

## *Foreword*

He Kupu Takamua

**The city centre represents a collection of experiences; stories of passion and perseverance, frustration and opportunity, sweat and celebration, resilience and regeneration.**



Credit: Isthmus

Our city centre is a key pou (pillar) of Tāmaki Makaurau Auckland. It has always been a magnetic gathering place where people can be together, seize opportunity, do business, learn, entertain, and be entertained.

Its unique geography on the beautiful Waitematā, its valleys and streams, have always attracted people, from mana whenua to the early European settlers and down the generations.

Throughout that history and combined with our unique Māori culture and strong Pacific and Asian influences, the city centre represents a collection of experiences; stories of passion and perseverance, frustration and opportunity, sweat and celebration, resilience and regeneration.

Anywhere in the world, a thriving city centre is an energetic and entrepreneurial place - it hums with excitement, bustles with people, culture and nature; it is well-functioning, welcoming and accessible. It supports the daily routines of its people and provides extraordinary moments that make us feel proud. This is our city centre.

The world is changing, people's expectations of cities are changing, and Auckland is moving forward. A major transformation has taken place here over the last decade: the regeneration of Wynyard Quarter from a bulk liquid storage area closed off to the public into an award-winning neighbourhood, the Downtown area where

people can now connect with the sea, Britomart and Te Komititanga Plaza, Karangahape Road, and Queen Street.

It's easy to point to physical infrastructure and development as successes, but what really matters is fulfilment of the people who live, visit and do business here. With our commitment to working together in a different way, putting people at the centre of our decisions we think this is achievable.

This action plan is a collection of things that many people, groups and organisations believe need to be done in Auckland city centre over the next ten years. Putting this together has been a team effort. This is a living plan that will be kept relevant through a process of constant alignment of priorities and investment. It's not a comprehensive summary of everything we will do but it provides a clear pathway towards the guiding City Centre Masterplan.

We are all custodians of this place for future generations, and we look forward to working with you to deliver the city centre you deserve - today, tomorrow and into the future.

**Paul Majurey**  
BOARD CHAIR, EKE PANUKU

**David Rankin**  
CHIEF EXECUTIVE, EKE PANUKU

## Overview

Auckland's city centre has many fortunate advantages including a beautiful harbour location, strong residential population and people that care deeply about its future.

Like many cities around the world, it also faces an array of economic, social and environmental challenges. Added to that, the council group faces tight finances, a cost of living crisis and ongoing frustration over the extent of disruption in the city centre.

The city centre is made unique by our Waitematā harbour setting, our people, and the rich experiences they have when they are here. Tying all this together is the foundational connection that mana whenua have with this place.

The city centre has a masterplan that provides high-level, long-term direction for the city's growth and renewal. This ten-year plan of action aims to achieve three things:

- Prioritise our investment by working according to one plan and making the most of available funds.
- Integrate our work in the city centre by working as one team, harnessing the skills and expertise of the various arms of the council and presenting a clear picture to decision-makers.
- Inspire others to contribute to the revitalisation of the city centre and support those already working towards this outcome.

The plan, then, is not an exhaustive list of work scheduled over the next decade. Rather, it lists

the main work programmes for the immediate future (the current financial year), the short term (one to three years) and medium term (four to 10 years). It shows whether each action is fully funded, partly funded or unfunded in our current budget, and it shows which of the masterplan's 10 outcomes each action contributes to. The work proposed in this plan will feed into our long-term budget processes, which are currently under way, the Long Term Plan and the Regional Land Transport Plan.

Importantly, the plan proposes a series of priority focus areas, for the simple reason that we do not have the unlimited funds to do everything at once.

This plan is not cast in concrete, but designed so future iterations can be made without having to start from scratch. It is as specific as it is possible to be given some variables beyond our control, such as decisions by central government and funding from private sector developers.

Over the next four years, our focus will be on ensuring people who live or visit here can get into and around with ease and enjoy the experience while here. Central to that will be ensuring we maximise the opportunities provided by the City Rail Link. This vast project will kickstart regeneration of neighbourhoods around the two new stations in the city centre (and a third just

beyond it) and provide the foundation for further growth in the city centre. Public and private sector investment in and around the Karanga-a-Hape and Te Waihorotiu stations will unlock the potential of these areas, helping to further revitalise the city centre. A further focus must be to make the most of the group's many existing venues and facilities.

Queen Street and the surrounding Te Waihorotiu valley will continue to be big focus areas in the medium term. A zero emissions area, laneway circuit and rejuvenated Aotea arts and culture precinct will be the landmark improvements of this focus. Realising the vision of the Ngāti Whātua Ōrākei Te Tōangaroa masterplan will revitalise the eastern precinct and reconnect it with the rest of the city centre. Redevelopment of the Downtown carpark will be another key element in this phase, supporting the connection to the waterfront by further transforming the central waterfront into a vibrant, mixed-use location. Boosting and supporting the city centre's residential population will continue to be supported, in part by improving the connections of the more residential eastern and western sides of the city centre to its heart. Reinvigorating the Learning Quarter, in partnership with the University of Auckland and Auckland University of Technology, will be a further area of focus, particularly as

the universities step up their investment in redeveloping their campuses.

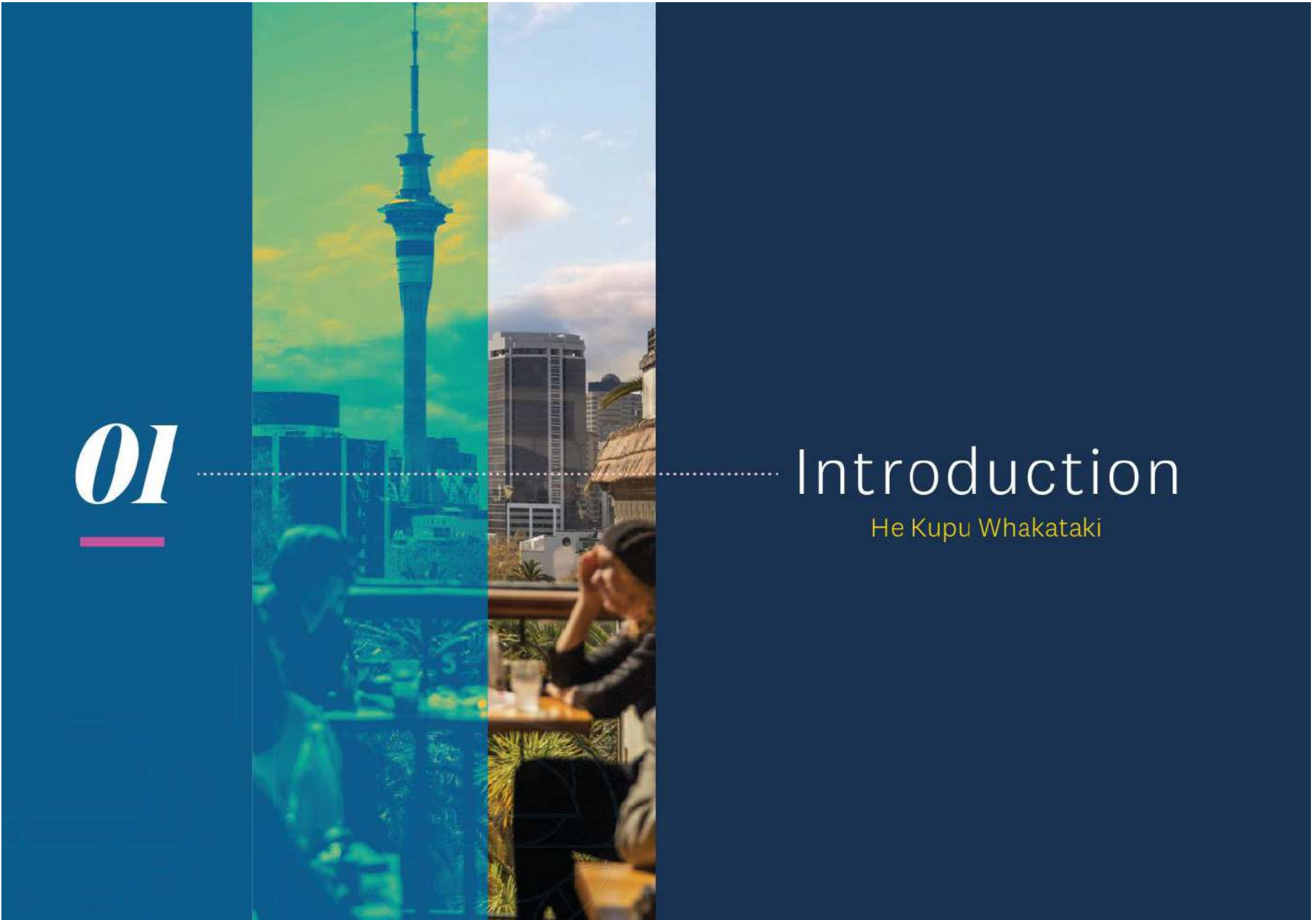
This plan is as much about how we will work as what we will do. Collaboration and partnership will be crucial to its success. No one council agency can do it all, nor, indeed, can the council as a combined group do it all. We must work alongside our iwi partners, private sector, central government, the social sector and the people of Auckland. Everyone has a part to play in ensuring the city's success. The plan details how we intend to gather all that collective expertise and goodwill into a single, coherent whole.

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Credit: Britomart Group



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## Overview

We have developed this action plan to help us implement the City Centre Masterplan.<sup>1</sup>



The masterplan offers a vision of how a revitalised city centre can look. It is inspirational, high-level and long-term. Outcomes are broadly defined. The role of this action plan is to set out the steps needed to achieve these outcomes. It prioritises some initiatives over others. This has been necessary because our finances are not unlimited, and the masterplan contains many more ideas and projects than we have the resources to fund in the short to medium term. We have therefore had to set priorities and target funds in a way that achieves the biggest possible impact. In drawing up this plan, we have also taken account of:

- the effects of the COVID-19 pandemic, recent social and financial pressures, and the impact of climate change
- the eventual impact of the City Rail Link, which will result in the city centre looking, and functioning, quite differently in three years' time

- the effects of potential infrastructure projects such as developing options for the future of port land, building a light rail system and constructing additional Waitematā Harbour connections
- feedback from groups we met over the past six months to gauge the potential impact of these changes on them, their businesses and their communities
- the adoption of an integrated approach by the four council agencies concerned to implement the plan's work programmes.<sup>2</sup> Urban regeneration is about planning neighbourhoods in such a way that their communities and economies are stronger. To do this our implementation will aim to put the needs and aspirations of the city centre's people and places foremost, rather than individual agency needs, in a "best for the city centre" approach.

The plan works on three timescales: the **immediate** 2023-24 financial year (aligned to the current annual plan), the **short-term** (one to three years)<sup>3</sup> and the **medium-term** (four to 10 years).<sup>4</sup>

Naturally, details about projects in the earlier phases are more comprehensive than those in later years, which may not yet have been worked through. The plan contains a series of investments in obvious physical capital works, such as new and revitalised buildings and improvements to streets and footpaths, but it also devotes resources to less visible services and infrastructure, such as supporting the night-time economy and making it easy for visitors and others to find their way around, that ensure the city centre is welcoming and inclusive. It also contains milestones to strive for to ensure the city centre is, indeed, a thriving one. What will such a centre look like? It will be a place that celebrates its unique identity, offers integrated transport choices, sustains a healthy natural environment, provides quality urban living choices, and has a prosperous local economy.<sup>5</sup>

We will review, and where necessary revise, the plan each year in line with annual business planning and after engaging with relevant partner agencies. More comprehensive reviews will occur every three years as part of the council group’s Long Term Plan and Regional Land Transport Plan.

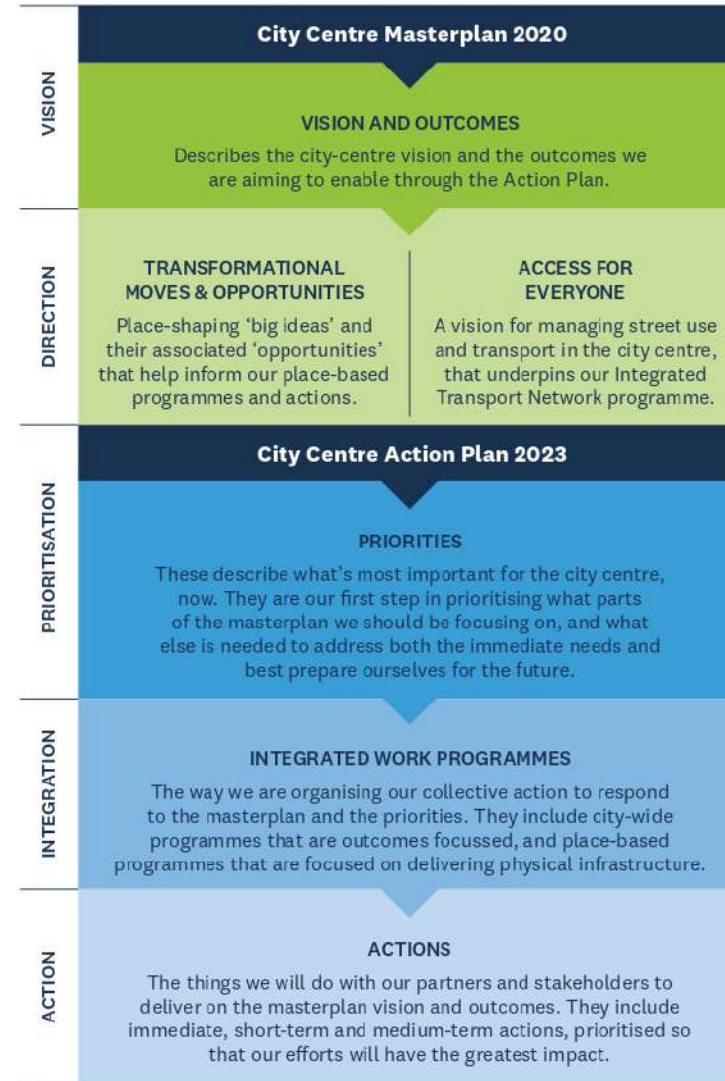
<sup>1</sup>The City Centre Masterplan was introduced in 2012 and updated in 2020 to guide Auckland Council’s efforts to rejuvenate the city centre. The city centre is, broadly speaking, the area bounded by the motorway ring of the central motorway junction, and the waterfront area between Westhaven in the west and Ports of Auckland in the east. The integration with adjoining neighbourhoods through the “city to villages” connection is acknowledged.

<sup>2</sup>They are: Eke Panuku, Auckland Council, Auckland Transport and Tātaki Auckland Unlimited.

<sup>3</sup>Aligned with the financial years 2025-27 and years one to three of the forthcoming 2025-2034 Long Term Plan and Regional Land Transport Plan.

<sup>4</sup>Aligned with the financial years 2028-34 and years four to 10 of the forthcoming 2025-2034 Long Term Plan and Regional Land Transport Plan.

<sup>5</sup>Thriving Town Centre – guidance for urban regeneration in Tāmaki Makaurau Auckland (2022).





Attachment A

Item 12



02

The past  
10 years

Ngā tau 10 kua hipa

**The city centre has undergone substantial change in the decade since the masterplan took effect.**

Precincts such as Commercial Bay, Britomart and Wynyard Quarter are unrecognisable from 10 years ago. There have also been numerous projects that have helped create a more vibrant, people-friendly city centre, including shared spaces and laneways, construction of Te Ara I Whiti The Lightpath, redesign of Quay Street and the ferry basin, street upgrades along Karangahape Road, and redevelopment of Freyberg Place, the Ellen Melville Centre and Toi o Tāmaki Auckland Art Gallery. Residential growth has been rapid, too, during this time.

However, the events of the past three years have required us to become much more agile and resilient to an increasing amount and pace of change. The COVID-19 pandemic and subsequent lockdowns have had a significant impact on the social and economic fabric of the city centre. The increase in extreme weather has required a sharper focus on improving the city's climate resilience.



Resident numbers have dropped off since 2019 after rising sharply in the preceding period (see snapshot below). This not due to one single factor, but likely reasons include demographic and lifestyle changes and the loss of international students resulting from COVID-19. City centre residents are younger and more ethnically diverse than those in other parts of Auckland. Almost three-quarters are born overseas, and more than half are of Asian ethnicity. A significant proportion are aged between 20 and 34 compared with the Auckland-wide population.<sup>6</sup>

Office vacancy rates accelerated in the wake of COVID-19 as more people switched, partially or fully, from office to home-based work. This, in turn, has hurt city centre foot traffic and spending.<sup>7</sup> The loss of international students and tourists, including cruise passengers, has contributed to the downturn. Public transport numbers have yet to return to pre-pandemic levels. However, there are positive signs the city centre is rebounding, helped by increased commercial activity and investment. Real estate data suggests commercial tenants are switching to higher-grade office space.<sup>8</sup> The number of businesses and employees in the city centre has risen, and several internationally branded hotels have opened for business.

<sup>6</sup>NZ Stats Census (2018) SA1 data.

<sup>7</sup>Pedestrian traffic fell by almost 70 per cent from March 2019 to March 2022, Heart of the City data and reporting.

<sup>8</sup>JLL, CBRE, Colliers reporting in media (2023 various).

**Snapshot of city centre's health 2012-22\***

CITY CENTRE	2012 (MASTERPLAN INTRODUCED)	2019 (MASTERPLAN REVISED)	2022 (COLLECTED DATA)	CHANGE COMPARED TO 2012	CHANGE COMPARED TO 2019
Residential population	29,970	38,390	36,460	21.70%	-5.00%
Number of businesses	11,808	14,151	14,958	26.70%	5.70%
Number of employees	111,441	141,640	146,601	31.60%	3.5%
Overall office vacancy rate	10.50%	5%	12.50%	19%	150%
Office vacancy rate: prime offices	8%	3%	8.50%	6.30%	183.30%
Office vacancy rate: secondary offices	12.0%	6.50%	17.00%	41.70%	161.50%
Car commuters: morning peak*	-	104,127	75,206	-	-27.80%
Pedestrians and cyclists: morning peak*	-	17,077	13,720	-	-19.70%
Pedestrian traffic**	2,399,237	2,427,369	1,396,703	-41.80%	-42.50%
Spending*	-	159,790,000	130,864,000	-	-18.10%

\* September to November  
\*\*October counts.



Attachment A

Item 12



03



Looking  
ahead

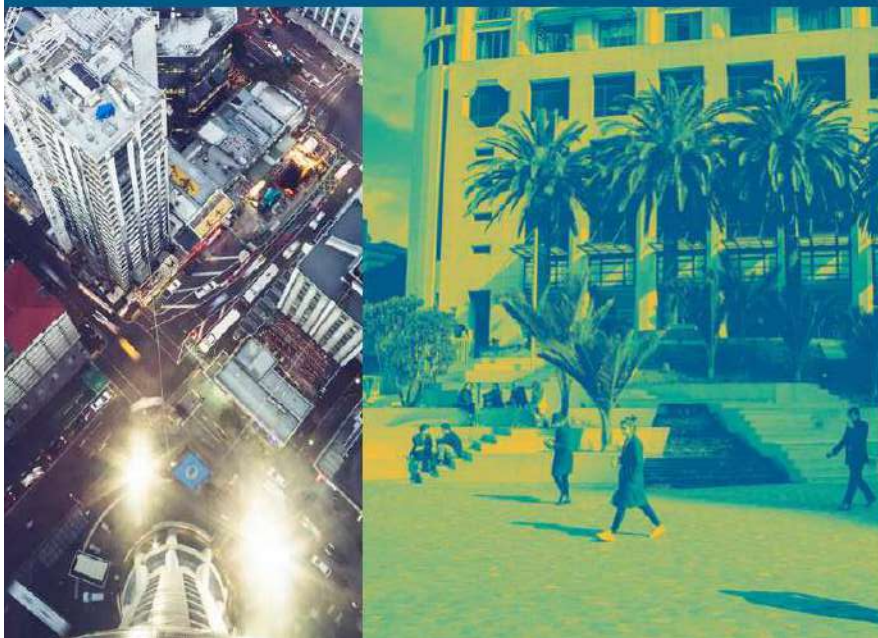
Te titiro whakamua



**In our rapidly changing world, cities across the globe are having to reconsider the role of their city centres, and Tāmaki Makaurau Auckland is no different.**

Research shows that the most successful city centres are reestablishing themselves as the primary places for face-to-face collaboration, providing a highly valuable counterpoint to the virtual environments we have become familiar with in recent years.

They are also defining themselves as highly connected, walkable, culturally and amenity-rich places where diverse experiences, social interaction, innovation and living intersect.



Tāmaki Makaurau is translated in the masterplan's vision as Auckland, the place desired by many. To ensure that our city centre remains desirable on a regional, national and global scale, our investment decisions must be guided by an eye to the past and the future and an understanding of how our city centre needs to be positioned, how it is likely to evolve, and what makes it unique. Fundamental to this uniqueness are its natural features, and the deep connection mana whenua have with this place.

We have identified the following four characteristics for our city centre that we believe will drive its desirability over the next decade. These are evidence-based drivers, and have been informed by the masterplan, our research and our time spent listening to and working with our city centre stakeholders, iwi, business leaders and community groups to understand how they see Auckland's city centre of the future:

- **A diverse range of experiences:** The city centre will be welcoming, engaging and offer a wide variety of experiences. This will help attract more residents, businesses, talent and tourists to nurture a creative, thriving economic hub.
- **A leader in sustainability:** The city centre will lead the way in sustainable living, development and transport. It will protect and regenerate the natural environment

and enhance its mauri. This will improve the quality of life for residents and city workers, as well as enhance the experience of visitors to the city centre. It will also attract more investment, businesses and residents.

- **A unique identity:** The city centre will proudly celebrate its unique historic and cultural heritage and its present-day superdiversity. It will also reinforce its foundational relationship to Te Waitematā. This will help create a distinctive sense of place that sets the city centre apart from those of other cities. Tying all this together is the deep connection that mana whenua have with this whenua, which needs to be expressed throughout the city centre.
- **An attractive place to live:** The city centre, like the region, will have to accommodate a growing number of residents. Our challenge will be to ensure the city centre has the amenities, facilities and transport options to make it an attractive and socially cohesive place to live in.

These drivers reinforce the direction of the masterplan and will help to inform and sharpen our areas of focus. They help guide our priority focus areas below.

<sup>9</sup>Auckland Place Brand - <https://auckland-brand.aucklandnz.com/brand>.

# How we set our priorities

Te āhua o tā mātou whakarite  
i ngā take mātāmua

04



We have drawn up a set of principles to guide how we will prioritise short-term and medium-term projects (see appendix 2).

Much of the plan's first three years of work is already under way or is getting ready for delivery. It focuses on preparing the city centre for the new City Rail Link and supporting businesses, residents and visitors through the disruption caused by this important work.

Within this context, these principles have helped us select projects and initiatives that have the greatest impact from our limited funds to deliver on our priorities over the short and medium term. At the same time, we will continue to look for opportunities to fund city centre projects and initiatives in partnership with others. We will use the same principles to help determine city centre priorities for our next 10-year long-term plan.

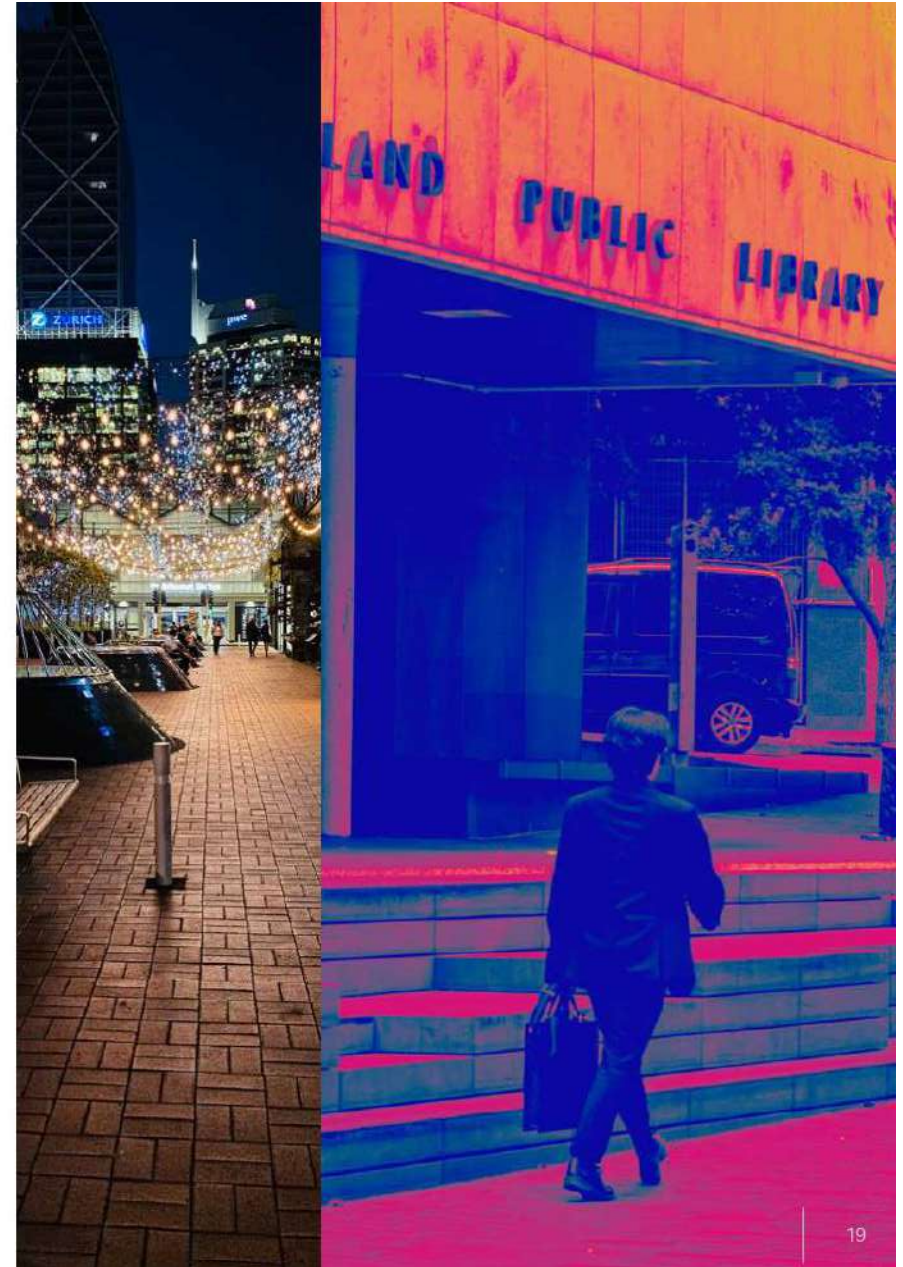
We recognise that developing a plan is only the first step in turning a vision into reality, and

that effective implementation is the second crucial step. No single agency can do all of this.

*“Everyone has a role to play in the successful and ongoing revitalisation of the city centre.”*

Our stakeholders and partners, as well as the council's elected representatives, have made it clear they expect the council's various agencies to work in a much more collaborative and co-ordinated way in implementing the masterplan. This includes:

- making the best use of available resources
- working effectively with partner organisations
- listening to – and responding to – the different needs of those who visit or live in the city centre
- being clear about what we will do, and when
- being upfront if plans need to change, and why.



05

# Our focus in coming years

Tā mātou e arotahi nei hei  
ngā tau e tū mai nei

## The next decade will be marked by continued transformation of the city centre.

The short-term and medium-term work programmes in this plan have been developed according to our prioritisation principles. In implementing these programmes, we intend focusing on the following areas, especially in the short-term:

### Focus area #1: Improving the experience of the city centre

The experience people have in the city centre plays an enormous role in their decision to work, live, visit or invest here. We need to make improvements right away so people have a better experience of the city centre and what it can offer. No one can be expected to wait indefinitely for promised improvements. This means:

- **Getting the basics right:** We will put extra emphasis on initiatives that contribute to a clean, safe and well-functioning city centre, including such things as making it easy to do business.
- **Making it easy to get into and around:** We will focus immediately on removing obstacles to easy movement into and around the city centre, such as more servicing and loading areas for businesses,

clearer signposting and more efficient use of temporary traffic management.

- **Boosting attractions:** We will continue to rebuild the city centre's reputation as a destination in its own right by promoting existing events more effectively, making promotional funding go further, and making the best use of facilities such as Toi o Tāmaki Auckland Art Gallery.

### Focus area #2: Realising the full benefits of the City Rail Link

The City Rail Link is reshaping the city centre, and our focus over the next three years will be to ensure the city centre is in a position to take full advantage of the project's enormous benefits. This means:

- **Regenerating areas near new stations:** We will continue our investment in programmes aimed at regenerating areas around the Waihorotiu and Karanga-a-Hape stations.
- **Integrating public transport:** We will prioritise improvements to the public transport network so there is a seamless connection with City Rail Link services when they begin.

### Focus area #3: Supporting residential growth in the city centre

The benefits of a larger residential population in the city centre are well understood, and a lot of our work is directed towards lifting population numbers. In the immediate future, we will focus on supporting existing residents, as well as ensuring we have a clear plan to support residential growth in the medium to longer term.

### Focus area #4: Advancing other city-shaping projects

We will ensure other projects with the potential to shape the city centre, whether planned or in the scoping phase, receive sufficient attention, including:

- **Redeveloping the Downtown Carpark:** This project will have a pronounced impact on the entire downtown area as it gets under way over the next four years.
- **Revitalise Te Tōangaroa:** This Ngāti Whātua Ōrākei redevelopment project will enhance the east-west connection along the waterfront. It provides for a mix of public realm, office, hotel, residential

accommodation as well as access to Spark Arena. This makes it a popular location supported by its proximity to strong transport links.

- **Redeveloping the port precinct:** This redevelopment has the potential to open up the central waterfront in the short term as well as remake the whole city centre over the medium to long term.
- **Investigating light rail and another harbour connection:** Both of these projects could open up enormous possibilities for reshaping the city centre and will need thorough planning to ensure their benefits are fully realised.

### Focus area #5: Increasing climate resilience

Recent severe weather has driven home the urgency of making the city centre more resilient to climate change. Our focus will be on enhancing flood resilience, increasing tree cover and reducing emissions through increasing the appeal of public transport, cycling and walking over private cars.

## Investment and activity shaping the city centre

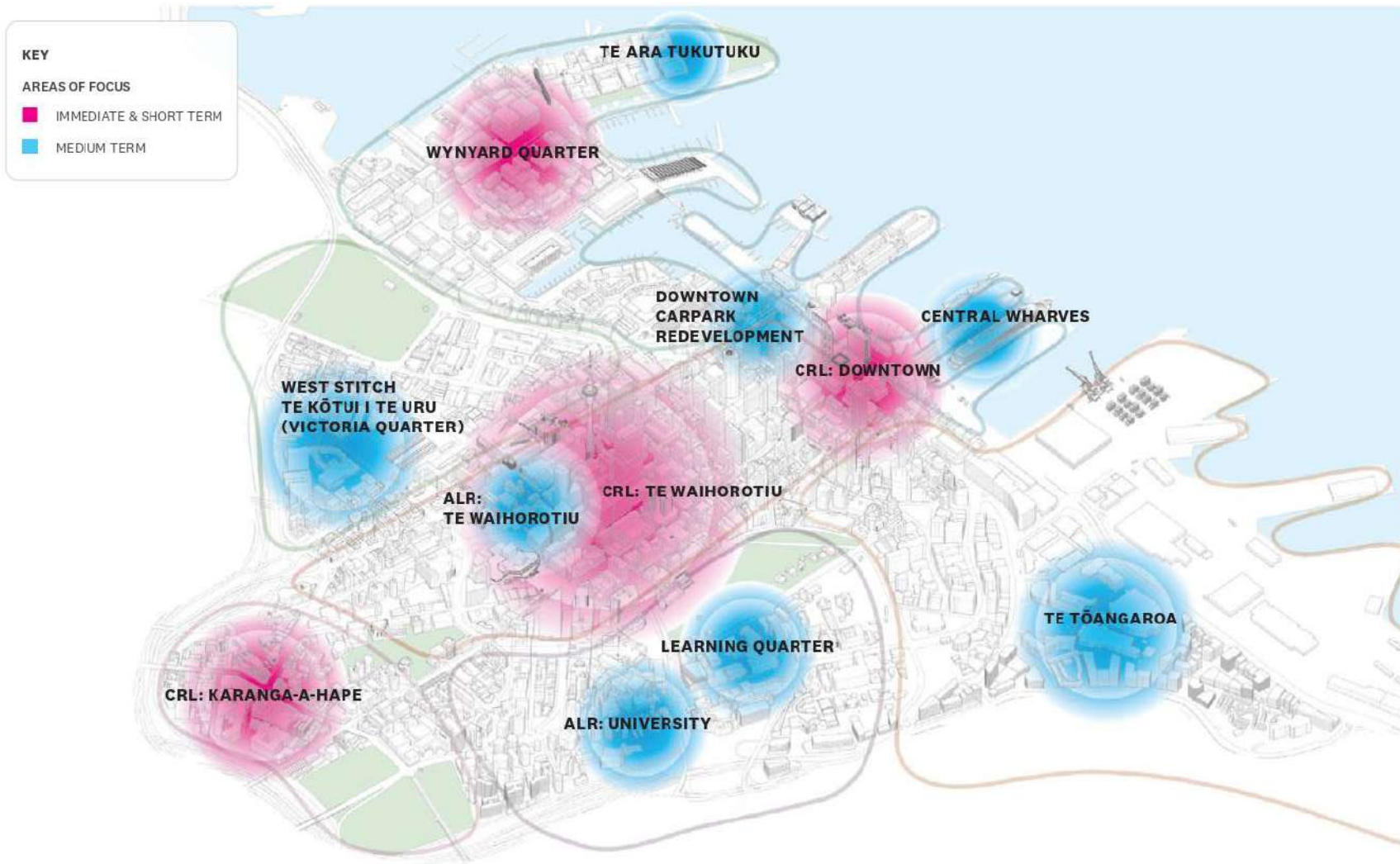
The map over the page shows where significant activity and investment is occurring and is expected to occur within the city centre over two time periods – the immediate to short term and the medium to longer term. This investment can fundamentally shape the city centre, and our approach here is to work with partners and align our efforts to deliver on the masterplan.

### Valuing collaborative partnerships

Turning our vision for the city centre into reality will not be possible without the involvement of others. Funding constraints add to the necessity of building partnerships with others – including mana whenua, developers, property owners, community groups and the universities – to achieve our goals. Building meaningful, effective partnerships will help us to implement the city centre masterplan.

### Planning in an integrated way

While we have made substantial progress, there is still work for us to do to firm up the detail of our longer term priorities. As a living document, this plan will require revisions as projects are completed and the city centre is gradually transformed. Effectively integrating the many different aspects of our city centre, such as urban development and public transport through our planning approach will be vital to creating a green, liveable, and economically vibrant city centre. Areas of focus for our ongoing planning work will include the Waihorotiu valley, notably a low-emissions area, a laneway circuit and a revitalised arts and culture precinct; Te Tōangaroa masterplan area, residential growth areas to the east and west of the city centre and ensuring better walking and public transport connections between them; and collaboration with the universities to ensure improved physical connections to the Learning Quarter as they invest in campus upgrades.



(as well as surrounding the Maungawhau station near Uptown)



06

# Our integrated work programmes

Ā mātou hōtaka ā-mahi  
whakauruuru





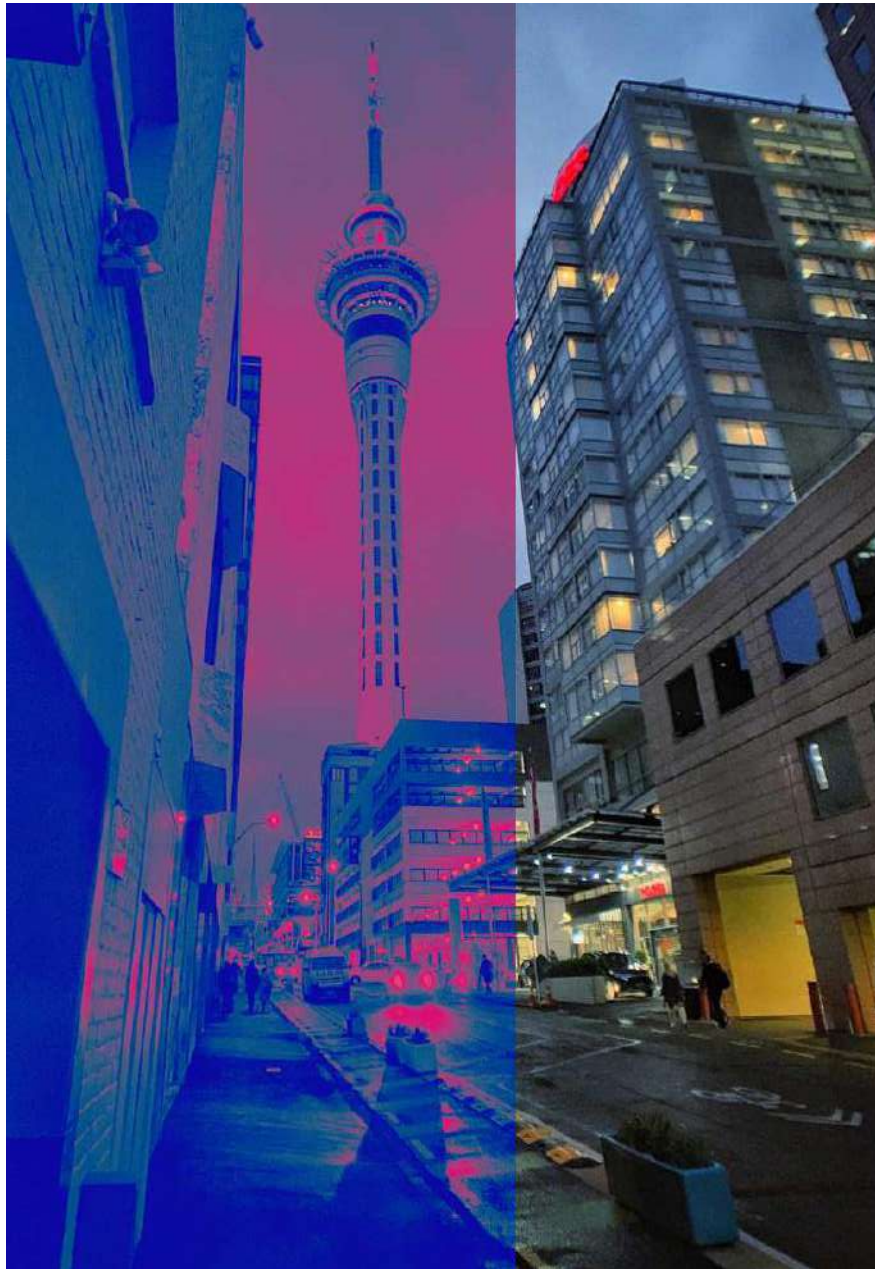
**Our integrated work programmes help us to respond to our priority areas of focus, while giving us the framework to respond to the masterplan and deliver place-based urban regeneration.**

The plan consists of city-wide programmes that target the social, economic, environmental and cultural elements of the city. The programmes that focus more on delivering physical infrastructure and the integration of place and movement, are our place-based programmes. The city-wide programmes are inherently linked with and will inform implementation of our place-based programmes. They are:

- Enhance people experience
- Increase investment and attraction
- Support communities
- Strengthen climate response
- Advance Mana Whenua outcomes
- Integrate City Rail Link
- Lead and influence city-shaping infrastructure projects
- Foster city centre development partnerships
- Deliver integrated transport networks
- Facilitate regeneration of our city centre precincts

The action plan is flexible to recognise that some actions require further work such as additional engagement, feasibility testing, detailed design and/or additional funding. Funding status in the implementation tables refers as follows:

- **Funded** – action can be supported through existing funding allocated in council budgets.
- **Partly funded** – part of the action can be supported through existing budgets, but not in its entirety. Additional funding is required to realise full benefits.
- **Not funded** – action has not been identified in existing budgets and a funding gap exists. Future budget processes provide an opportunity to prioritise and reallocate funds to support unfunded projects if the feasibility phase shows strong justification. Alternative ways to fund initiatives also need to be explored.



### Integrated Work Programmes

The way we are organising our collective action to respond to the masterplan and the priorities. They provide the framework for us to deliver place-led urban regeneration in the city centre.

#### CITY-WIDE PROGRAMMES

These are outcomes focused, and include things over and above physical infrastructure that are important to help us achieve a thriving city centre over the next decade.

Enhance people experience

Increase investment & attraction

Support communities

Strengthen climate response

Advance manu whenua outcomes

#### PLACE-BASED PROGRAMMES

These are focused on enabling and delivering physical infrastructure. They encompass the different areas that make up the city centre, the transport networks that enable people to move to and around it, major projects that will have significant impact on its shape, and the critical partnerships we must develop to deliver the changes we want to see.

Integrate City Rail Link

City shaping infrastructure projects

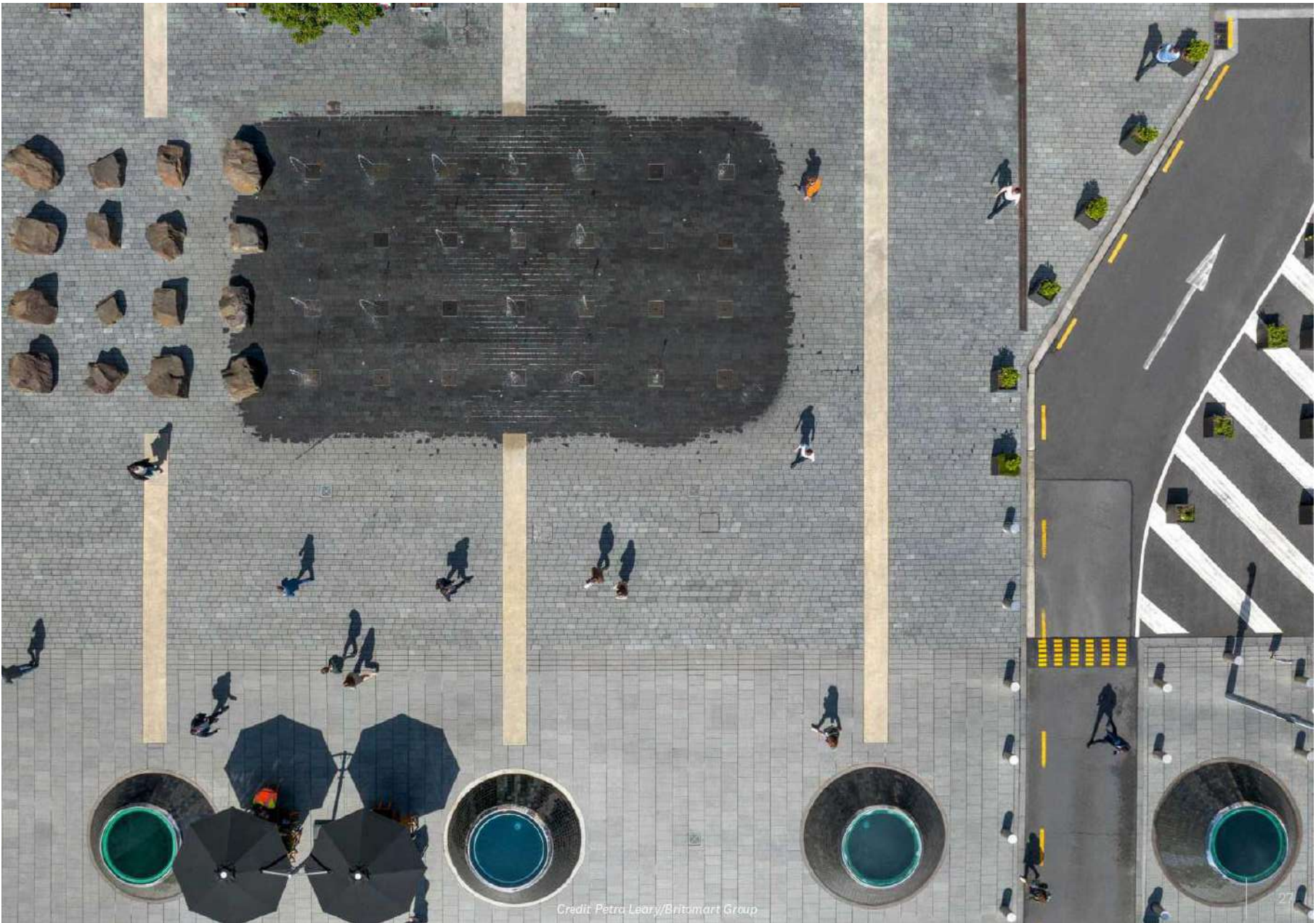
Foster development partnerships

Integrated transport networks

Facilitate regeneration of precincts

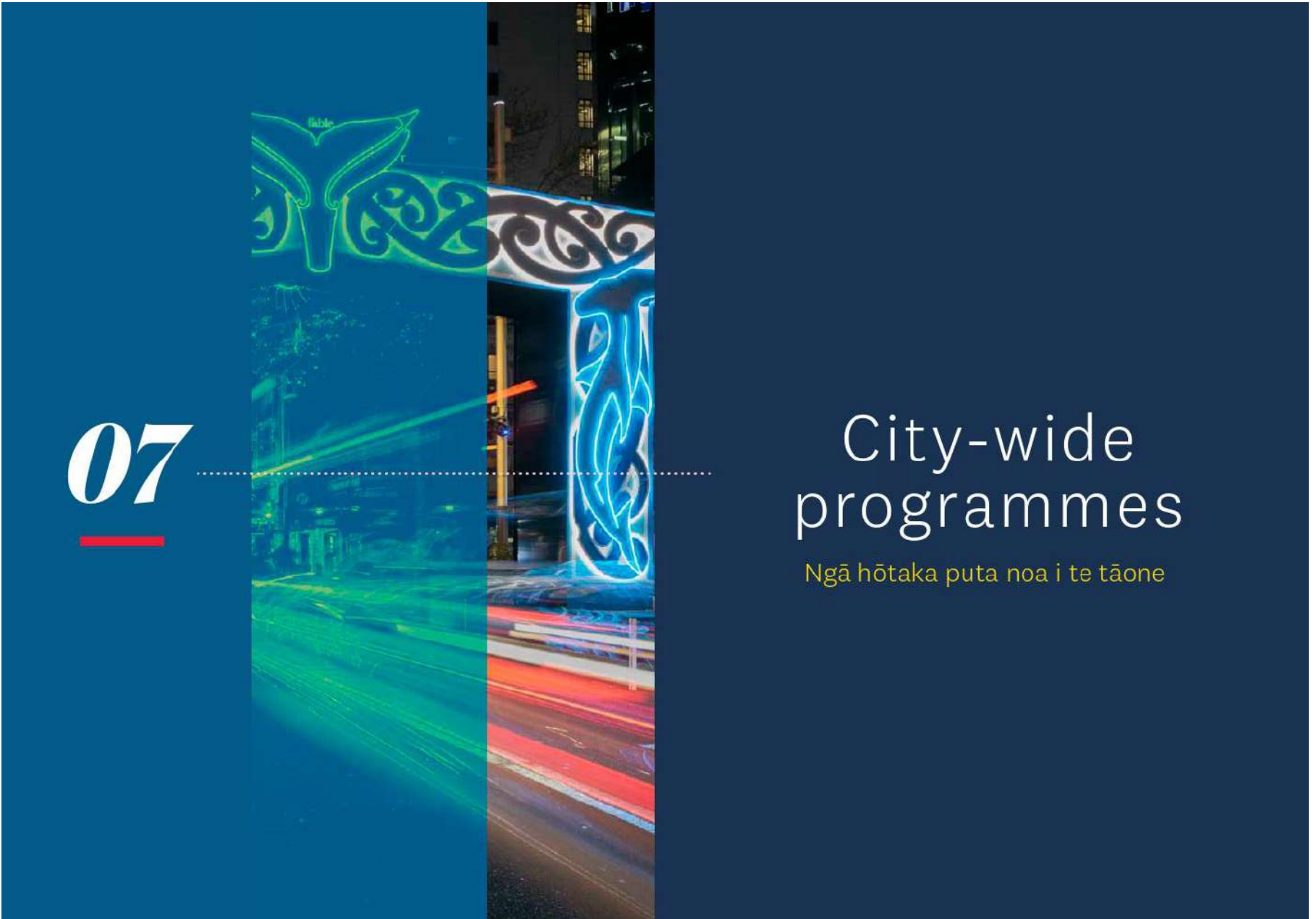
#### ACTIONS

Each programme includes actions we will do with our partners and stakeholders. They include immediate, short-term (years 1-3) and medium-term (years 4-10) actions. We will prioritise those things that will have the greatest impact for the available resources.



Attachment A

Item 12



07

# City-wide programmes

Ngā hōtaka puta noa i te tāone

### The city-wide programmes are outcomes focused.

They represent areas of importance over and above the delivery of physical infrastructure. They enable us to respond to systemic challenges and opportunities, and help to ensure that the value of our investment in infrastructure is fully realised. The programmes have been structured to respond to the outcomes of the masterplan as well as the four city centre characteristics, or drivers. The actions within them also respond to the priority focus areas outlined above.



Enhance people experience



Increase investment and attraction




Support communities



Strengthen climate response



Advance mana whenua outcomes



**Enhance people experience**


Kia pai ake ngā wheako o te tangata

**Our focus**

- Improve personal safety and perceptions of safety.
- Improve cleanliness and reduce graffiti.
- Improve the ability for people to navigate and make sense of the city centre.
- Improve communication about disruption from construction work.
- Manage disruption better.

**Why this matters**

A city centre must be, first and foremost, clean, attractive, safe and easy for people to navigate their way about. This applies regardless of whether construction work is in progress. Facilities must also be accessible to all. A well-functioning city centre needs to get the basics right – from maintaining footpaths and our public spaces to the collection of rubbish and the provision of essential services and amenities. Unless we get these basics right, we cannot expect to draw people into the city centre, whether to visit, live or invest here.


**What we have heard**

Most people said these characteristics were basic – and essential – elements of a well-functioning city centre, and that their absence would harm its reputation as an enjoyable place to live, visit or work in. Most were concerned about their safety and the prevalence of crime. They felt strongly that the city centre had become less safe since the COVID-19 lockdowns. Nearly half of those surveyed said feeling unsafe was the main reason they viewed city living in an adverse light.<sup>10</sup> Residents ranked getting on top of noise as second only to improving personal safety. Stakeholders placed a high priority on making the city centre a safe place for everyone by reducing crime and anti-social behaviour. People generally agreed that anti-social behaviour in the city centre was discouraged by having more people around: high attendance at public events, patronage of food and beverage businesses, and more people using public spaces. This “passive surveillance” requires greater all-round use of the city centre. Businesses stressed the link between those things, the quality of public spaces, safety, cleanliness, pedestrian friendliness and wayfinding and business success. This includes attracting employees and clients into the city centre.

**Our response**

We plan to take the following steps to improve the overall experience of those who live, work in or visit the city centre:

- Improve safety and perceptions of safety by adopting a comprehensive approach to the problem that takes in security, outreach and collaboration.
- Design public spaces applying the principles of crime prevention through environmental design (CPTED).
- Work in partnership with the Central City Community Safety Taskforce, police, Māori and Pacifica wardens and security firms and the two city centre business associations.
- Bring more people into the city by applying the concept of “safety guardians” to improve perceptions of safety.
- Seek innovative solutions to managing noise.
- Adopt a proactive approach to managing disruption caused by construction.
- Do more to keep the city centre clean and remove rubbish and graffiti.
- Make the city centre easier to navigate and get around by installing better physical and electronic signage particularly as it relates to public transport.
- Remove barriers to ensure people of all abilities and stages of life can access facilities using principles of universal design.

<sup>10</sup>City Centre Residents Survey (2023).

### Implementation Actions

ACTION	MASTERPLAN OUTCOME	TIMEFRAME	FUNDING STATUS	IMPLEMENTATION LEAD	PARTNERS
<b>GETTING THE BASICS RIGHT</b>					
<b>1.1 Safety</b>					
<p>Establish a multi-agency approach and action plan to set priorities to respond to issues of safety and antisocial behaviours. Includes:</p> <ul style="list-style-type: none"> <li>Continuing the Central City Community Safety Taskforce partnership with Police.</li> <li>Conducting regular CPTED audits and work with businesses to raise awareness of safety.</li> </ul>	3 Accessible and inclusive city centre	IMMEDIATE	FUNDED	Auckland Council	New Zealand Police, Auckland Transport, Māori and Pacifica wardens, Heart of the City, Karangahape Road Business Association, Outreach partners, Hospitality New Zealand, universities, Kāinga Ora – Homes and Communities, City Centre Residents Group
<b>1.2 Development support</b>					
<p>Embed a comprehensive development response approach across the council group to better manage the impacts that our physical works have on the city centre community. This includes:</p> <ul style="list-style-type: none"> <li>Continuing to support the community during construction of the Midtown programme (ref action 6.4).</li> <li>Continuing to improve our development response by looking to good examples such as Midtown</li> <li>Collaborating and sharing information across agencies as a way of supporting the community through change in the city.</li> </ul>	10 Prosperous city centre	ONGOING	FUNDED	Auckland Council	City Rail Link Limited, Link Alliance, Auckland Transport, Waka Kotahi NZ Transport Agency
<b>1.3 Co-ordinated place management</b>					
<p>Enhance our response to addressing the underlying challenges around operations and maintenance:</p> <ul style="list-style-type: none"> <li>Initiate weekly walk-overs of the city centre to address, breakage, construction waste and wayfinding issues.</li> <li>Place improvement plans: develop and implement co-ordinated place management plans to improve operations and maintenance.</li> </ul>	5 Public life	ONGOING	FUNDED	Auckland Council	Thriving City Network, Place Operations Group**
<b>1.5 Public realm</b>					
<p>Implement a co-ordinated public realm operations, maintenance and renewals programme to improve the functionality and appearance of our public spaces and streets.</p>	5 Public life	SHORT (2025-2027)	FUNDED	Auckland Council	Auckland Transport, Eke Panuku
<b>1.6 Public amenities</b>					
<p>Review provision of public toilets and changing rooms and identify any areas where they are needed. Identify opportunities to improve people's experience of public amenities and develop an improvement programme.</p>	2 Connected city centre	SHORT (2025-2027)	NOT FUNDED	Auckland Council	
<b>1.7 Quality footpaths and shared spaces</b>					
<p>Review renewals programme for footpaths and shared spaces within the city centre and revise levels of service to ensure that the quality of footpaths are not detrimentally impacting peoples experience in the city centre.</p>	2 Connected city centre	IMMEDIATE	UNFUNDED	Auckland Transport	Auckland Council

**Implementation Actions**

ACTION	MASTERPLAN OUTCOME	TIMEFRAME	FUNDING STATUS	IMPLEMENTATION LEAD	PARTNERS
<b>1.8 Public transport experience</b>					
Improve the experience for customers in and around city centre by continuing to address bus driver shortages, providing clear and reliable information about schedules and changes.	2 Connected city centre	ONGOING	PARTLY FUNDED	Auckland Transport	Waka Kotahi NZ Transport Agency
<b>EASY TO GET TO AND AROUND</b>					
<b>1.9 Wayfinding</b>					
Complete wayfinding strategy and begin putting into effect in midtown area.	2 Connected city centre	SHORT (2025-2027)	PARTLY FUNDED	Auckland Transport	Auckland Council, Eke Panuku
<b>1.10 Temporary traffic management</b>					
Improve temporary traffic management practices in the city centre to remove clutter and reduce the number of cones to enhance ability to move around the city centre.	3 Accessible and inclusive city centre	SHORT (2025-2027)	PARTLY FUNDED	Auckland Transport	Waka Kotahi NZ Transport Agency
<b>UNDERSTANDING THE NEEDS OF OUR COMMUNITIES, NOW AND INTO THE FUTURE</b>					
<b>1.11 Customer insights</b>					
Create a repository for sharing customer insights to support a single voice throughout city centre initiatives.	5 Public life	IMMEDIATE (2023-2024)	FUNDED	Eke Panuku	Tātaki Auckland Unlimited, Auckland Transport, Auckland Council
<b>1.12 City centre personas</b>					
Complete research to better understand the needs of different users of the city centre to help us and our partners create a city centre experience that attracts a wider range of people.	3 Accessible and inclusive city centre	IMMEDIATE (2023-2024)	FUNDED	Eke Panuku	Tātaki Auckland Unlimited, Heart of the City, K'Road Business Association
<b>ENHANCING EXPERIENCE</b>					
<b>1.13 Placemaking</b>					
Establish a shared calendar for programming, events and activations to support collaboration and planning.	10 Prosperous city centre	IMMEDIATE (2023-2024)	FUNDED	Eke Panuku	Place Operations Group
<b>1.14 Management of our public spaces</b>					
Implement six-month placemaking pilot for Te Komititanga. <ul style="list-style-type: none"> <li>Utilise pilot to inform how we get the best from the city centre's premier civic spaces (Te Komititanga, Aotea Square, Queens Wharf and Wynyard Quarter) and how they are programmed and activated.</li> </ul>	5 Public life	IMMEDIATE (2023-2024)	FUNDED	Eke Panuku	Tātaki Auckland Unlimited, Heart of the City, businesses

\* Refers to financial years (July 1 to June 30).

\*\* The Place Operations Group is made up of representatives from Auckland Council, Eke Panuku, Auckland Transport and Tātaki Auckland Unlimited.





**Increase investment and attraction**

Kia nui ake te haumitanga me te whakamanaea

**Our focus**

- Help support the night-time economy in the city centre.
- Attract more investment into the city centre.
- Encourage more students to live and study in the city centre.
- Encourage major events in the city centre.

**Why this matters**

The city centre plays a disproportionately large role in the Auckland economy. Its success is Auckland's success – and the country's, too, for that matter. Our goal is to ensure the necessary conditions and infrastructure are in place to attract investment and talented people to work and live in the city centre. The result will be an economy that thrives day and night, seven days a week, generating a dynamism that attracts still more investment. Major events add to that magnetism, drawing in visitors from near and far, which is why we will be working to encourage businesses to take advantage of the city centre's many top-class venues, stadiums and event centres. A final area of focus will be the tertiary sector, which is a big contributor to the local economy: students already add life and energy to the city centre. Our aim is to strengthen city campus life while exploring ways to improve connections with universities and the city centre.

Credit: NZICC

#### What we have heard

Businesses, residents and mana whenua told us Aucklanders did not fully appreciate the extent to which the city centre's economy was linked to that of the Auckland economy, and indeed the national economy. They said the city centre's role in the social and cultural life of the region and country was also not fully appreciated. They said the city centre's role was an essential part of regional goods and services production and value chains, and also a significant source of income for many employees. They also noted that the city centre was the head office for firms with production in other parts of the region, and also the location of highly specialised service industries that, if not located in Auckland, would probably operate from overseas. Finally, they noted that city centre was a place where many of the region's recreational and cultural attractions could be found. Businesses said they regarded cultural and sporting events as invaluable in building a sense of ownership of, and connection to, the city centre by people who did not necessarily work or live there. They said they were strongly in favour of some form of flagship event in the city centre.

#### Our response

We plan to take the following steps to increase investment and boost attraction in the city centre:

- Promote the city centre's major cultural institutions and event venues.
- Support inspiring, memorable arts and cultural events in the city centre.
- Explore opportunities for a signature, flagship event in city centre.
- Work with partners to help support a stronger night-time economy.
- Encourage further private sector investment in the city centre.
- Help foster a lively campus atmosphere that makes Auckland's universities the choice of those taking up tertiary study, and the nearby city centre their choice of place to live while studying.
- Promote the city centre as a compelling destination for tourists.

## Implementation Actions

ACTION	MASTERPLAN OUTCOME	TIMEFRAME	FUNDING STATUS	IMPLEMENTATION LEAD	PARTNERS
<b>2.1 Night-time economy</b> Update research from 2020 and use results to identify factors that stand in the way of, or could foster, a night-time economy. Identify a pilot area for implementation.	10 Prosperous city centre	IMMEDIATE (2023-2024)	PARTLY FUNDED	Tātaki Auckland Unlimited	Eke Panuku, Auckland Transport, Auckland Council, Heart of the City or Karangahape Road Business Association, Hospitality New Zealand, businesses
<b>2.2 Increase and align investment</b> Map current sources of public and private investment and develop a targeted private investment plan and proposition.	10 Prosperous city centre	SHORT (2025-2027)	PARTLY FUNDED	Tātaki Auckland Unlimited	Auckland Council, Auckland Transport
<b>2.3 Major events</b> Identify opportunities to host new events and co-ordinate with the programming calendar. Work on introducing an annual signature event.	10 Prosperous city centre	SHORT (2025-2027)	UNFUNDED	Tātaki Auckland Unlimited	Auckland Council, Eke Panuku
<b>2.4 Tertiary students</b> Update research on city centre university students from 2020 and use to identify ways to improve city centre campus life and attract more students into the city centre.	3 Accessible and inclusive city centre	SHORT (2025-2027)	FUNDED	Auckland Council	University of Auckland, AUT University, Eke Panuku
<b>2.5 Destination marketing</b> Work with others, such as business associations and participants in the Destination Partnerships programme, to ensure the co-ordination of destination marketing and place branding in city centre.	10 Prosperous city centre	IMMEDIATE (2023-2024)	FUNDED	Tātaki Auckland Unlimited	City centre businesses, Heart of the City, Karangahape Road Business Association
<b>2.6 Neighbourhood identity and place branding</b> Review opportunities for place branding and naming of city centre precincts or neighbourhoods to create a strong sense of identity within the city centre, in alignment with the "experience" of each area.	10 Prosperous city centre	IMMEDIATE (2023-2024)	UNFUNDED	Tātaki Auckland Unlimited	Eke Panuku, Auckland Transport, Auckland Council, Heart of the City, Karangahape Road Business Association
<b>2.7 Digital twin</b> Investigate and implement a live digital replica or "twin" of the city's infrastructure to support public and private sector asset owners to plan and invest for the future. Develop a pilot platform for the city centre to improve infrastructure integration.	10 Prosperous city centre	IMMEDIATE (2023-2024)	PARTLY FUNDED	Eke Panuku	Tātaki Auckland Unlimited, Kāinga Ora, Ministry of Business Innovation and Employment



**Support communities**  
Tautokona ngā hapori

**Our focus**

- Encourage growth in the number of inner-city residents.
- Encourage the provision of more facilities for inner-city residents.
- Foster a sense of community through both community-led and council-led initiatives.
- Provide spaces where residents can gather for community events.

**Why this matters**

A thriving permanent residential population supports the overall health and success of a city centre. Permanent residents add vibrancy outside normal retail hours and during weekends. Initiatives in this programme will aim to foster a greater sense of connection and belonging, one of the hallmarks of a flourishing inner-city community. We will do this in a way that acknowledges the distinct ethnic and age characteristics of the inner-city population.



### What we have heard

Residents said the city centre lacked a sense of community and belonging – something they sorely wanted. Nearly three-quarters valued it, but only a fifth said the city centre had it.<sup>11</sup> As already discussed, a lack of personal safety and excessive noise were key concerns. Residents also said they wanted stricter enforcement of laws, bylaws and consent conditions, and more effort put into addressing speed limits, pedestrian safety and noise. Apartment dwellers placed great store on the quality and variety of green and open spaces. Residents expressed a desire for more amenities in the city centre, such as green and open spaces and community, leisure, health and educational facilities. They also suggested events and facilities to foster community connections, such as community gardens, and tree planting days. Residents believed a primary school would be a “game-changer” for the city centre. An inner-city school would be differently configured to a regular primary school, with greater reliance on surrounding council recreational and cultural facilities, meaning a school proposal would require close collaboration with the council.

### Our response

We plan to take the following steps to support residents and boost the number of people living in the city centre:

- Review opportunities for conversion of office buildings to residential uses.
- Explore all our options, including commercial partnerships and land amalgamation, to increase the residential population.
- Advocate for an inner-city primary school and work with the Ministry of Education towards this end.
- Continue to support community spaces, including the Ellen Melville Centre and Central City Library.
- Foster and support community-led initiatives that build cohesion, empowerment and capability to contribute to a thriving city centre.
- Work with universities to support their efforts to attract students to live in the city centre.


<sup>11</sup>City Centre Residents Survey (2023).

**Implementation Actions**

ACTION	MASTERPLAN OUTCOME	TIMEFRAME	FUNDING STATUS	IMPLEMENTATION LEAD	PARTNERS
<b>GROW THE RESIDENTIAL POPULATION</b>					
<p><b>3.1 Conversions from commercial to residential use</b> Identify any regulatory barriers to converting buildings no longer used or needed for commercial use to residential purposes. Discuss the barriers to, and interest in, such conversions with the property development sector.</p>	6 Residential city centre neighbourhoods	IMMEDIATE (2023-2024)	FUNDED	Eke Panuku	Auckland Council, private developers
<p><b>3.2 Residential growth strategy</b> Complete a study to examine all our levers to support residential growth in city centre and develop an action plan for implementation over the short to medium term (refer action 8.5).</p>	6 Residential city centre neighbourhoods	IMMEDIATE (2023-2024)	PARTLY FUNDED	Eke Panuku	Auckland Council, Kāinga Ora, Property Council, Private Sector Partners
<p><b>3.3 Resident population</b> Monitor trends and capacity within city centre for residential apartments – feed into action 3.2.</p>	6 Residential city centre neighbourhoods	ONGOING	FUNDED	Eke Panuku	Auckland Council, private developers
<p><b>3.4 City centre primary school</b> Work with the Ministry of Education to establish an inner-city primary school. Co-ordinate its establishment with improvements to safety, walking and cycling connections, public amenities and future residential development opportunities.</p>	6 Residential city centre neighbourhoods	MEDIUM (2028-2034)	PARTLY FUNDED	Ministry of Education	Eke Panuku, Auckland Council, Auckland Transport, Kāinga Ora
<p><b>3.5 Play</b> Undertake an audit of play in the city centre and develop an implementation plan to create fun experiences for children and adults through identified opportunities in future projects. Explore ways to improve accessibility through use of all the senses - feed into action 3.2.</p>	3 Accessible and inclusive city centre	SHORT (2025-2027)	UNFUNDED	Eke Panuku	Auckland Council, Auckland Transport, private developers
<p><b>3.6 Leisure</b> Review the provision of existing leisure and recreation facilities and identify any future requirements for a city centre residential population – feed into action 3.2.</p>	6 Residential city centre neighbourhoods	MEDIUM (2028-2034)	UNFUNDED	Auckland Council	N/A
<p><b>3.7 Student accommodation</b> Work with the two universities to identify development opportunities to support their requirement for increased student accommodation in the city centre (refer action 8.5)</p>	6 Residential city centre neighbourhoods	IMMEDIATE (2023-2024)	UNFUNDED	Eke Panuku	Auckland Council, University of Auckland, AUT


**Implementation Actions**

ACTION	MASTERPLAN OUTCOME	TIMEFRAME	FUNDING STATUS	IMPLEMENTATION LEAD	PARTNERS
<b>SUPPORT OUR RESIDENTIAL COMMUNITY</b>					
<b>3.8 Community spaces</b>					
Continue to support community connections using our free public community facilities, such as the central library and Ellen Melville Centre. Provide informal gathering places around city, such as Emily Place. Implement placemaking and community-based programmes.	3 Accessible and inclusive city centre	ONGOING	FUNDED	Auckland Council	Eke Panuku, Auckland Transport, City Centre Residents Group, City Centre Network
<b>3.9 Resident survey</b>					
Undertake the city centre residents survey on a three-yearly basis.	6 Residential city centre neighbourhoods	ONGOING	FUNDED	Auckland Council	N/A
<b>3.10 Homelessness</b>					
Progress Housing First approach to address homelessness and wrap-around services to support vulnerable, high-needs people.	3 Accessible and inclusive city centre	ONGOING	PARTLY FUNDED	Ministry of Housing and Urban Development	Auckland Council, Auckland City Mission Home Ground, Lifewise, Outreach providers, Ministry of Social Development, City Centre Network, mana whenua, Kainga Ora
<b>3.11 Night works policy</b>					
Review policies and practices for how we programme renewals and construction works in the city centre to reduce impact on city centre residents. In particular, the timing of works at night is lowering the quality of life for many residents in the city centre.	6 Residential city centre neighbourhoods	IMMEDIATE (2023-2024)	PARTLY FUNDED	Auckland Transport	Eke Panuku, Auckland Council, Residents Groups



**Strengthen  
climate response**

Whakapakarīhia te  
urupare ki ngā take  
āhuarangi



**Our focus**

- Develop responses to make the city centre more able to withstand extreme weather and cope with rising sea levels.
- Improve climate resilience for city centre communities, businesses and infrastructure.
- Introduce more green areas and greenery in the city centre.
- Shift to a climate-resilient, zero-carbon city centre.

**Why this matters**

Extreme weather has become a fact of life for Auckland. There is nothing to suggest any let-up in this trend. It can be witnessed in the record-breaking drought during the summer of 2019-20 that left dam levels far below their capacity; and then the Auckland Anniversary floods, during which a summer's rain fell in a day, described as a one-in-200-year event. Storms and heavy downpours regularly damage properties and raise insurance costs. These are but the most visible effects of climate change. Increasing the amount of greenery in the city centre, and the quality of that greenery, is one way to face up to this challenge. Trees absorb rain and reduce flooding. They also absorb carbon dioxide, improve air quality, cool the city during hot weather, and provide tranquil, natural spaces for the city's users. Another way to make the city centre more resilient to climate change is by reducing transport emissions, the biggest source of

emissions in Auckland. Improvements to walking, cycling and public transport further support this.

#### What we have heard

Residents said they appreciated that they could live in a more sustainable way in the city centre because they had the ability to walk and cycle to work, services and recreational facilities. They strongly supported more greenery in the city centre through planting trees, establishing rain gardens, green walls and roofs, and protecting existing trees. The universities noted that sustainability practices were an important part of their appeal to potential students. Similarly, commercial partners said high sustainability ratings on buildings were increasingly required to attract high-quality tenants.

#### Our response

We plan to take the following steps to make the city centre more resilient to climate change:

- Investigate blue-green network solutions in the city centre through the flood risk reduction programme Making Space for Water.<sup>12</sup>
- Increase knowledge of the city centre's tree canopy and grow and protect the city centre's trees.
- Find ways to make the city centre greener, such as through the use of green roofs, green walls, rain gardens and "pocket" parks.
- Fix infrastructure networks to improve the water quality of the Waitematā Harbour.
- Use building design techniques to produce low-impact systems to help manage stormwater networks.

<sup>12</sup>Blue-green networks link waterways (blue) and parks (green) with stormwater infrastructure, making space for water to flow through the landscape.

### Implementation Actions

ACTION	MASTERPLAN OUTCOME	TIMEFRAME	FUNDING STATUS	IMPLEMENTATION LEAD	PARTNERS
<p><b>4.1 Blue-green network solutions</b></p> <p>Investigate opportunities in the city centre for blue-green networks that will make the city centre more resilient against climate change and extreme weather as part of the Making Space for Water programme.</p>	<p>4</p> <p>Green city centre</p>	<p>SHORT</p> <p>(2025-2027)</p>	<p>PARTLY FUNDED</p>	Auckland Council	Ministry for the Environment, mana whenua, Eke Panuku, Auckland Transport
<p><b>4.2 Urban ngāhere / green network</b></p> <p>Expand the green networks through both public and private initiatives to support implementation of the Urban Ngāhere Strategy, strengthen climate response, improve stormwater management and increase biodiversity across the city.</p>	<p>4</p> <p>Green city centre</p>	<p>ONGOING</p>	<p>PARTLY FUNDED</p>	Auckland Council	Auckland Transport, Eke Panuku, mana whenua, private sector
<p><b>4.3 Design manual</b></p> <p>Complete greening component of City Centre Public Realm Design Manual.</p>	<p>4</p> <p>Green city centre</p>	<p>SHORT</p> <p>(2025-2027)</p>	<p>FUNDED</p>	Auckland Council	N/A
<p><b>4.4 Healthy waters</b></p> <p>Complete Western Isthmus programmes to improve water quality in Waitematā Harbour.</p>	<p>9</p> <p>Sustainable city centre</p>	<p>SHORT</p> <p>(2025-2027)</p>	<p>FUNDED</p>	Auckland Council, Watercare	Mana whenua
<p><b>4.5. Healthy waters</b></p> <p>Complete Eastern Isthmus programmes to improve water quality in Waitematā Harbour.</p>	<p>9</p> <p>Sustainable city centre</p>	<p>MEDIUM</p> <p>(2028-2034)</p>	<p>FUNDED</p>	Auckland Council, Watercare	Mana whenua
<p><b>4.6. Climate resilience</b></p> <p>Understand and support any potential land-use and policy changes to improve resilience for the community, businesses and inner-city infrastructure.</p>	<p>9</p> <p>Sustainable city centre</p>	<p>SHORT</p> <p>(2025-2027)</p>	<p>FUNDED</p>	Auckland Council	Mana whenua
<p><b>4.7 Transport</b></p> <p>Plan infrastructure to support a zero emissions public transport fleet (buses and ferries).</p>	<p>9</p> <p>Sustainable city centre</p>	<p>SHORT</p> <p>(2025-2027)</p>	<p>PARTLY FUNDED</p>	Auckland Transport	Bus providers
<p><b>4.8 Zero emissions area</b></p> <p>Investigate the requirements and steps needed to implement the Waihorotiu Zero Emissions Area (ZEA). Develop a proposal for a trial of a ZEA, including defining the area's location, scope and funding options for implementation.</p>	<p>4</p> <p>Green city centre</p>	<p>SHORT</p> <p>(2025-2027)</p>	<p>PARTLY FUNDED</p>	Auckland Transport	Eke Panuku, Auckland Council
<p><b>4.9 Sustainability standards</b></p> <p>Consolidate and implement sustainability standards for city centre projects, including Homestar and Green Star building rating tools, public realm standards and sustainable procurement standards.</p>	<p>7</p> <p>Quality built form</p>	<p>ONGOING</p>	<p>FUNDED</p>	Eke Panuku, Auckland Council	Auckland Transport, Tātaki Auckland Unlimited, Green Building Council, Property Council



## Advance mana whenua outcomes

Kōkiritia ngā take kia puta  
he hua ngā mana whenua



### Our focus

- Work in partnership with mana whenua to build a meaningful, high-trust relationship.
- Work in partnership with mana whenua to help achieve mana whenua outcomes.

### Why this matters

Working in partnership with mana whenua honours our commitment to uphold the principles of Te Tiriti o Waitangi / the Treaty of Waitangi. It also offers us an opportunity to embed mana whenua identity and culture as the city centre's unique point of difference. Mana whenua and Māori are also significant investors in and contributors to, the city centre economy. Māori-led urban planning and development means working towards a built environment that activates mātauranga Māori and practices. It acknowledges the unique histories and presence of Māori in locations that are now urban spaces, and respects the relationships between tangata (people), whenua (land) and hāpori (community).<sup>13</sup>

This programme will implement the masterplan's Transformational move 1: Māori Outcomes and Outcome 1: Our place in the world. It has been elevated and prioritised in the action plan to ensure greater accountability. The intention is that this programme will impact and influence all other parts of the plan, and be given effect to through all place-based programmes.

<sup>13</sup>Reference the work of Professor Michelle Thompson-Fawcett, Poutoko Taiea, University of Otago

### What we have heard from iwi

- Early, meaningful and ongoing transformational engagement will help us work together in partnership, in contrast with a more transactional approach. Early engagement opportunities and ongoing dialogue are important to continuously improve our relationship. The Te Ara Tukutuku project is a good example of how we work together based on mutual respect and trust.
- Te mauri o te wai (the life force of the water) was reinforced – ensuring the health of waterways and the Waitematā harbour as the receiving environment.
- Good stormwater design and the opportunity to improve green linkages in the city centre are important aspects.
- Mana whenua highlighted the need for a mana whenua facility and further work is needed on specific initiatives identified by mana whenua in the masterplan.
- Working in a more integrated way, aligned with Te Ao Māori using intergenerational and holistic approaches, will help to create a thriving city centre.

### Our response

We plan to take the following steps to advance mana whenua outcomes:

- Ensure Māori culture is seen, heard and felt in the city centre.
- Improve the mauri (life energy) of the taiao (natural environment) including; land, water and air.
- Acknowledge the special significance of the Waitematā and local awa (river) tributaries, such as the Waihorotiu.
- Enable whānau, marae, iwi and communities to live healthy and prosperous lives.
- Support mana whenua and Māori businesses through sustainable procurement opportunities.
- Continue to improve our relationship with mana whenua in a way that honours the partnership aspirations of iwi. Examples from Te Ara Tukutuku project, Downtown programme and City Centre Masterplan can help guide us.



### Implementation Actions

ACTION	MASTERPLAN OUTCOME	TIMEFRAME	FUNDING STATUS	IMPLEMENTATION LEAD	PARTNERS
<p><b>5.1 Partnership</b></p> <p>strengthen our Treaty relationship with mana whenua by building trust and developing early, meaningful partnerships:</p> <ul style="list-style-type: none"> <li>Governance opportunities on programmes</li> <li>Regular meetings with mana whenua to provide updates</li> <li>Provide opportunities for input at programme and project levels</li> </ul>	<p>1</p> <p>Tāmaki Makaurau - Our place in the world</p>	<p>ONGOING</p>	<p>FUNDED</p>	<p>Auckland Council group (Auckland Council, Eke Panuku, Tātaki Auckland Unlimited, Auckland Transport)</p>	<p>Mana whenua</p>
<p><b>5.2 Mana whenua outcomes</b></p> <p>Prepare a plan to advance mana whenua outcomes that applies the five pou to the city centre:</p> <ul style="list-style-type: none"> <li>Kia ora Te Hōnonga - Effective Māori participation;</li> <li>Kia ora Te Taiao - Kaitiakitanga;</li> <li>Kia Haangai te Kāunihera - An empowered organisation;</li> <li>Kia ora te Ahurea - Māori identity and culture; and</li> <li>Kia ora Te Umanga - Māori business, tourism and employment.</li> </ul>	<p>1</p> <p>Tāmaki Makaurau - Our place in the world</p>	<p>ONGOING</p>	<p>FUNDED</p>	<p>Eke Panuku</p>	<p>Mana whenua, Auckland Council, Tātaki Auckland Unlimited, Auckland Transport</p>
<p><b>5.3 Cultural facilities</b></p> <p>Secure funding for a business case to support options for Papa Kōkiri, a flexible mana whenua facility.</p>	<p>1</p> <p>Tāmaki Makaurau - Our place in the world</p>	<p>IMMEDIATE (2023-2024)</p>	<p>PARTLY FUNDED</p>	<p>Eke Panuku</p>	<p>Mana whenua, Tātaki Auckland Unlimited</p>
<p><b>5.4 Sustainable procurement</b></p> <p>Identify employment and skills opportunities in city centre projects to offer Māori businesses and professionals.</p>	<p>10</p> <p>Prosperous city centre</p>	<p>ONGOING</p>	<p>FUNDED</p>	<p>Auckland Council</p>	<p>Eke Panuku, Auckland Transport, Tātaki Auckland Unlimited</p>
<p><b>5.6 Partnering and development opportunities with iwi</b></p> <p>for example Te Tōangaroa refer Action 10.6.</p>	<p>7</p> <p>Quality built form</p>	<p>ONGOING</p>	<p>FUNDED</p>	<p>Eke Panuku</p>	<p>Iwi commercial partner</p>



## Our place-based programmes are closely linked to large-scale investment by the Crown and the private sector.



Our place-based programmes are closely linked to large-scale investment by the Crown and the private sector. We already have urban regeneration partnerships with private sector developers. Examples include development work near new City Rail Link stations in the city centre, and more are planned, such as redevelopment of the Downtown Carpark area and remaining development sites in Wynyard Quarter. These partnerships enable us to maximise the benefits of our own investment. Our place-based programmes will continue this productive and well-established approach to revitalising the city centre.

The current priorities are in the midtown and the Karangahape areas, Downtown Carpark as well as the ongoing regeneration of Wynyard Quarter. Longer-term priorities will centre on possible new uses for port land, the further development of the central waterfront, and opportunities presented by the potential construction of light rail and a potential new transport link across the Waitematā Harbour. Integration of the various transport modes into a single, coherent, well-functioning whole will be vital to the successful regeneration of the city centre.

In addition to the major transformational programmes associated with the City Rail Link and Wynyard Quarter, we have some additional and equally exciting projects planned for the next four years that we will continue to deliver. These are shown in the following maps. These maps show the projects that we are aiming to deliver, or begin delivering, between now and 2027.<sup>14</sup> The extent of change people will experience on the ground will vary from project to project. Some projects will constitute significant change, such as the Te Hā Noa – Victoria Street Linear Park; some will be smaller adjustments, such as the bus improvements on Customs Street; others will be somewhere in between. Some of the

projects shown are subject to change depending on resolution of funding allocation through the upcoming LTP and RLTP, and in some cases are dependent on adjacent private development occurring.

<sup>14</sup>The projects shown are subject to change. At the time of developing this action plan, July 2023, the processes for allocating funding to projects, the Long-Term Plan and Regional Land Transport Plan, has not yet been complete. The projects shown are those that the council group have a reasonable degree of confidence on in July 2023. The later these projects are planned for within the 4-year timeframe, the less certain we can be on their timing and scope. The timing of some projects is dependent on when adjacent private development occurs, as shown. We will update these maps with each refresh of the action plan.



Integrate City Rail Link



Lead and influence infrastructure projects



Foster development partnerships



Deliver integrated transport networks



Facilitate regeneration of city centre precincts

**KEY**

**PUBLIC REALM**

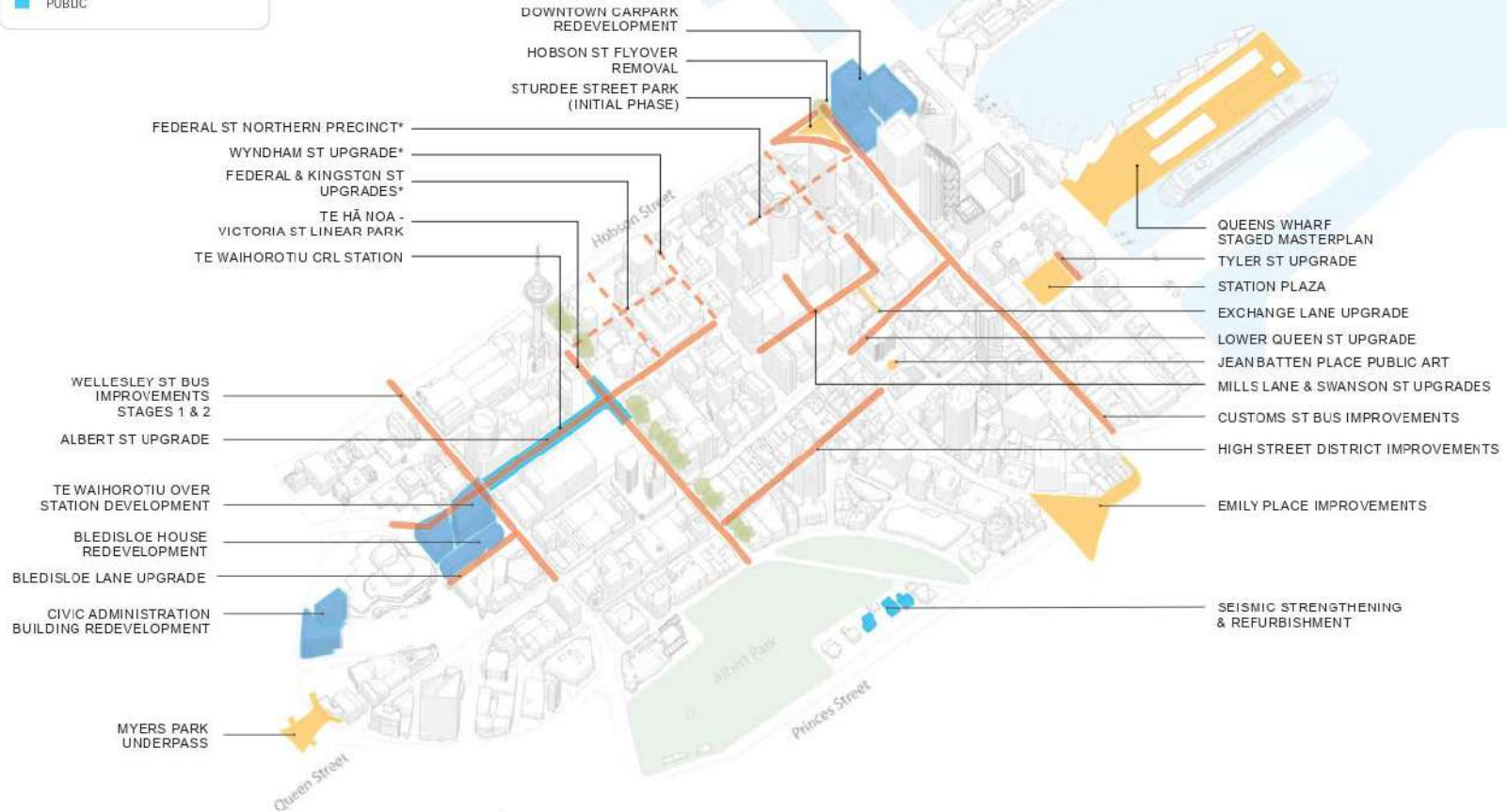
- STREETS
- PUBLIC SPACE

\* TIMING SUBJECT TO ADJACENT DEVELOPMENT

**BUILDINGS**

- DEVELOPMENT PARTNERSHIPS
- PUBLIC

### Waihorotiu / Queen Street Valley Area Planned Projects 2024-2027





### City Centre Planned Projects 2024-2027

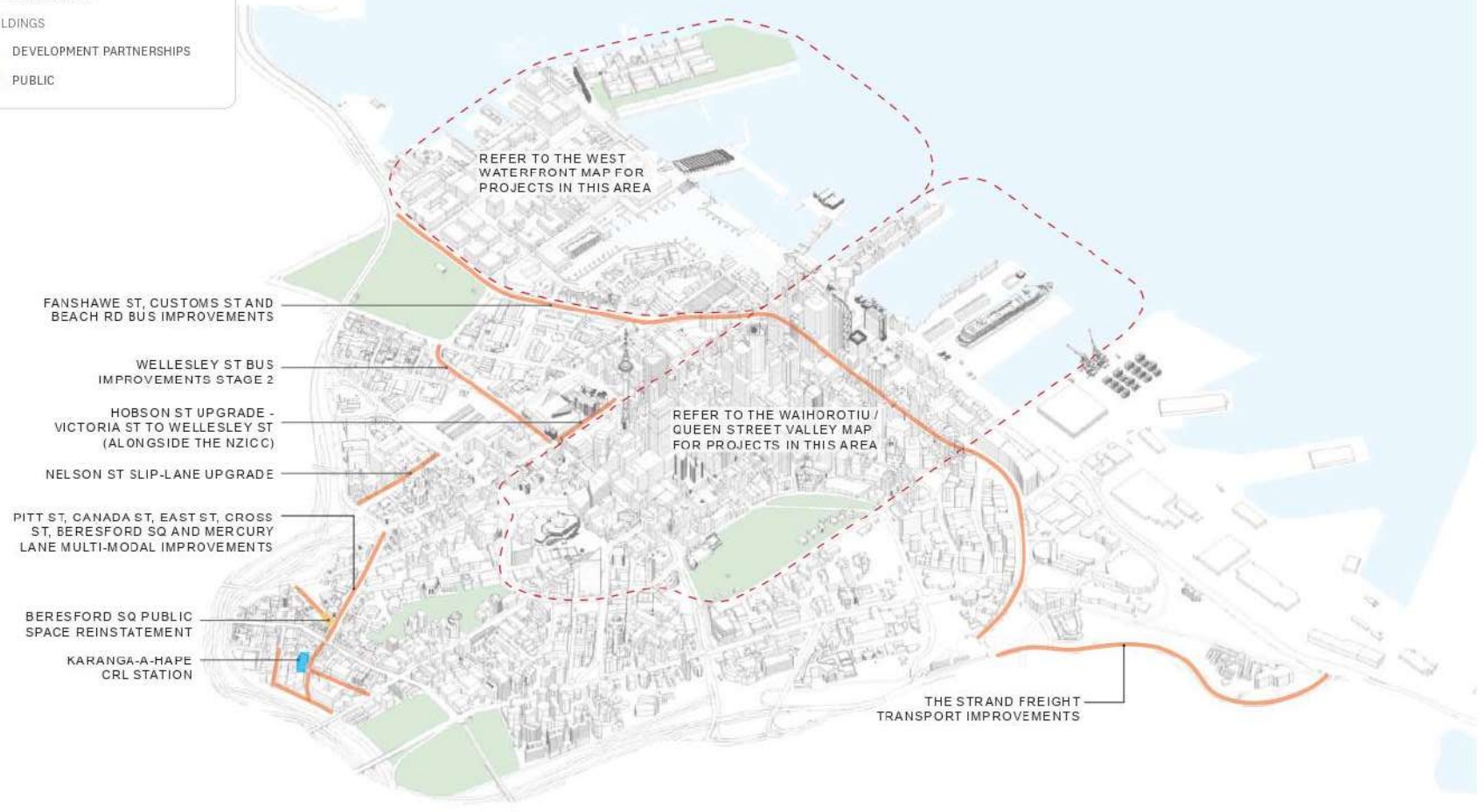
**KEY**

**PUBLIC REALM**

- STREETS
- PUBLIC SPACE

**BUILDINGS**

- DEVELOPMENT PARTNERSHIPS
- PUBLIC





## *Integrate City Rail Link with public spaces, public transport and redevelopment projects*

Whakuruuruhia a City  
Rail Link ki ngā wāhi  
tūmatanui, ki te tūnuku  
tūmatanui me ngā kaupapa  
whakawhanake anō



Credit: CRLL

### **Our focus**

- Manage construction work around the new Te Waihorotiu and Karanga-a-Hape stations in the city centre.
- Improve the public transport network in the city centre so the City Rail Link works as effectively as possible.
- Ensure the new stations flow seamlessly into surrounding open spaces and are user-friendly.
- Maximise opportunities to revitalise areas around the new stations.
- Ensure the existing transport network in the city centre works efficiently during the phase-in period of the City Rail Link.

### **Why this matters**

The City Rail Link, New Zealand's biggest transport project at \$5.5 billion, will greatly improve the flow of people into, around and out of the city centre. The project will transform the city's public transport network. It will also fuel considerable redevelopment of areas near the Waihorotiu and Karanga-a-Hape stations in the city centre, as it has done at Britomart / Waitematā in the central waterfront. The third new station, at Maungawhau Mount Eden, is just outside the city centre. Even areas not immediately near the new stations stand to gain from this influx

of investment. Our task is essentially twofold: to ensure the public spaces around the stations are well designed and link seamlessly with buses, ferries, cycle and walking paths and other transport modes to foster the redevelopment of areas adjacent to the new stations and ensure this redevelopment fits within the wider revitalisation of the city centre. This programme is central to delivering the masterplan transformational move 5: Transit-oriented development.

### **What we have heard**

Residents and others expressed a high level of anticipation at the opening of the City Rail Link, which they appreciate will transform parts of the city centre. They regarded the quality of public spaces around stations as vital, and said it was important the stations were ready on time. They said the development and use of land around the stations had to be firmly based on transit-oriented design principles. Stakeholders wanted a comprehensive and effective information campaign in the lead-up to the opening of stations and new services.

### **Our response**

We plan to take the following steps to integrate the City Rail Link with public spaces, public transport and surrounding redevelopment projects:

- Ensure the seamless integration of the City Rail Link into other public transport operations in the city centre.
- Manage the disruption to small businesses of construction work associated with the City Rail Link.
- Improve signage and the safety of pedestrians and road users during City Rail Link construction work.
- Ensure the new stations open on to attractive, vibrant places designed foremost around users and their needs.
- Continue to work with development partners (both private and public) to realise the benefits of transit oriented development in the station neighbourhoods.

## Implementation Actions

ACTION	MASTERPLAN OUTCOME	TIMEFRAME	FUNDING STATUS	IMPLEMENTATION LEAD	PARTNERS
<b>WAIHOROTIU STATION NEIGHBOURHOOD AND PUBLIC TRANSPORT IMPROVEMENTS</b>					
<b>6.1 Green link</b> Complete the Te Hā Noa Victoria Street Linear Park between Albert Street and Kitchener Street (stage 1).	2 Connected city centre	IMMEDIATE (2023-2024)	FUNDED	Auckland Council	Auckland Transport
<b>6.2 Bus improvements</b> Complete the Wellesley Street bus improvements (stage 1) to improve access to the city centre in conjunction with the opening of CRL.	2 Connected city centre	IMMEDIATE (2023-2024)	FUNDED	Auckland Transport	Auckland Council
<b>6.3 Wai Horotiu overstation development</b> Progress the development agreements and construction of the Symphony Centre and Bledisloe House redevelopment through the partnership with Malaysian Resources Corporation Berhad to realise the benefits of transit-oriented development in the area.	10 Prosperous city centre	SHORT (2025-2027)	FUNDED	Eke Panuku	Malaysian Resources Corporation Berhad, Auckland Council, Auckland Transport
<b>6.4 Midtown business support</b> Continue to support businesses through changes associated with the Midtown programme through a comprehensive development response approach. This includes delivering initiatives (in partnership with others) to help make the Midtown area safe, inviting and attractive during construction.	10 Prosperous city centre	SHORT (2025-2027)	PARTLY FUNDED	Auckland Council	Link Alliance, Heart of the City
<b>KARANGA-A-HAPE STATION NEIGHBOURHOOD AND BUS IMPROVEMENTS</b>					
<b>6.5 Bus improvements</b> Complete improvements to public transport on Pitt Street, Karanga-a-hape Road and Newton Road to make travelling by bus easier, quicker, and more reliable and to create better connections between buses and trains.	2 Connected city centre	SHORT (2025-2027)	FUNDED	Auckland Transport	Auckland Council
<b>6.6 Public space</b> Complete urban realm enhancements on Mercury Lane to improve safety, enhance connections and enhance the look and feel of the neighbourhood streets to complement the new station.	2 Connected city centre	SHORT (2025-2027)	FUNDED	Auckland Transport	Auckland Council, Eke Panuku
<b>6.7 Walking and cycling improvements</b> Complete cycling and walking projects in the area to make it easier for people to walk and cycle around the area safely.	2 Connected city centre	SHORT (2025-2027)	PARTLY FUNDED	Auckland Transport	Auckland Council
<b>6.8 Transit-oriented development</b> Commence the market process to seek private sector partners and investment. Work with Kāinga Ora to deliver new homes close to the Karanga-a-hape station.	6 Residential city centre neighbourhoods	SHORT (2025-2027)	FUNDED	Eke Panuku	Kāinga Ora - Homes and Communities



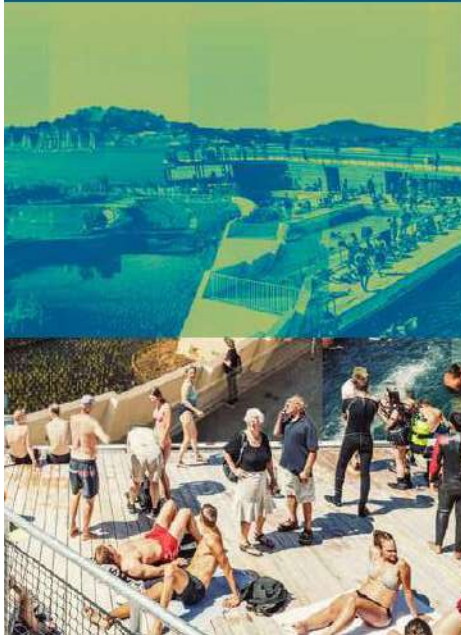
**Implementation Actions**

ACTION	MASTERPLAN OUTCOME	TIMEFRAME	FUNDING STATUS	IMPLEMENTATION LEAD	PARTNERS
<b>SUPPORT THE COMMUNITY THROUGH CHANGE</b>					
<p><b>6.9 Communicate change</b> Deliver a comprehensive and effective information campaign in the lead-up to the opening of CRL which will help city centre communities navigate and adjust to the change, particularly in the transport network.</p>	<p>3 Accessible and inclusive city centre</p>	<p>IMMEDIATE (2023-2024)</p>	<p>FUNDED</p>	Auckland Transport	Eke Panuku, Auckland Council
<p><b>6.10 Servicing and loading</b> Resolve changes to traffic operations, including servicing and loading during and post construction. Identify 'quick win' opportunities that can be considered for implementation through the short-term 'tactical plan' for provision of loading zones in the lead-up to CRL opening (refer action 9.4).</p>	<p>3 Accessible and inclusive city centre</p>	<p>IMMEDIATE (2023-2024)</p>	<p>FUNDED</p>	Auckland Transport	Auckland Council
<p><b>6.11 Improve navigation</b> Improve temporary and permanent wayfinding around current areas of transformation for people walking, cycling, using public transport and driving. Implement recommended changes from city centre wayfinding strategy in midtown as a priority (refer action 1.8).</p>	<p>3 Accessible and inclusive city centre</p>	<p>IMMEDIATE (2023-2024)</p>	<p>FUNDED</p>	Auckland Transport	Eke Panuku, Auckland Council
<p><b>6.12 Improved user experience</b> Develop a placemaking programme to ensure the new public spaces in and around the City Rail Link stations are utilised in a way that enhances the experience of the city centre.</p>	<p>5 Public life</p>	<p>SHORT (2025-2027)</p>	<p>PARTLY FUNDED</p>	Eke Panuku	Auckland Council, Auckland Transport



## Lead and influence city-shaping infrastructure projects

Arahina, whakaaweawetia  
hoki ngā kaupapa ā-tūāhanga  
e tārai ana i te tāone



### Our focus

- Plan for the future of the port precinct as space is gradually released over time.
- Provide input into investigations into light rail for Auckland.
- Provide input into investigations into additional Waitematā Harbour connections.

### Why this matters

These three potential infrastructure projects, currently under consideration by us and central government, will transform large parts of the city centre and have a major impact on the city centre, including helping to achieve elements of the masterplan. We have begun developing a framework plan for a redesigned port precinct. This work will provide direction on key decisions for the future use of port land, which includes the central wharves, as well as the future of cruise ships. It will also build on work undertaken along the harbour edge stitch to reconnect the city with the Waitematā Harbour, including transformation of the Wynyard Quarter. Simultaneously, we are conducting two studies into Ports of Auckland Limited's operations and how efficiently the company is using the port land.

Meanwhile, central government is examining options for light rail in Auckland. We will endeavour to advance outcomes in the masterplan through this work, including mixed-use developments around new light rail stations. Central government is also leading investigations into another link across the Waitematā Harbour and has undertaken public consultation on five scenarios. We will advocate for inclusion of masterplan outcomes in these considerations.

**Implementation Actions**

ACTION	MASTERPLAN OUTCOME	TIMEFRAME	FUNDING STATUS	IMPLEMENTATION LEAD	PARTNERS
<b>PORT PRECINCT FUTURE DEVELOPMENT</b>					
<b>7.1 Port precinct framework</b> Prepare a preliminary framework plan and staging programme by December 2023 for the phased development of port land which anticipates the consolidation over time of the port activity and the release of land to be integrated into the waterfront and wider city urban fabric.	10 Prosperous city centre	IMMEDIATE (2023-2024)	FUNDED	Eke Panuku	Auckland Council, Ports of Auckland Limited, Auckland Transport, Tātaki Auckland Unlimited
<b>7.2 Port operations review</b> Review Ports of Auckland Limited's operations and how efficiently it uses its land.	10 Prosperous city centre	IMMEDIATE (2023-2024)	FUNDED	Auckland Council	Mayor's Office
<b>AUCKLAND LIGHT RAIL AND WAITEMATĀ HARBOUR CONNECTION</b>					
<b>7.3 Auckland Light Rail</b> Influence and work to ensure the integration of place-based outcomes into any light rail routes and identify development opportunities around any light rail stations.	2 Connected city centre	MEDIUM (2028-2034)	PARTLY FUNDED	Auckland Light Rail	Eke Panuku, Auckland Transport, Auckland Council
<b>7.4 Waitematā Harbour</b> Influence and work to ensure the integration of place-based outcomes into any new link across the harbour.	2 Connected city centre	MEDIUM (2028-2034)	PARTLY FUNDED	Waka Kōtahi NZ Transport Agency	Eke Panuku, Auckland Transport, Auckland Council



## Foster city centre development partnerships

Maimoatia ngā patuinga  
ā-whakawhanake i te  
pokapū ā-tāone



Credit: Symphony Centre

### Our focus

- Foster strategic partnerships with developers.
- Facilitate construction of the Symphony Centre development over Te Waihorotiu station.
- Complete development of the Wynyard Quarter.
- Redevelop the Downtown Carpark.
- Reinvigorate the Learning Quarter in partnership with the University of Auckland and AUT University.

### Why this matters

Private sector investment is a big factor in both the development and rejuvenation of the city centre. Recent examples include the Britomart precinct (the Britomart Group), Commercial Bay (Precinct Properties), 30 Madsen (Willis Bond), 136 Fanshawe Street and 50 Albert Street (Mansons TCLM Limited). Investment by the Crown is also a significant factor in the city centre's growth. Attracting private sector and Crown investment offers opportunities to extract maximum value from our own investments. Building and maintaining good working relationships and strategic partnerships with the private sector is vital to that process. It has never been more important than in these financially tough times. We will therefore continue to work closely with private sector developers to achieve positive urban regeneration outcomes. A good current example of partnership

with the private sector is the Symphony Centre, a development by Malaysian Resources Corporation Berhad over Te Waihorotiu Station that will feature high-quality apartments and retail and commercial spaces. The redevelopment of the Downtown Carpark in partnership with Precinct Properties is yet another example. We are also looking to optimise development opportunities in the Karangahape Road area in partnership with Crown agency Kāinga Ora.

### What we have heard

Stakeholders expressed a clear wish for further investment by us and other organisations in transforming the city centre. They particularly wanted us to do more in this respect. They were very positive about projects such as the City Rail Link, Te Hā Noa and the reconfiguration of Quay Street, Queen Street and Karangahape Road. They also welcomed the conversion of the Downtown Carpark, especially for the opportunity it offered to connect pedestrians in this part of downtown with the waterfront. The general view among stakeholders was that the COVID-19 lockdowns had changed demand for office space and how offices were used. There was also agreement that the nature and significance of these changes had not yet become fully apparent. Many employees had a strong preference for maintaining their current balance of office and home-based work. Stakeholder research suggested

three to four days a week in the office was a typical preference. Property provider research showed demand was much higher for premium floorspace, particularly in the downtown area, than for lower-quality space elsewhere. Long-empty and underused sites needed to be developed and transitional uses explored. Stakeholders said more sympathetic regulatory settings were needed to make conversions from commercial to residential use viable.

### Our response

We plan to take the following steps to foster development partnerships:

- Build confidence in the city centre as a place in which to invest.
- Ensure investment by private sector developers results in good public regeneration outcomes.
- Build trusting relationships with private developers.
- Enhance our regulatory processes and ensure the minimum of delays when evaluating development proposals.
- Identify opportunities for small-scale, temporary or transitional uses on vacant or underutilised sites.

### Implementation Actions

ACTION	MASTERPLAN OUTCOME	TIMEFRAME	FUNDING STATUS	IMPLEMENTATION LEAD	PARTNERS
<b>DELIVER ON CURRENT OPPORTUNITIES</b>					
<p><b>8.1 Downtown carpark</b> Finalise and monitor the development agreement and deliver requirements relating to on-street bus facility and network changes to four key intersections, removal of the flyover and Sturdee Street Park and public spaces to support the next phase of revitalisation of the central waterfront.</p>	<p>10 Prosperous city centre</p>	<p>SHORT (F25-27)</p>	<p>PARTLY FUNDED</p>	Eke Panuku	Auckland Transport, Auckland Council, Precinct Properties
<p><b>8.2 Waihorotiu overstation development (ref Action 6.3)</b> Progress and monitor the development agreements through construction of the Symphony Centre and Bledsloe House redevelopment, in partnership with Malaysian Resources Corporation Berhad.</p>	<p>10 Prosperous city centre</p>	<p>SHORT (2025-2027)</p>	<p>FUNDED</p>	Eke Panuku	Malaysian Resources Corporation Berhad, Auckland Council, Auckland Transport
<p><b>8.3 North Wharf</b> Confirm development partners for North Wharf and remaining Wynyard Quarter sites.</p>	<p>10 Prosperous city centre</p>	<p>SHORT (F25-27)</p>	<p>FUNDED</p>	Eke Panuku	
<p><b>8.4 Karanga-a-Hape station (ref Action 6.8)</b> Confirm development partners for the opportunity to redevelop Karanga-a-Hape sites.</p>	<p>6 Residential city centre neighbourhoods</p>	<p>SHORT (F25-27)</p>	<p>FUNDED</p>	Eke Panuku	Kāinga Ora – Homes and Communities
<b>PLANNING FOR THE FUTURE</b>					
<p><b>8.5 City centre development strategy</b> Complete a development strategy to identify future strategic land opportunities for the city centre. Establish a development overview for the city centre using inputs from the property sector and consent information.</p>	<p>7 Quality built form</p>	<p>IMMEDIATE (2023-2024)</p>	<p>FUNDED</p>	Eke Panuku	Auckland Council, Auckland Transport, Kāinga Ora – Homes and Communities, NZ Super Fund, commercial property firms, Property Council
<p><b>8.6 Aotea Quarter</b> Confirm development opportunities in the Aotea Quarter creative hub.</p>	<p>7 Quality built form</p>	<p>MEDIUM (F28-34)</p>	<p>PARTLY FUNDED</p>	Eke Panuku	Auckland Council, Tātaki Auckland Unlimited



## Deliver integrated transport networks

Mahia ngā kōtuinga  
whakauruuru mō te tūnuku



### Our focus

- Ensure transport infrastructure and modes of transport are consistent with, and sympathetic to, the use of the areas through which they pass.
- Improve the operation and reliability of the public transport network within the city centre to help reduce reliance on private vehicles.
- Manage carparking and the allocation of kerbside space for transport functions, or placemaking, and important tasks such as emergency vehicles, loading and servicing.
- Ensure there is a choice of ways to get between destinations, and that good public transport connections are available between various parts of the city centre.
- Encourage the establishment of low-traffic areas in select locations to reduce traffic accidents and harm.

### Why this matters

The city centre is a pivotal component of the city-wide network, with motorways, trains, buses, and ferries intersecting, as well as strategic freight, cycleway and walking routes. The efficiency of different modes of transport, how well they connect with one another, and how well they meet user needs – all these factors have a big impact on the smooth functioning of a city centre. Transport networks need to be integrated, co-ordinated, and aligned with the activities – whether residential, commercial, industrial or retail – of the land through which they pass. Increasingly, the transport sector will also need to cut its carbon emissions.

While the most visible changes within our city centre are currently driven by major public and private construction projects, there are multiple strategies being implemented which will change how people will access and move around the city centre. This includes Auckland Transport's parking, loading, and servicing plans, Access for Everyone, the City Centre Bus Plan, and road safety programme. The transport system is an integral part of the regeneration strategy for the city centre. As our city centre grows, our transport network needs to adapt to the current and future needs of its communities.

### What we have heard

The importance of transport was a feature of every discussion. Stakeholders recognised the need for public transport to be the primary mode of travel to and from the city centre. They were positive about any improvements to public transport because it supported business by making the city centre more accessible to customers and staff alike, while also improving the city centre experience by reducing vehicle traffic. They anticipated future investments in rapid transit would have a significant impact on how the city centre developed, as well as boost demand for property and space of all types in city centre locations. Many stakeholders welcomed a greater focus on pedestrians and suggested some streets and shared spaces could be given over fully to pedestrian use. However, they said it was vital emergency and service vehicles continued to have full access to such streets and spaces. Changes to how the transport network operated needed to be implemented in a staged way to ensure that there were

alternatives in place and that behaviour changes had time to bed in. Many wanted improvement to pedestrian routes from the city centre to the universities, such as extra safety barriers, weather protection and better signage. Residents of the eastern end of the city centre expressed concern about how the heavy flow of traffic to the port diminished their enjoyment of their properties, and users of the area said the volume of port traffic made it difficult to use the roads or comfortably use the footpaths.

### Our response

We plan to take the following steps to integrate transport networks:

- Transition the transport network into an operational state that will maximise the uptake of the City Rail Link.
- Ensure public transport is reliable, frequent, comfortable, safe and has sufficient capacity to meet demand.
- Make it easier to connect within and between the city centre's various precincts and fringe areas.
- Balance the needs of different network users, such as pedestrians, e-scooter riders, cyclists, freight and service vehicle operators and motorists.
- Ensure there are sufficient servicing and loading points around the city centre to meet the needs of businesses.
- Ensure the city centre is pedestrian-friendly and has sufficient signage to make it easy for pedestrians to find their way around the city centre.
- Ensure the downtown wharf area is so designed that it can handle the needs of both ferries and cruise ships.
- Remove barriers that stand in the way of everyone having full access to the city centre and its facilities.

### Implementation Actions

ACTION	MASTERPLAN OUTCOME	TIMEFRAME	FUNDING STATUS	IMPLEMENTATION LEAD	PARTNERS
<b>IMPROVE ACCESS, CAPACITY AND CHOICE</b>					
<b>9.1 Bus improvements (planning)</b>					
Complete the current design options for the city centre bus plan to support implementation (ref action 9.3 below) of enhanced city centre bus operations to improve access and experience.	2 Connected city centre	IMMEDIATE (2023-2024)	FUNDED	Auckland Transport	Waka Kotahi NZ Transport Agency, Auckland Council, Eke Panuku
<b>9.2 Bus improvements (implementing)</b>					
Implement improvements to the bus network and bus layover facilities in the city centre. This includes: <ul style="list-style-type: none"> <li>Wellesley Street: Stages 1-3 (ref action 6.2) to complement Te Hā Noa</li> <li>Customs Street: Improvements to align with the Downtown Carpark redevelopment (ref action 8.1).</li> <li>Pitt Street: (ref action 6.5)/ Vincent Street/ Albert Street</li> <li>Symonds Street: University block (Wellesley Street-Alfred Street.</li> </ul>	2 Connected city centre	SHORT - MEDIUM (2024-2034)	PARTLY FUNDED	Auckland Transport	Waka Kotahi NZ Transport Agency, universities, Eke Panuku
<b>9.3 Access for Everyone</b>					
Complete the A4E programme business case, with a focus on enabling implementation of: <ul style="list-style-type: none"> <li>Short-term, lower-cost initiatives and opportunities to improve accessibility around the city centre.</li> <li>Low traffic neighbourhoods through the creation of access zones in the medium term</li> </ul>	2 Connected city centre	SHORT - MEDIUM (2025-2034)	PARTLY FUNDED	Auckland Transport	Auckland Council, Waka Kotahi NZ Transport Agency
<b>IMPROVE HOW WE USE OUR LIMITED SPACE</b>					
<b>9.4 Managing carparking and kerbs</b>					
Complete the planning and design of a multi-phase implementation plan for parking and kerbside space across the city centre for all users and uses, to support implementation from FY25 onwards.	2 Connected city centre	SHORT (2025-2027)	FUNDED	Auckland Transport	Waka Kotahi NZ Transport Agency, Auckland Council, Eke Panuku, residents groups, business associations
<b>9.5 Midtown servicing and loading changes (refer action 6.2)</b>					
Resolve and implement changes to the emergency services and loading vehicles plan for the midtown area	2 Connected city centre	SHORT (2025-2027)	FUNDED	Auckland Transport	Waka Kotahi NZ Transport Agency, Auckland Council
<b>9.6 Loading and servicing enforcement trials</b>					
Implement trials to increase the effectiveness of enforcement through Closed Circuit Television (CCTV) to deliver higher turnover and utility.	2 Connected city centre	IMMEDIATE (2023-2024)	UNFUNDED	Auckland Transport	

**Implementation Actions**

ACTION	MASTERPLAN OUTCOME	TIMEFRAME	FUNDING STATUS	IMPLEMENTATION LEAD	PARTNERS
<p><b>9.7 Aotea Quarter pick up and drop off</b> Develop and deliver a trial of free, safe, and dry pick-up or drop-off zones in Civic Carpark to better support mobility users. Seek feedback from users to refine the experience and ease of use to inform future initiatives.</p>	<p>3 Accessible and inclusive city centre</p>	<p>IMMEDIATE (2023-2024)</p>	<p>PARTLY FUNDED</p>	Auckland Transport	Auckland Council
<b>NETWORK MANAGEMENT</b>					
<p><b>9.8 Low traffic core</b> Implement the network changes required to support the transition to a low traffic central core with higher capacity routes around the periphery, in support of changes in midtown.</p>	<p>2 Connected city centre</p>	<p>ONGOING</p>	<p>FUNDED</p>	Auckland Transport	Auckland Council
<p><b>9.9 Central waterfront and port changes</b> Plan for the future needs of ferries and cruise ships at the downtown wharves area as part of port precinct work (link to Port action 7.1).</p>	<p>2 Connected city centre</p>	<p>SHORT (2025-2027)</p>	<p>PARTLY FUNDED</p>	Eke Panuku	Auckland Transport, Ports of Auckland Ltd
<b>SUPPORT BEHAVIOUR CHANGE</b>					
<p><b>9.10 City centre mode shift</b> Develop and deliver a customer centric communications campaign aimed at promoting the wide range of transport options for moving into and around the city centre, to encourage mode shift (refer action 9.12).</p>	<p>3 Accessible and inclusive city centre</p>	<p>ONGOING</p>	<p>PARTLY FUNDED</p>	Auckland Transport	N/A
<p><b>9.11 Congestion charging</b> Work with central government to develop legal and operational frameworks for charging road users during peak times on select routes, in particular to support the planned low emissions zone in Waihorotiu Valley.</p>	<p>2 Connected city centre</p>	<p>MEDIUM (2028-2034)</p>	<p>PARTLY FUNDED (investigation work)</p>	Auckland Transport	Waka Kotahi NZ Transport Agency
<p><b>9.12 Grow public transport patronage</b> Support the region wide programme to restore confidence in public transport through understanding and prioritising customer needs and expectations, to grow public transport patronage.</p>	<p>2 Connected city centre</p>	<p>SHORT (2025-2027)</p>	<p>FUNDED</p>	Auckland Transport	Waka Kotahi NZ Transport Agency





**Facilitate  
regeneration of  
our city centre  
precincts**

Whakahaeretia te  
haumanutanga o ngā pae o  
te pokapū ā-tāone




*Credit: Symphony Centre*

**Our focus**

- Transformational move 2: Strengthen the connection to the east and west of the city centre
- Transformational move 3: Waihorotiu / Queen Street Valley - strengthen the North-South axis through to the central waterfront.
- Transformational move 4: Strengthen the connection to the Learning Quarter
- Transformational move 6: Connect the Green Link – from Albert Park to Victoria Park – to a new Wynyard Headland Park.
- Transformational move 8: Strengthen the West-East axis along the Harbour Edge Stitch.

**Why this matters**

The masterplan defines seven broad areas across the city centre, or precincts, as shown above. The action plan aims to ensure the development of each precinct responds to its special qualities and characteristics, and takes account of and is coordinated with the development of all the other precincts. In following this approach, we will develop new or update existing place-based plans for the precincts so that each one supports the unique potential of the precinct, and is properly considered in relation to the whole. We will ensure the place and its community's needs are central to our approach. We will also consider catalyst projects that kickstart other projects in the area and help a precinct develop and achieve outcomes at a faster pace. These “precinct regeneration” plans will bring together transport planning, public realm and development opportunities with the requirements of each place and its people. This will help to facilitate an

integrated implementation approach, that delivers on the masterplan's transformational moves and outcomes.

The redevelopment of the Downtown Carpark in Customs Street will fuel the next phase of regenerating the central waterfront area. It will result in a vibrant, mixed-use neighbourhood, bringing together new residential, commercial and retail spaces, high-quality streets and public spaces, and linkages envisaged in the masterplan. Queen Street and the Te Waihorotiu Valley will be another key area of focus. This historic core of the city centre will continue to evolve and be a vital part of a thriving city centre. Along with the Karangahape Road area and the central waterfront, it is fundamental to rejuvenating the city centre. There will be a zero emission area, a laneway circuit designed for people, and a revitalised Aotea arts and culture precinct. One of the eight big ideas of the masterplan, the east and west stitch connecting underused land to the east and west of the city centre, will be another area of emphasis later in the decade. This initiative will be vital to residential growth in the city centre.

#### What we have heard

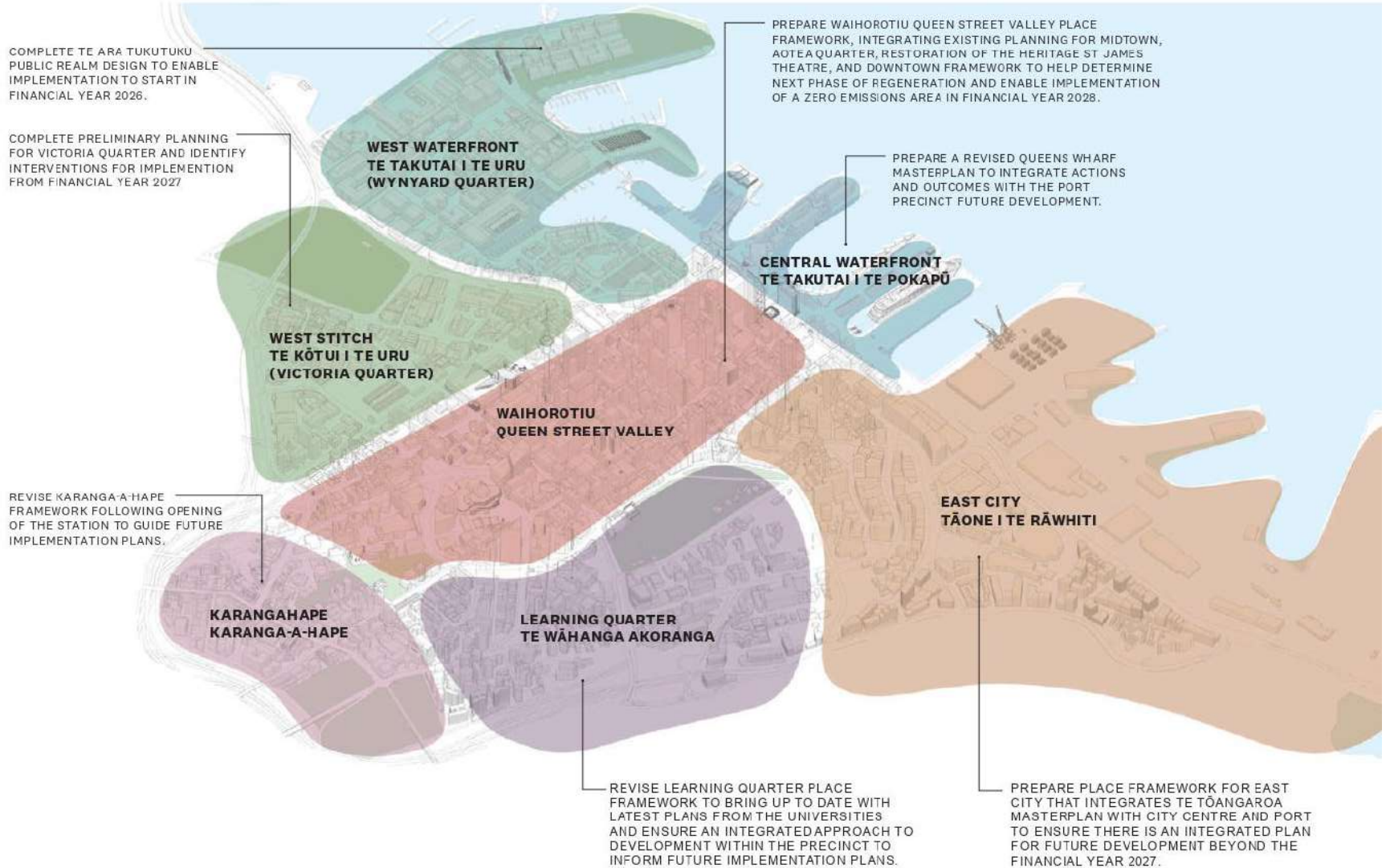
Partners and stakeholders were unanimous in their view that a high level of collaboration was essential to any revitalisation of the city centre because it performed so many civic, commercial and cultural roles. Parties to that collaboration included residents, mana whenua, businesses and public sector agencies. They also said collaboration was essential to achieving a shared vision for the city centre. Collaboration should extend to joint planning. Some noted that the city centre's borders

were not hard and fast, and that the city centre was dependent on surrounding neighbourhoods and business areas. Planning work, they said, should proceed on the basis that development and investment activity in the city centre would have flow-on effects for neighbouring areas.

#### Our response

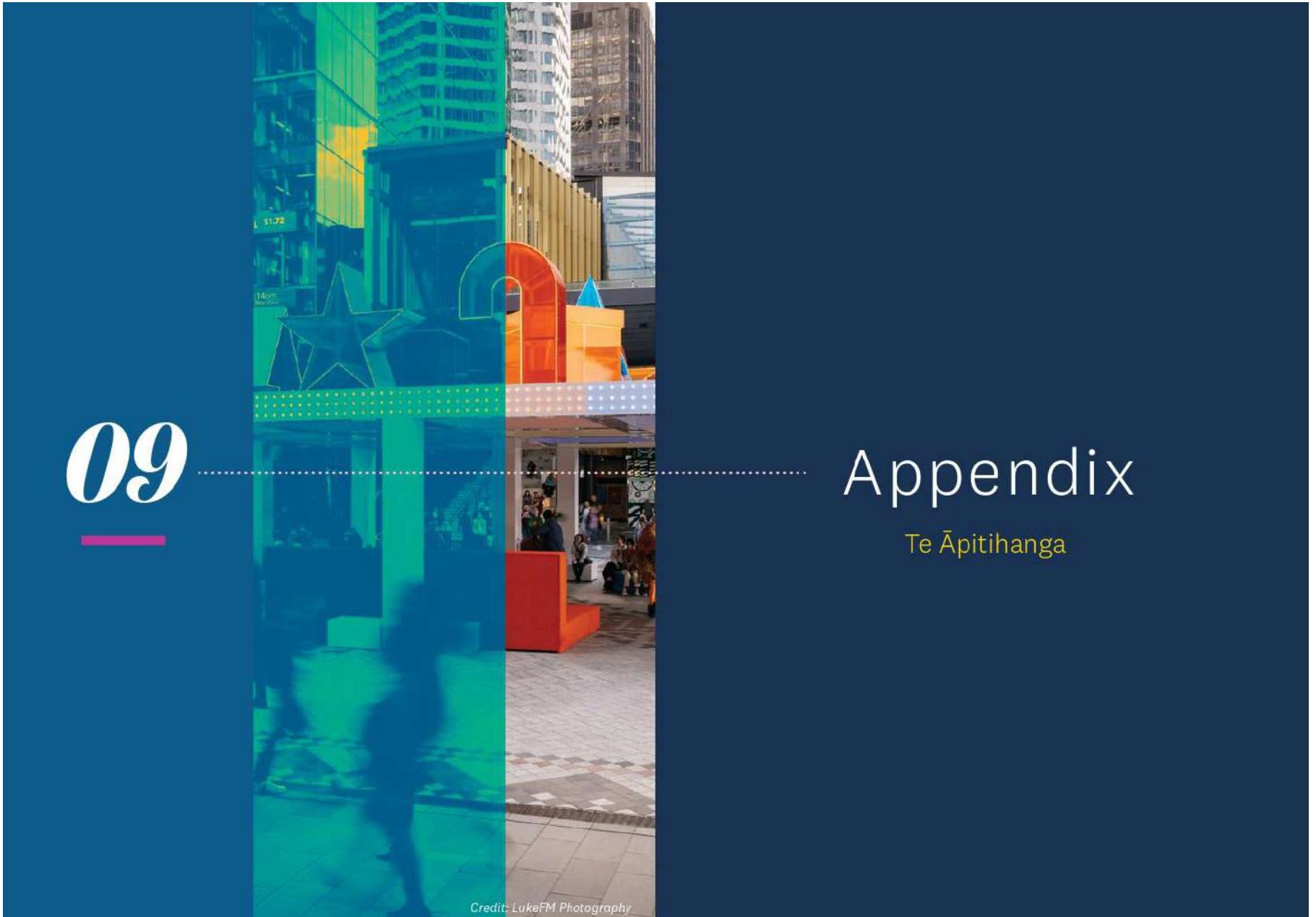
We plan to take the following steps as part of leading regeneration of the city centre's precincts:

- Support place-led approaches that encourage integrated ways of working.
- Maintain existing assets and infrastructure and find ways to use existing investment in our public realm to achieve masterplan outcomes.
- Apply regenerative approaches to development work that reflect Te Ao Māori principles and acknowledge the spiritual and physical interconnectedness of all things, including in the city centre.
- Strengthen the North-South axis by encouraging activity and vibrancy along Queen Street Waihorotiu.
- Complete the Harbour Edge Stitch along the West-East axis and opening up public access to the Waitematā Harbour.
- Improve connections and green links across the city centre and between open spaces.



### Implementation Actions

ACTION	MASTERPLAN OUTCOME	TIMEFRAME	FUNDING STATUS	IMPLEMENTATION LEAD	PARTNERS
<p><b>10.1 Wynyard Quarter</b> Complete Te Ara Tukutuku public realm design to enable implementation to start in financial year 2026.</p>	ALL	SHORT (2025-2027)	FUNDED	Eke Panuku	Auckland Transport, Auckland Council
<p><b>10.2 Victoria Quarter</b> Complete preliminary planning for Victoria Quarter and identify interventions for implementation from financial year 2027.</p>	ALL	SHORT (2025-2027)	FUNDED	Auckland Council	Auckland Transport, Eke Panuku
<p><b>10.3 Waihorotiu Valley</b> Prepare Waihorotiu Queen Street valley place framework, integrating existing planning for Midtown, Aotea Quarter, restoration of the heritage St James Theatre, and Downtown framework to help determine next phase of regeneration and enable implementation of a zero emissions area in financial year 2028.</p>	ALL	SHORT (2025-2027)	FUNDED	Eke Panuku, Auckland Council	Auckland Transport, Tātaki Auckland Unlimited, St James
<p><b>10.4 Learning Quarter</b> Revise Learning Quarter place framework to bring up to date with latest plans from the universities and ensure an integrated approach to development within the precinct to inform future implementation plans.</p>	ALL	SHORT (2025-2027)	UNFUNDED	Eke Panuku, Auckland Council	Auckland Transport, University of Auckland, AUT University
<p><b>10.5 Karanga-a-hape</b> Revise Karanga-a-hape Framework following opening of the station to guide future implementation plans.</p>	ALL	MEDIUM (2028-2034)	UNFUNDED	Eke Panuku, Auckland Council	Auckland Transport, Auckland Council
<p><b>10.6 East city</b> Prepare place framework for east city that integrates Te Tōangaroa masterplan with city centre and port to ensure there is an integrated plan for future development beyond the financial year 2027.</p>	ALL	SHORT (2025-2027)	PARTLY FUNDED	Eke Panuku	Ngāti Whātua Ōrākei, Auckland Transport, Auckland Council
<p><b>10.7 Central waterfront</b> Prepare a revised Queens Wharf master plan to integrate actions and outcomes with the port precinct future development.</p>	3 Accessible and inclusive city centre	SHORT (2025-2027)	UNFUNDED	Eke Panuku	





Attachment A

Item 12

### Appendix 1: How we will track progress

We will monitor our progress in implementing this plan by:

- tracking actions specified in the plan through quarterly reviews, the annual revision of the plan and periodic updates of the plan
- using the benefits realisation framework identified in the relevant programme business case to monitor specific programmes
- using the key metrics summarised below, which are aligned with the thriving town centres monitoring approach, to monitor the overall health of the city centre.

The measures in the table below have funded and co-ordinated data sets already available, and can be further developed over time. We will report on the baseline dashboard report for the city centre as part of the first annual review in the financial year 2023-2024.



<b>THRIVING CITY CENTRE</b>	<b>Vibrancy of city centre</b> Pedestrian footfall, Heart of the City, Auckland Transport	<b>Sense of safety</b> Level of crime incidents (New Zealand Police) Quality of Life Survey	<b>Population</b> Census data, Stats NZ Population Estimate
<b>SUPPORTIVE COMMUNITY</b>	<b>Quality of life</b> Residents survey Quality of Life Survey	<b>Sense of community</b> Residents survey Quality of Life Survey	<b>Support for urban regeneration programme</b> Kantar insights survey
<b>URBAN LIVING</b>	<b>New sustainable homes</b> Building consent data, Auckland Council Benefits library	<b>Affordability</b> Auckland Council District Valuation Roll database Residents survey	<b>Density</b> Building consent data, Auckland Council
<b>INTEGRATED TRANSPORT</b>	<b>Accessibility</b> Future monitoring report to confirm, such as residents within 500 metres of public transport interchange	<b>Public transport use</b> Auckland Transport boardings data Auckland Transport customer insights data Kantar insights survey	<b>Walking and cycling</b> Kantar insights survey Auckland Transport reporting
<b>PROSPEROUS LOCAL ECONOMY</b>	<b>Employment opportunities</b> Stats NZ Employee Count Business Demography	<b>Commercial floorspace</b> Office vacancy rates (prime and secondary), Real estate data reporting, Benefits library	<b>Economic activity</b> Census of city centre businesses, RIMU Stats NZ number of businesses Catchment spending: Marketview data Property (type) occupancy/vacancy, rental/yield, real estate data reporting Benefits library
<b>UNIQUE IDENTITY &amp; HEALTHY NATURAL ENVIRONMENT</b>	<b>Quality of public realm</b> Public life survey Benefits library Quality of Life Survey	<b>Canopy cover - tree planting</b> Auckland's Urban Ngahere (Forest Strategy, 2019 (LIDAR data) Future report - Eke Panuku reporting	<b>Māori initiatives</b> Significant Māori initiatives reporting IMSB reporting

## Appendix 2: Prioritisation principles

THE FIVE PRINCIPLES WE HAVE DEVELOPED ARE:

### **Principle 1:**

Choose initiatives that contribute most strongly to all the masterplan's outcomes. Pertinent questions to answer in applying this principle include:

- Is there a clearly defined need or rationale for the project?
- Does the project contribute to all, or nearly all, of the masterplan's outcomes?
- How does it contribute to a thriving city centre?

### **Principle 4:**

Seek opportunities to make the most of existing or planned investment so the overall impact is greater, and partner with developers and the community where possible to achieve this. Pertinent questions:

- Does the project help extract greater benefits from planned or existing investments?
- Does it provide opportunities to partner with others so the council doesn't bear all the cost?

### **Principle 2:**

Choose initiatives that help the city centre respond to economic, climate and sustainability changes, support residential neighbourhoods, and make the most of the city's urban redevelopment potential. Pertinent questions to ask include:

- Does the project exploit opportunities or respond to risks arising from these changing factors?
- Does it help make the city centre and its communities, businesses and infrastructure more resilient and thrive in a changing environment?

### **Principle 5:**

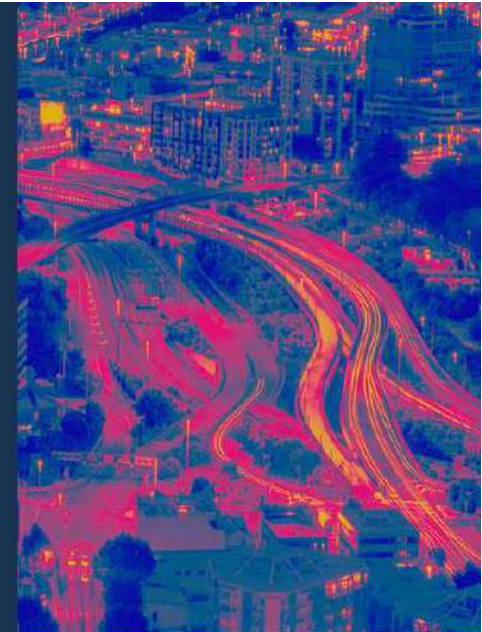
Seek opportunities to combine overall council budgets and resources to maximise the quality of the outcomes. Pertinent questions:

- Does the opportunity help align programmes and investments among the council group's various specialist areas to produce better outcomes?
- Does it help us to be more efficient and achieve more with less?

### **Principle 3:**

Consider when the project can get underway and when its impact on the city centre will be felt, through a costs and benefits analysis to ensure any economic, social and environmental benefits outweigh the negative impact (costs) to the city centre. Pertinent questions:

- Does the project's schedule work in with any other activities planned or already underway?
- What are the likely effects on residents, businesses and visitors, and how can any negative effects be minimised?







**We would like to thank people from the following organisations for the generous sharing of their time, expertise and insights to help us prepare this first version of the City Centre Action Plan:**

---

Waitematā Local Board

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Heart of the City

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City Centre Residents Group

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Mana Whenua Forum

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Independent Māori Statutory Board (staff)

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City Centre Network (a wide range of community service organisations and agencies)

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Thriving City Network (a range of place operations organisations)

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New Zealand Police

---

Karangahape Road Business Association

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Ports of Auckland Ltd

---

Ngāti Whātua Orākei Whai Rawa

---

Precinct Properties Ltd

---

Britomart Group Ltd

---

Chloe Swarbrick MP

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The Urban Room

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Kāinga Ora Homes & Communities

---

University of Auckland and  
Auckland University of Technology

---

City Rail Link Ltd

---

Auckland Light Rail

---

Auckland Policy Office (Auckland-based government departments and ministries)

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Ministry of Education

---

Waka Kotahi New Zealand Transport Agency

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Staff from Auckland Council, Auckland Transport, Tātaki Auckland Unlimited, Watercare and Eke Panuku

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Joint City Centre Steering Group

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Joint City Centre Leadership Team

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Joint City Centre Strategy and Investment Working Group

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This action plan has been produced by Eke Panuku in collaboration with Auckland Council, Auckland Transport and Tātaki Auckland Unlimited. It is a non-statutory document that provides guidance to the council group for their work in Tāmaki Makaurau – and specifically in Auckland’s city centre. The council group processes for allocating funding to projects, the Long-Term Plan and Regional Land Transport Plan, has not yet been complete at the time of publishing. The outcome of those processes may result in changes to funding for the actions identified in this plan. The action plan is a living document and will be updated annually.



## Attachment A

## Item 12