- Means also a fair go for disadvantaged
- Real opportunity to tie city renewal with new opportunities for those in public and social housing very close to the new action
- But public housing needs revolution
- Become a poverty trap
- Estate renewal/mixed community pilot at Hamilton South plus social capital interventions: new stock; new life; new chances
- Housing led element to the renewal needs more energy and focus – and a vision for transformation of stock and community. Queensland is piloting a major public housing/mixed communities initiative at Logan: we need one here.
Actions

1. **Make people the focus of economic development**
   - Seek footloose workers not footloose firms
   - Places compete for people and businesses follow
   - Number one issue is becoming ’Can I hire talented people here? Needs pools of young talent

2. **Become a sub region where women and ethnically diverse young people can achieve their goals**

3. Investing in higher education is important but it won’t solve the problem without **investing in assets that attract and retain talented graduates** will simply see their investment leave town

4. **Vibrant urban neighbourhoods are an economic asset**: close in neighbourhoods, with higher density, mixed uses, walkable destinations, lively commercial districts and interesting streets can make a place more competitive for talented workers; those without will be disadvantaged

5. Economic importance of **being distinctive unique identity**: what do you offer that is different from others/decide what kind of place it/you want to be
“We need to recognise that these decisions are at their best when they are the result of a mature dialogue between Governments and communities.”

Premier Jay Weatherill
NEW WAY OF DOING THINGS

Framework Standards

Test & Resolve

Identify Range of Possibilities

Understand Own Context

Knowledge Base: Global Scan for Benchmarks

Establish partnership

Identify objective

PRIVATE SECTOR INVOLVED HERE
x10 FACTORS
Ethos of an integrated design strategy

1. Be human centred (or put people first)
2. See things as a systems
3. Value community by engaging
4. Vision that’s shared & supported
5. Value evidence objectively
6. Test openly through design
7. Collaborate
8. Utilise technology
9. Demonstrate tangible value
10. Monitor & measure
Polycentric Auckland

• Can there be only one downtown
• Urbanity sought
• Innovation districts : Katz
Percentage of Dwellings that are Multi-unit

Auckland region
1996-2006 Censuses

1996  2001  2006

Percent

0  20  40  60  80  100

Included in thematic maps