

Auckland City Centre

Action Plan

2024-2034

Our priorities for a thriving city centre

Implementing the
City Centre Masterplan
Te Mahere Mahi mō te Pokapū o
Tāmaki Makaurau



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

The city centre of Tāmaki Makaurau has 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.

Through this rich history, woven with our unique Māori culture and identity as well as the strong Pacific and Asian influences, the city centre represents a unique collection of diverse experiences; stories of passion and perseverance, frustration and opportunity, sweat and celebration, pride, resilience and regeneration.

As the world evolves, so do people's expectations of urban spaces, and Auckland is on a forward journey. 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, Downtown has changed from wide soulless roads to a native forest of hundreds of trees with places to walk, cycle and sit to connect with the Waitematā on Quay Street and Te Wānanga, connecting with Britomart and Te Komititanga Square, and Queen Street up to Karangahape Road.

Thank you to all Aucklanders for this investment with special acknowledgement to city centre businesses and residents who have funded the lion's share through the city centre targeted rate.

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.

Councillor Richard Hills

CHAIR, POLICY AND PLANNING COMMITTEE



Executive Summary



Auckland's city centre has many outstanding advantages including a beautiful harbour location, vibrant residential population and people who are passionate about its future.

Like many cities globally, it also faces a range of economic, social and environmental challenges. Added to that, the council group currently 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 was enabled when Ngāti Whātua and chief Apihai Te Kawau allocated land to Governor Hobson for the establishment of a township on the 18th of September 1840. This gifting was offered through *tuku whenua*, which gives access to land with expectations of reciprocity.

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 is not an exhaustive list of work scheduled over the next decade. Rather, it lists the main work programmes for the immediate future “now” (the current financial year), the short term “soon” (one to three years) and medium term “eventually” (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 in this plan informs our annual and long-term budget processes, 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 unlimited funds to do everything all at once: improving the experience of the city centre, realising the full benefits of the City Rail Link, integrating our transport network, supporting residential growth, advancing other city-shaping projects, and increasing climate resilience. These priorities are underpinned by our commitment to valuing collaborative partnerships and working in an integrated way.

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 can be given some variables beyond our control, such as decisions by central government and funding from private sector developers.

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, 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.

In the short term, 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 Downtown West precinct 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 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.



What's *inside*

Credit: Britomart Group

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01



Introduction

He Kupu Whakataki

Introduction



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

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 limited, 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 updating this plan, we have also taken account of:

- the effects of the economic downturn, COVID-19 pandemic, recent social and cost of living 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 when it opens
- the effects of potential infrastructure projects such as developing options for the future of port land, additional Waitematā Harbour connections and the North West Rapid Transit network, council funding decisions made through the Long Term Plan and Regional Land Transport Plan
- government direction including the decision to stop Auckland Light Rail
- feedback from groups we meet with regularly to gauge the potential impact of these changes on them, their businesses and their communities
- progress since the action plan was approved
- the adoption of an integrated approach to implement the plan's work programmes.²



¹The City Centre Masterplan was introduced in 2012 and updated in 2020 to guide the Auckland Council group'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.

²They are: Eke Panuku, Auckland Council, Auckland Transport and Tātaki Auckland Unlimited.

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 to provide a 10-year view: **now** 2024 – 2025 financial year which is aligned to the current annual plan, **soon** (one to three years) ³ and **eventually** (four to 10 years).⁴

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. 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 thriving. 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.⁵

The plan has been reviewed and where necessary revised this year (2024). This review process will continue 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.

³Aligned with the financial years 2025-27 and years one to three of the forthcoming 2024-2034 Long Term Plan and Regional Land Transport Plan.

⁴Aligned with the financial years 2028-34 and years four to 10 of the forthcoming 2024-2034 Long Term Plan and Regional Land Transport Plan.

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





The background of the slide is a collage of four photographs. The top-left photo shows three people standing in a room with light-colored walls. The top-right photo shows a person standing in a hallway. The bottom-left photo shows a group of people sitting at tables in a room. The bottom-right photo shows a group of people standing in a room, with one person in a blue jacket in the foreground. The text '02' is overlaid on the left side of the collage, and the title 'The past 10 years' is overlaid on the right side. The subtitle 'Ngā tau 10 kua hipa' is also overlaid on the right side.

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 Te Wānanga ferry basin, street upgrades along Karangahape Road and Federal Street, upgrades to Myers park including Waimahara, 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 recent past have required us to become much more agile and resilient to an increasing amount and pace of change. Economic challenges and cost of living pressures have a significant impact on the city centre. The increase in extreme weather has required a sharper focus on improving the city's climate resilience.



Resident numbers have picked up after a small decline and are nearing 40,000. 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.⁶ Anecdotally, many see themselves as Aucklanders rather than being from somewhere else which is vital component in our unique identity and the future of our city.

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.⁷ 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.⁸ The number of businesses and employees in the city centre has risen, and several internationally branded hotels have opened for business. The universities have both committed to on campus learning rather than online.

⁶NZ Stats Census (2018) SA1 data.

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

⁸JLL, CBRE, Colliers reporting in media (2023 various).

City centre by the numbers

Crimes



Acts intended to cause injuries

- 28%

From peak

Theft (and related offences)

- 50%

From peak

NZ Police

Students



Office vacancy



0.6%

From June 2023

Colliers

Jobs



157,529

Businesses



15,000

Spend



- 2%

Year over year

Heart of the City area

Office pipeline



300,000m²

Commercial GFA

Private investment pipeline

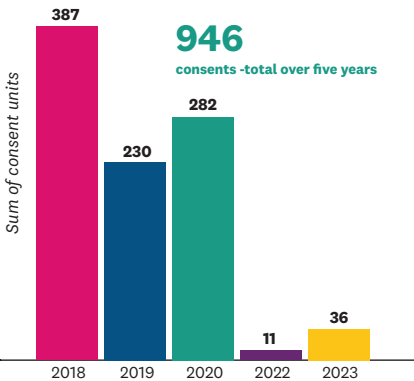
\$6 billion

Public investment

\$1 billion



Building consents



Footfall



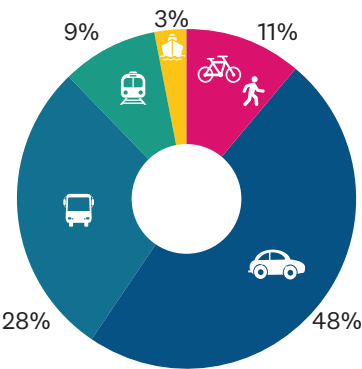
10%

Year ended June 2024

Heart of the City area

Transport

Morning mode share



Residents

38,500





Credit: Britomart Group

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 super-diversity. 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.⁹ 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.

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

04

A vertical strip image that is split into two color-coded halves. The left half is tinted with a teal/cyan color and shows a person riding a bicycle on a paved path. The right half is in natural color and shows a large tree with vibrant red flowers, with a modern building visible in the background.

How we set our priorities

Te āhua o tā mātou whakarite
i ngā take mātāmua

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

- **Creating a tertiary destination of choice:** we will work with the universities and tertiary sector to improve the student experience in the city centre and to position the city centre as a world-leading hub for learning and innovation.

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

The City Rail Link is reshaping the city centre, and our focus 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 Te 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. We will focus on growing

the residential population, supporting local communities and enhancing local neighbourhoods and places.

Focus area #4: Advancing our future programme

We will maintain our focus on these long-term city shaping projects:

- **Te Ara Tukutuku regeneration:** this project will transform the northern end of Wynyard Point from an industrial site to create a new mixed-use neighbourhood and the largest new open space in the city centre for over 100 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.
- **Redevelop the Downtown West precinct:** this project will have a pronounced impact on the entire downtown area as it gets under way over the next four years.
- **Central wharves masterplan:** this project focuses on reconnecting people with the central wharves, managing cruise and associated

facilities as part of the long-term port precinct redevelopment.

- **Aotea Quarter regeneration:** this project seeks to revitalise the heart of the city centre building on the arts precinct, Waimahara connection to Myers park, Symphony Centre and Bledisloe house and the opening of the CRL Te Waihorotiu station.

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.

Focus area #6: Integrated transport

- **Access for Everyone:** a vision for managing street use and transport in the city centre that underpins our integrated transport network programme.
- **Making it easy to get into and around:** we will focus 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.

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.

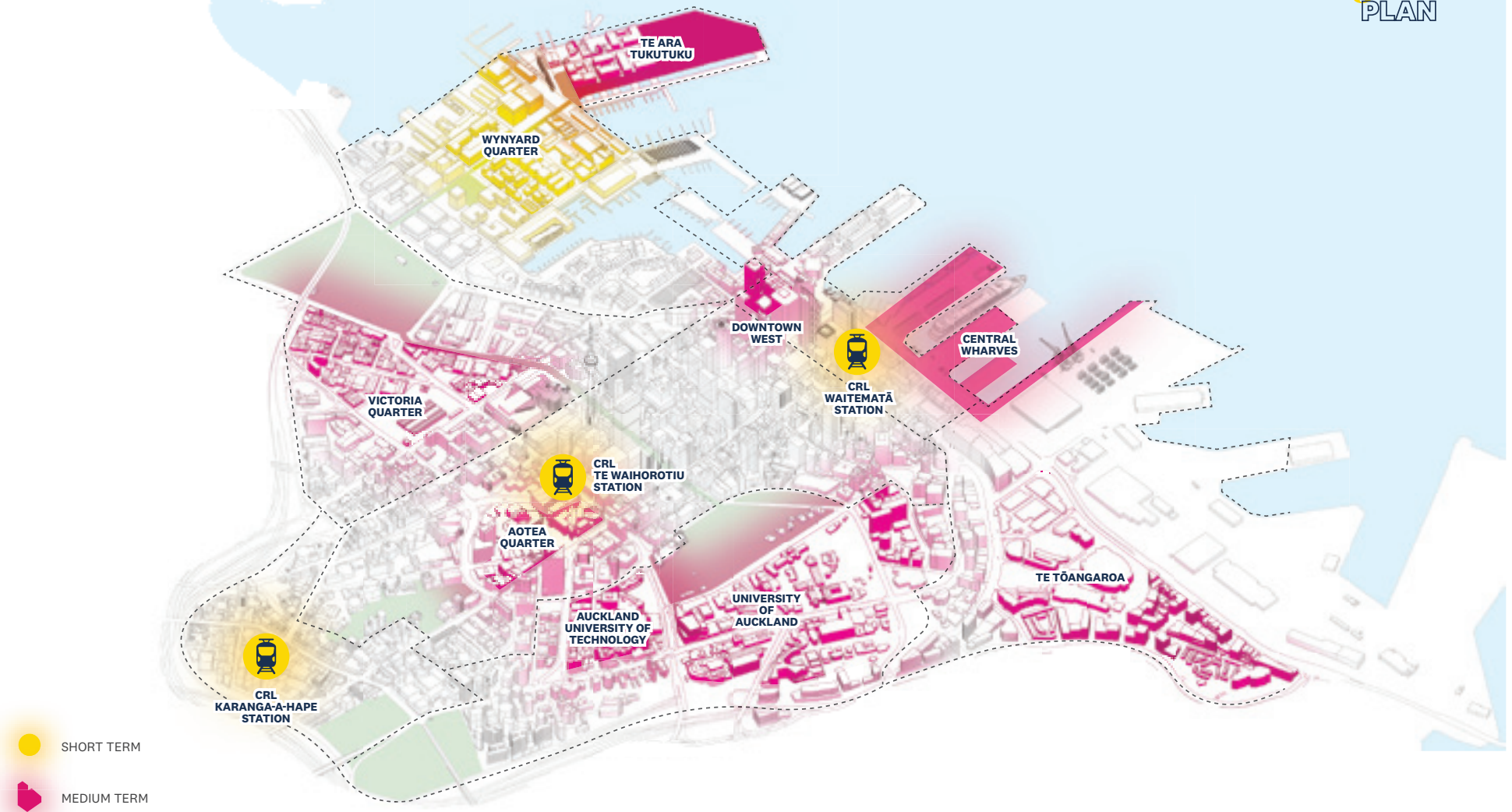
Planning in an integrated way: while we have made substantial progress, there is still work for us to do to firm up the detail of our longer-term priorities. As a living document, this plan will require revisions as projects change or are completed and the city centre is gradually transformed. Effectively 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 Queen Street Valley, notably a revitalised arts and culture precinct in Aotea Quarter,

low-emissions area, a laneway circuit; 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.

Investment and activity shaping the city centre

The map below 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.

INVESTMENT AND *activity* PLAN



(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.

Our integrated work programmes and their focus on prioritised actions are outlined in the following sections.



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.



07



City-wide programmes

Ngā hōtaka puta noa i te tāone

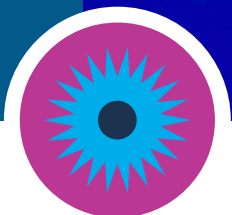
Credit: Bryan Lowe

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.



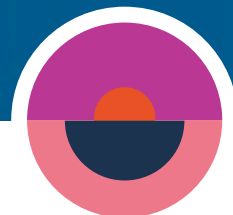
Enhance people experience



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 users 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've 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. At the time the action plan was drafted in 2023 many people

were concerned about their safety and the prevalence of crime. Stakeholders placed a high priority on making the city centre a safe place for everyone by reducing crime and anti-social behaviour. Crime data in 2024 shows a significant decrease in theft and burglary statistics. The City Centre Community Safety Plan, supported by increased funding, has demonstrated the benefits of a focused, collaborative effort. Stakeholders are working more closely than ever before to improve safety in the city centre through the implementation of the community safety plan. 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.

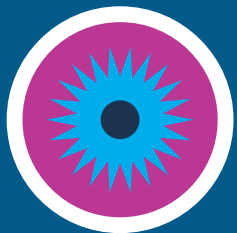
- Implement the City Centre Community Safety Plan to make the city centre a safer, more welcoming place for everyone. Action will be taken on immediate issues as well as addressing long-term problems by working in partnership.
- Design public spaces applying the principles of crime prevention through environmental design (CPTED).
- Work in partnership with the Central City Community Safety Taskforce, NZ 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.

Implementation Actions

ACTION	MASTERPLAN OUTCOME	TIMEFRAME	FUNDING STATUS	IMPLEMENTATION LEAD	PARTNERS
GETTING THE BASICS RIGHT					
1.1 Safety:					
<i>Implement the priorities of the City Centre Community Safety Plan:</i>					
<ul style="list-style-type: none"> • Together for Tāmaki Makaurau • Mental health, alcohol and drug harm prevention, and housing • Resourcing of NZ Police • Community support and outreach • Expansion of City Watch • Audit/investment in city centre lighting • Enhanced CCTV monitoring • Night-time economy 	<p>3</p> <p>Accessible and inclusive city centre</p>	ONGOING	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
1.2 Manage construction impacts:					
<i>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:</i>					
<ul style="list-style-type: none"> • Continue to support the community during construction of the Midtown programme (ref action 6.4). • Continue to improve development response best practice. • Collaborate and share information across agencies as a way of supporting the community through change in the city. 	<p>10</p> <p>Prosperous city centre</p>	ONGOING	FUNDED	Auckland Council	City Rail Link Limited, Link Alliance, Auckland Transport, Eke Panuku, Waka Kotahi NZ Transport Agency
1.3 Co-ordinated place management spaces and public realm streets:					
<i>Enhance our response to addressing the underlying challenges around operations and maintenance of public spaces</i>					
<ul style="list-style-type: none"> • Continue cross-agency weekly walkovers. • Place improvement plans: develop integrated place management plans to improve operations and maintenance. • Target certain 'hot-spot' areas for focused improvement. 	<p>5</p> <p>Public life</p>	ONGOING	FUNDED	Eke Panuku	Auckland Council, Auckland Transport, Business Associations, Residents Group
1.4 Public amenities:					
<i>Review provision of public amenities and identify opportunities to improve people's experience. Develop guidance framework and an improvement and implementation programme.</i>					
	<p>2</p> <p>Connected city centre</p>	SHORT (2025-2027)	PARTLY FUNDED	Auckland Council	

Implementation Actions

ACTION	MASTERPLAN OUTCOME	TIMEFRAME	FUNDING STATUS	IMPLEMENTATION LEAD	PARTNERS
UNDERSTANDING THE NEEDS OF OUR COMMUNITIES, NOW AND INTO THE FUTURE					
1.5 Customer insights: Maintain a repository for sharing customer insights to support a single voice throughout city centre initiatives. Assemble 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.	5 Public life	ONGOING	FUNDED	Eke Panuku	Tātaki Auckland Unlimited, Auckland Transport, Auckland Council
ENHANCING EXPERIENCE					
1.6 Activation and Placemaking: Maintain the shared calendar for programming, events and activations. Continue to support the implementation of enhanced activation and events programme over next two years.	10 Prosperous city centre	SHORT (2025-2027)	FUNDED	Eke Panuku	Auckland Council, Tātaki Auckland Unlimited
1.7 Management of our public spaces: Implement findings from Te Komititanga pilot including a curated placemaking programme for the city centre's premier civic spaces - Te Komititanga, Aotea Square, Queens Wharf. Develop an operations and management place plan for new CRL spaces, in alignment with the Civic Spaces review, including Beresford Square and outdoor dining and street trading guidelines for the Karanga-a-Hape station.	5 Public life	ONGOING	FUNDED	Eke Panuku	Auckland Council, Auckland Transport, Tātaki Auckland Unlimited and local partners, residents and stakeholders.



Increase investment and attraction

Kia nui ake te
haumitanga me te
whakamanea

Our focus

- Help support a 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.
- Support vibrancy by increasing activation, programming and events.

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.

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
2.1 Night-time economy: Use results from night-time economy research 2024 to identify a pilot area for implementation.	10 Prosperous city centre	SHORT (2025-2027)	FUNDED	Tātaki Auckland Unlimited	Eke Panuku, Auckland Transport, Auckland Council, Heart of the City or Karangahape Road Business Association, Hospitality New Zealand, businesses
2.2 Increase and align investment: Promote the city centre investment prospectus including through digital channels.	10 Prosperous city centre	SHORT (2025-2027)	FUNDED	Tātaki Auckland Unlimited	Auckland Council, Auckland Transport
2.3 Major events: Deliver major events programme within the city centre and identify leverage opportunities.	10 Prosperous city centre	SHORT (2025-2027)	PARTLY FUNDED	Tātaki Auckland Unlimited	Auckland Council, Eke Panuku
2.4 Tertiary destination of choice: Work with the universities on opportunities to improve the experience for students and position the city centre as a world-leading hub for innovation and learning.	3 Accessible and inclusive city centre	SHORT (2025-2027)	FUNDED	AUT, University of Auckland	Eke Panuku, Auckland Council, Tertiary education sector
2.5 Destination marketing: Work with others, such as business associations and participants in the Destination Partnership Programme, to ensure the co-ordination of destination marketing and place branding in the city centre.	10 Prosperous city centre	IMMEDIATE (2024-2025)	FUNDED	Tātaki Auckland Unlimited	City centre businesses, Heart of the City, Karangahape Road Business Association, Destination Partnership Programme partners
2.6 Digital twin: 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 (2024-2025)	PARTLY FUNDED	Eke Panuku	Auckland Council, Tātaki Auckland Unlimited
2.7 Support vibrancy and attractiveness through activation and programming: Increase activation and programming in key seasons and locations through: <ul style="list-style-type: none"> Attracting ticketed events and programming, particularly in shoulder season Business events attraction Improving the cruise welcome experience and updating the cruise strategy Expanding activation and programming in civic spaces and supporting others to activate in the city centre. 	10 Prosperous city centre	IMMEDIATE (2024-2025)	FUNDED	Auckland Council, Eke Panuku, Tātaki Auckland Unlimited	Heart of the City, Karangahape Road Business Association



Support communities

Tautokona ngā hapori



Our focus

- Encourage growth in the number of city centre residents.
- Encourage the provision of more facilities for city centre 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, cultural diversity, economic benefits and immense value to our city centre. Living in the city centre offers multiple benefits including a more sustainable and connected lifestyle.

Initiatives in this programme will aim to foster a greater sense of connection and belonging, one of the hallmarks of a flourishing city centre community. We will do this in a way that acknowledges the distinct ethnic and age characteristics of the city centre population.

What we have heard

Residents enjoy living in the city centre due to the multiple benefits it offers – its diversity and vibrancy, its easy access to amenities, and the unique offer it creates for people to live, work, study and play here. There are growing opportunities for city centre residents to connect with

one another and become a part of their neighbourhood. Residents appreciate that city centre lifestyles offer a more sustainable option with many not owning a car and walking/cycling being their main mode of daily transport.

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.¹⁰ 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 value 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:

- Improve regulatory process and identify opportunities for conversion of office buildings to residential uses.
- Explore all our levers and tools to increase the residential population.
- Continue to advocate for a city centre primary school and work with the Ministry of Education.
- Continue to support community spaces, including the Ellen Melville Centre, Central City Library and our green network.
- 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.

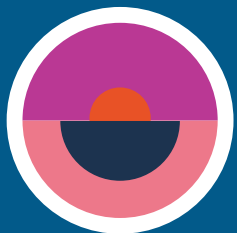
¹⁰City Centre Residents Survey (2023).

Implementation Actions

ACTION	MASTERPLAN OUTCOME	TIMEFRAME	FUNDING STATUS	IMPLEMENTATION LEAD	PARTNERS
GROW THE RESIDENTIAL POPULATION					
3.1 Conversions from commercial to residential use: Identify options to improve regulatory process and streamline consenting approach for conversions from commercial to residential. Using market insights from city centre identify opportunities in residential growth and development strategy (refer action 3.2 and 8.5).	6 Residential city centre neighbourhoods	SHORT (2025-2027)	FUNDED	Auckland Council	Ministry Business Innovation & Employment, Eke Panuku, private developers
3.2 Residential growth strategy: Plan for future residential growth focusing on key levers and tools informed by residential baseline study (2023), conversions work (3.1) (refer action 8.5). Ensure infrastructure is upgraded to support future residential growth. Provide residential perspectives into precinct planning (refer action 9.1-9.6). Monitor trends and capacity within city centre for residential apartments.	6 Residential city centre neighbourhoods	ONGOING	FUNDED	Eke Panuku	Auckland Council, Kāinga Ora, Property Council, Private Sector Partners
3.3 Plan Change 78 Intensification: Complete the hearings for Plan Change 78 City Centre Intensification under the Auckland Unitary Plan (operative in part).	6 Residential city centre neighbourhoods	IMMEDIATE (2024-2025)	FUNDED	Auckland Council	
3.4 Strengthen residents voice in city centre: Support strengthening the residents voice to achieve equitable outcomes through a business case approach. Ensure residential perspectives are considered through decision-making. Work with partners to put in place a body corporate register to enhance communication with city centre residents.	6 Residential city centre neighbourhoods	IMMEDIATE (2024-2025)	FUNDED	Eke Panuku	Auckland Council, City Centre Residents Group, Body Corporate Chairs Group
3.5 Marketing benefits of city centre as a place to live: Undertake economic analysis of the value of city centre living. Promote city centre as place to live through all channels and opportunities and communicate positive stories of city centre lifestyles within city centre place branding.	6 Residential city centre neighbourhoods	IMMEDIATE (2024-2025)	FUNDED	Eke Panuku	Auckland Council, Tātaki Auckland Unlimited, Business Associations, Real Estate sector, Britomart Group
3.6 City centre primary school: Continue to advocate for the establishment of a city centre primary school.	6 Residential city centre neighbourhoods	MEDIUM (2028-2034)	PARTLY FUNDED	Ministry of Education	Eke Panuku, Auckland Council, Auckland Transport, Kāinga Ora
3.7 Play: Review Waitematā LB Play Network gap analysis (2019) and prepare an updated audit of play in the city centre. Identify opportunities to create fun experiences throughout the city centre for children and adults. Explore ways to improve accessibility through use of all the senses - feed into action 3.2.	6 Residential city centre neighbourhoods	SHORT (2024-2025)	FUNDED	Auckland Council	Eke Panuku, Auckland Transport, private developers

Implementation Actions

ACTION	MASTERPLAN OUTCOME	TIMEFRAME	FUNDING STATUS	IMPLEMENTATION LEAD	PARTNERS
3.8 Student accommodation: Work with the two universities to identify development opportunities to support their requirement for increased student accommodation in the city centre.	6 Residential city centre neighbourhoods	SHORT (2024-2025)	FUNDED	University of Auckland, AUT	Private developers
SUPPORT OUR RESIDENTIAL COMMUNITY					
3.9 Community spaces: 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 community-based programmes and utilise a placemaking approach in the design and delivery of new spaces to ensure connection to and with local peoples. Feed into Action 3.23	3 Accessible and inclusive city centre	ONGOING	FUNDED	Auckland Council	Eke Panuku, Auckland Transport, City Centre Residents Group, City Centre Network
3.10 Resident survey: Undertake the city centre residents survey on a three-yearly basis. Implement residential insights on an annual basis. Ensure delivery and action on findings and feedback.	6 Residential city centre neighbourhoods	ONGOING	FUNDED	Auckland Council	N/A
3.11 Homelessness: Progress Housing First approach and other housing options to address homelessness and wrap-around services to support vulnerable, high-needs people. Increased staffing for the Community Safety Team (City Watch), to expand coverage and reach of patrols, increase assertive outreach and expansion of City Mission Street Guardians programme to offer an alternative to begging.	3 Accessible and inclusive city centre	ONGOING	FUNDED	Ministry of Housing and Urban Development, Ministry of Social Development, Kāinga Ora Homes & Communities	Auckland Council, Auckland City Mission Home Ground, Lifewise, Outreach providers, Ministry of Social Development, , mana whenua, The Front Door, Māori wardens. Allied support provided by Community Groups Feeding the Homeless Inc, Community groups & faith-based groups, Orange Sky, Common
3.12 Quality of Life: Examine options for improving quality of life for residents including ways to manage noise in mixed-use precincts as well as air quality improvements.	6 Residential city centre neighbourhoods	SHORT (2025-2027)	PARTLY FUNDED	Auckland Council	Auckland Transport, Eke Panuku, Residents Groups
3.13 Placemaking: Implement placemaking and community-based programmes within the different areas of the city. Provide input to neighbourhood planning using a placemaking approach.	6 Residential city centre neighbourhoods	ONGOING	FUNDED	Community	Auckland Council, Eke Panuku, AT, CCRG, City Centre Community Network



Strengthen climate response

Whakapakarihia 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.¹¹
- 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.

¹¹Blue-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
4.1 Blue-green network solutions:					
<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.</p> <ul style="list-style-type: none">Develop and finalise an implementation plan for urban ngāhere in the city centre building on the completed greening component of the City Centre Public Realm Design Manual.Develop and adopt Structural Tree Pit design guidance.Undertake a feasibility study to inform planting opportunities.	<div>4</div> <p>Green city centre</p>	<div>SHORT</div> <p>(2025-2027)</p>	<div>PARTLY FUNDED</div>	Auckland Council	Auckland Transport, Eke Panuku, mana whenua, private sector
4.2 Urban ngāhere / green network:					
<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> <ul style="list-style-type: none">Develop and finalise an implementation plan for urban ngāhere in the city centre building on the completed greening component of the City Centre Public Realm Design Manual.Develop and adopt Structural Tree Pit design guidance.Undertake a feasibility study to inform planting opportunities.	<div>4</div> <p>Green city centre</p>	<div>ONGOING</div>	<div>PARTLY FUNDED</div>	Auckland Council	Auckland Transport, Eke Panuku, mana whenua, private sector
4.3 Healthy waters:					
<p>Complete Midtown wastewater infrastructure upgrades to improve water quality in Waitematā Harbour.</p>	<div>9</div> <p>Sustainable city centre</p>	<div>SHORT</div> <p>(2025-2027)</p>	<div>FUNDED</div>	Watercare	Auckland Council, Mana whenua
4.4 Healthy waters:					
<p>Complete Eastern Isthmus programmes to improve water quality in Waitematā Harbour.</p>	<div>9</div> <p>Sustainable city centre</p>	<div>MEDIUM</div> <p>(2028-2034)</p>	<div>FUNDED</div>	Auckland Council, Watercare	Mana whenua
4.5. Climate resilience:					
<p>Progress changes to Unitary Plan related to climate resilience of the city centre including deep soil standard and green scoring criteria, stormwater/flood risk etc.</p>	<div>9</div> <p>Sustainable city centre</p>	<div>SHORT</div> <p>(2025-2027)</p>	<div>FUNDED</div>	Auckland Council	Mana whenua
4.6. Transport:					
<p>Introduce battery charging infrastructure to enable the transition to a zero-emissions bus and ferry fleet.</p> <p>Progressively replace end of life fleet with low emissions equivalents to reduce emissions and improve air quality.</p>	<div>9</div> <p>Sustainable city centre</p>	<div>SHORT</div> <p>(2025-2027)</p>	<div>PARTLY FUNDED</div>	Auckland Council	PT providers, Eke Panuku, Ports of Auckland, Tātaki Auckland Unlimited, Mana Whenua, Auckland Council
4.7 Zero emissions area:					
<p>Investigate and confirm the requirements and steps needed to implement the Waihorotiu Zero Emissions Area (ZEA).</p> <p>Develop an integrated transport plan for the city centre that will deliver the Access for Everyone programme and contribute to the achievement of the Waihorotiu Zero Emissions Area (ZEA). And help deliver a reduction in emissions in the city centre.</p>	<div>4</div> <p>Green city centre</p>	<div>SHORT</div> <p>(2025-2027)</p>	<div>PARTLY FUNDED</div>	Auckland Transport	Eke Panuku, Auckland Council
4.8 Sustainability standards:					
<p>Continue to implement sustainability standards for city centre public realm, building and infrastructure projects, including use of Homestar and Green Star building rating tools, public realm standards and sustainable procurement standards.</p>	<div>7</div> <p>Quality built form</p>	<div>ONGOING</div>	<div>FUNDED</div>	Auckland Council	Auckland Transport, Eke Panuku, Watercare, Tātaki Auckland Unlimited, Green Building Council, Property Council
4.9 Waste:					
<p>Implement actions for city centre waste services to enable reduced waste to landfill and ensure appropriate provision for waste services as identified in the Waste Management and Minimisation Plan 2024.</p>	<div>9</div> <p>Sustainable city centre</p>	<div>SHORT</div> <p>(2025-2027)</p>	<div>PARTLY FUNDED</div>	Auckland 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. 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).¹²

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.

¹² 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.
- Look for opportunities created through iwi-led developments such as Te Tōangaroa.
- 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 relationships 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
5.1 Partnership: Strengthen our Treaty relationship with mana whenua by building trust and developing early, meaningful partnerships: <ul style="list-style-type: none"> Governance opportunities on programmes Regular meetings with mana whenua to provide updates Provide opportunities for input at programme and project levels. 	1 Tāmaki Makaurau - Our place in the world	ONGOING	FUNDED	Auckland Council group (Auckland Council, Eke Panuku, Tātaki Auckland Unlimited, Auckland Transport)	Mana whenua
5.2 Mana whenua outcomes: Prepare a plan to advance mana whenua outcomes that applies the five pou to the city centre: <ul style="list-style-type: none"> Kia ora Te Hononga – Effective Māori participation; Kia ora Te Taiao – Kaitiakitanga; Kia Haangai te Kaunihera – An empowered organisation; Kia ora te Ahurea – Māori identity and culture; and Kia ora Te Umanga – Māori business, tourism and employment. 	1 Tāmaki Makaurau - Our place in the world	ONGOING	FUNDED	Eke Panuku	Mana whenua, Auckland Council, Tātaki Auckland Unlimited, Auckland Transport
5.3 Cultural facilities: In partnership with mana whenua through central wharves masterplanning review opportunities for Papa Kōkiri, a flexible mana whenua facility.	1 Tāmaki Makaurau - Our place in the world	SHORT (2025-2027)	PARTLY FUNDED	Eke Panuku	Mana whenua, Tātaki Auckland Unlimited
5.4 Sustainable procurement: Identify employment and skills opportunities in city centre projects to offer Māori businesses and professionals.	10 Prosperous city centre	ONGOING	FUNDED	Auckland Council	Eke Panuku, Auckland Transport, Tātaki Auckland Unlimited
5.5 Partnering and development: Opportunities with iwi for example, Te Tōangaroa refer Action 10.6.	7 Quality built form	ONGOING	FUNDED	Eke Panuku	Iwi commercial partner

08



Credit: Ngāti Whātua Ōrākei Whai Rawa

Place-based programmes

Ngā hōtaka ā-wāhi whāiti

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 Karanga a Hape 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 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.

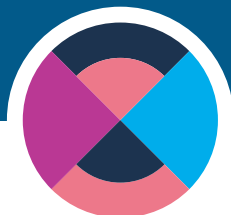
In addition to the major transformational programmes associated with the City Rail Link and Wynyard Quarter, we have some additional and equally exciting projects planned for the next four years that we will continue to deliver. These are shown in the following maps. These maps show the projects that we are aiming to deliver, or begin delivering, between now and 2027.¹³ 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 funding

allocations through the LTP and RLTP, and in some cases are dependent on adjacent private development occurring.

¹³ 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









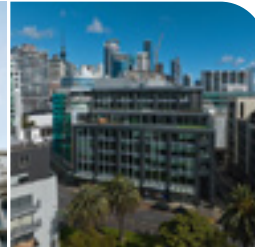
Deliver integrated
transport networks



Facilitate regeneration of
city centre precincts



Precinct neighbourhoods overview

							
	Queen St Valley The heart of the city centre lies in the valley where the Waihorotiu stream once flowed down to meet Te Waitematā. A rich mix of buildings, streets, laneways and public spaces prioritise this place for people. It is the greatest economic centre in Aotearoa New Zealand.	Central Waterfront Where the central city reaches out to touch Te Waitematā, our 'front door' welcomes visitors arriving by sea. High quality buildings and public spaces, support retail, hospitality, and events for local and international visitors alike.	West Waterfront Te Waitematā is where Tāmaki Makaurau began, supporting people living and trading at the harbour edge for hundreds of years. Highly valued by the many iwi within the region, Tāmaki Makaurau has been the focus of transport networks, commerce and industry as the city expanded around it.	West Stitch Home to Aotearoa's densest residential neighbourhood and a thriving media and telecom industry, the area is characterised by tall apartment buildings and big streets and blocks. The west facing slopes extend down to Victoria Park, where the kaimoana rich bay known as Waiatarau once was.	Karangahape Surrounding the iconic K' Road with its lively and eclectic offerings of restaurants, bars, clubs and shops, this area extends along the Karanga-a-hape ridgeline, named after legendary navigator Hape. Rich in cultural history, heritage architecture and modern street art tickles the senses.	Learning Quarter Home to the University of Auckland and AUT, campus life is woven into the fabric of the city. High-tech campus buildings complement notable heritage architecture and historic Albert Park to characterise and area that area extends from the Symonds Street ridge into Grafton Gully, where remnants of the Waipaparuru stream still flow.	East City Once part of the Waitematā Harbour, now reclaimed, it has historical significance as a place of arrival and early trade. It continues today as the eastern gateway to the city centre, the home of the Ports of Auckland and to the emerging tangata whenua precinct Te Tōangaroa.
INTEGRATE CITY RAIL LINK	TE WAIHOROTIU STATION	WAITEMATĀ STATION			KARANGA A HAPE STATION		
CITY SHAPING INFRASTRUCTURE PROJECT	AOTEA QUARTER MASTERPLANNING	WHARVES MASTERPLANNING DOWNTOWN WEST BUS IMPROVEMENTS	TE ARA TUKUTUKU				TE TŌANGAROA
FOSTER DEVELOPMENT PARTNERSHIPS	TE WAIHOROTIU STATION OVER-SITE DEVELOPMENT	DOWNTOWN WEST DEVELOPMENT	NORTH WHARF DEVELOPMENT		KARANGA A HAPE STATION OVER-SITE DEVELOPMENT		
PUBLIC INVESTMENT PIPELINE	\$200M	\$90M	\$270M	\$110M	\$30M	\$35M	\$45M
PRIVATE INVESTMENT PIPELINE	\$2.95B	\$500M	\$1.8B	\$450M	\$160M	\$100M	\$50M

Waihorotiu / Queen Street Valley and Central Waterfront Area Planned projects 2025 - 2027

KEY

PUBLIC REALM

STREETS

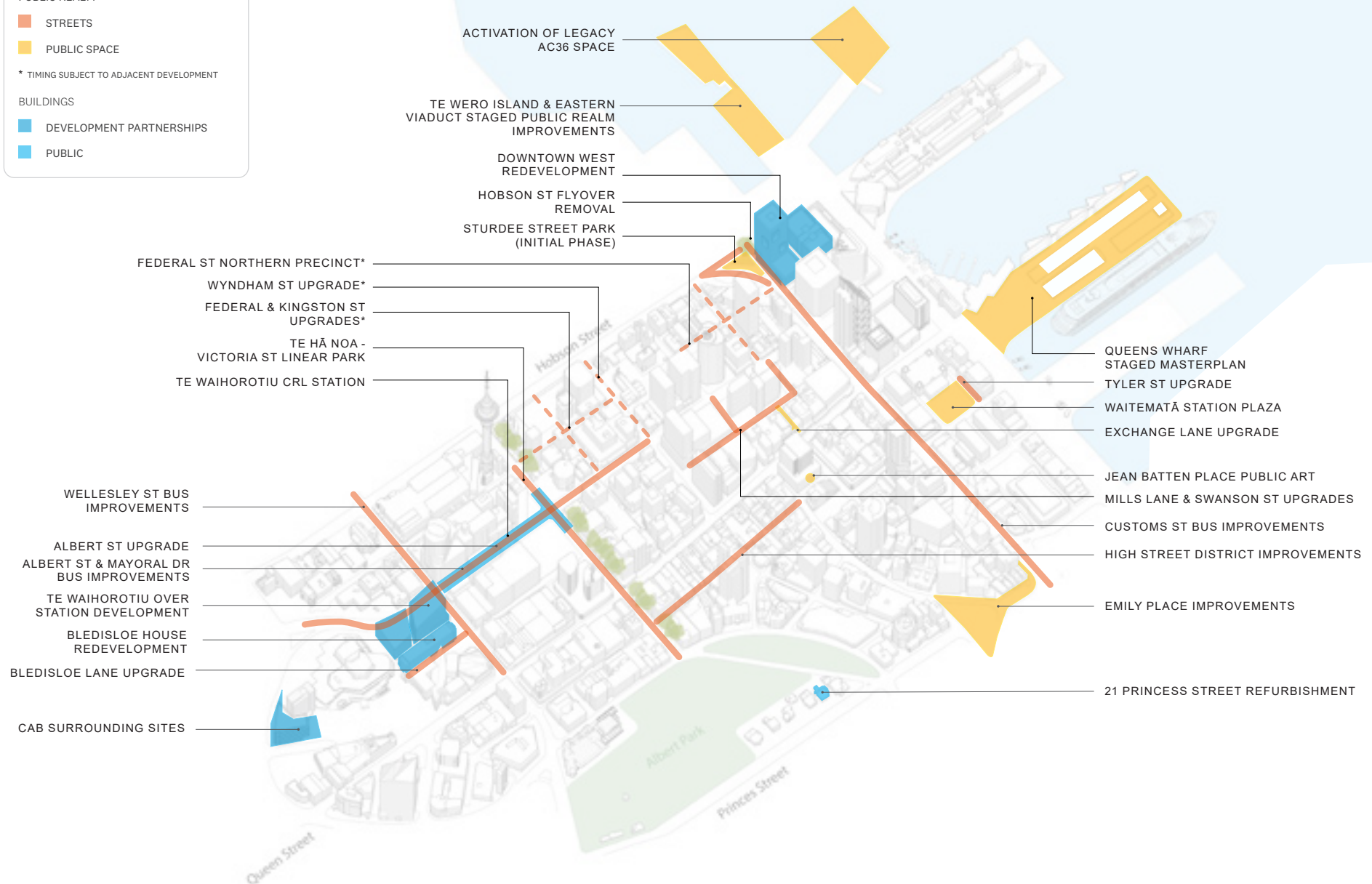
PUBLIC SPACE

* TIMING SUBJECT TO ADJACENT DEVELOPMENT

BUILDINGS

DEVELOPMENT PARTNERSHIPS

PUBLIC



West Waterfront Area Planned projects 2025 - 2027

KEY

PUBLIC REALM

STREETS

PUBLIC SPACE

BUILDINGS

DEVELOPMENT PARTNERSHIPS

PUBLIC

SITE 6 NEW PUBLIC REALM LANEWAY

WYNYARD CENTRAL PUBLIC ART

TE ARA TUKUTUKU PUBLIC
REALM EARLY WORKS

WYNYARD WHARF EDGE SAFETY
IMPROVEMENTS

ACTIVATION OF LEGACY AC36
SPACES

NORTH WHARF REDEVELOPMENT

HALSEY WHARF EDGE SAFETY
IMPROVEMENTS

KARANGA PLAZA SWIMMING
IMPROVEMENTS

MARKET SQUARE UPGRADE



Wider City Centre Planned projects 2025 - 2027

KEY

PUBLIC REALM

STREETS

PUBLIC SPACE

BUILDINGS

DEVELOPMENT PARTNERSHIPS

PUBLIC

FANSHAWE ST, CUSTOMS ST AND
BEACH RD BUS IMPROVEMENTS

WELLESLEY ST
BUS IMPROVEMENTS

HOBSON ST UPGRADE -
VICTORIA ST TO WELLESLEY ST
(ALONGSIDE THE NZICC)

NELSON ST SLIP-LANE UPGRADE

VINCENT STREET BUS & CYCLE
UPGRADES

PITT ST & BERESFORD SQ
MULTI-MODAL IMPROVEMENTS

BERESFORD SQ PUBLIC
SPACE REINSTATEMENT

MERCURY LANE
PEDESTRIAN MALL

KARANGA-A-HAPE
CRL STATION

CANADA ST, EAST ST, CROSS ST,
BERESFORD SQ AND MERCURY LN
MULTI-MODAL IMPROVEMENTS

REFER TO THE WEST
WATERFRONT MAP FOR
PROJECTS IN THIS AREA

REFER TO THE WAIHOROTIU /
QUEEN STREET VALLEY &
CENTRAL WATERFRONT MAP
FOR PROJECTS IN THIS AREA

THE STRAND
IMPROVEMENTS





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

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



Our focus

- Manage construction work and regeneration programmes 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 construction and opening of the City Rail Link.
- Provide safe, suitable access to station for pedestrians and good connections with other transport priorities.

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; and, 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. High levels of construction fatigue and frustration with costly delays were also expressed. 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 neighbourhoods during construction work.
- Improve signage, wayfinding, accessibility and the safety of pedestrians and road users during 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
WAIHOROTIU STATION NEIGHBOURHOOD AND PUBLIC TRANSPORT IMPROVEMENTS					
6.1 Green link: Complete Te Hā Noa on Victoria Street between Elliott Street and Kitchener Street (stage 1).	2 Connected city centre	IMMEDIATE (2024-2025)	FUNDED	Auckland Council	Auckland Transport
6.2 Bus Improvements: Complete the Wellesley Street bus improvements (stage 1) to improve public transport connection to the city centre in conjunction with the opening of CRL.	2 Connected city centre	IMMEDIATE (2024-2025)	FUNDED	Auckland Transport	Auckland Council
6.3 Waihorotiu overstation development: Progress the development agreements and construction of the Symphony Centre and Bledisloe House redevelopment through the partnership with Malaysian Resources Corporation Berhad (MRCB) to realise the benefits of transit-oriented development in the area.	10 Prosperous city centre	SHORT (2025-2027)	FUNDED	Eke Panuku	MRCB, Auckland Council, Auckland Transport
6.4 Midtown business support: Continue to support businesses through changes associated with the Midtown programme through a comprehensive development response approach. This includes: <ul style="list-style-type: none"> Joined up, clear and timely communications to keep impacted communities informed On-street relationships to inform good project decision-making with customer needs in mind Small Business Support Programme and Open for Business promotion Targeted activations to attract visitation and create opportunities for small businesses Ensuring sites are safe, accessible, inviting and attractive. 	10 Prosperous city centre	SHORT (2025-2027)	PARTLY FUNDED	Auckland Council	Link Alliance, Heart of the City
KARANGA-A-HAPE STATION NEIGHBOURHOOD AND BUS IMPROVEMENTS					
6.5 Bus improvements: 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
6.6 Public space: 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	IMMEDIATE (2024-2025)	FUNDED	Auckland Transport	Auckland Council, Eke Panuku

Implementation Actions

ACTION	MASTERPLAN OUTCOME	TIMEFRAME	FUNDING STATUS	IMPLEMENTATION LEAD	PARTNERS
6.7 Walking and cycling improvements: 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	IMMEDIATE (2024-2025)	FUNDED	Auckland Transport	Auckland Council
6.8 Transit-oriented development: 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
SUPPORT THE COMMUNITY THROUGH CHANGE					
6.9 Communicate change: 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.	3 Accessible and inclusive city centre	IMMEDIATE (2024-2025)	FUNDED	Auckland Transport	Eke Panuku, Auckland Council
6.10 Addressing operational needs: Effectively manage the transition of the transport network in the lead up to the opening of City Rail Link (CRL) with a focus on addressing the operational needs of city centre businesses, communities, and residents, and improving servicing, loading, and network operations. Prioritise identifying and implementing 'quick win' opportunities that can be implemented through a short-term tactical plan. This approach should be aligned with long-term planning as detailed in Action 9.4.	3 Accessible and inclusive city centre	IMMEDIATE (2024-2025)	FUNDED	Auckland Transport	Auckland Council
6.11 Improve navigation: 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 9.13).	3 Accessible and inclusive city centre	IMMEDIATE (2024-2025)	FUNDED	Auckland Transport	Eke Panuku, Auckland Council
6.12 Improved user experience: 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.	5 Public life	SHORT (2025-2027)	PARTLY FUNDED	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 pipeline of city shaping development projects in the city centre
- Provide input into North West Rapid Transit.

Why this matters

City shaping development projects will transform significant parts of the city centre and have a major impact on the city centre, including helping to achieve elements of the masterplan. Our pipeline includes regeneration of Te Ara Tukutuku, Downtown West precinct, Te Tōangaroa and the Central Wharves. Following completion of the port precinct framework, the first stage is to develop a central wharves masterplan which will include Queens Wharf, Captain Cook and Marsden wharf being released from port operations. This work will implement the harbour edge stitch to reconnect the city with the Waitematā Harbour and water's edge.

Central government with Auckland Transport are progressing North West Rapid Transit options to create a faster, easier PT link from the west to the city centre. We will advocate for inclusion of masterplan outcomes in these considerations.

Implementation Actions

ACTION	MASTERPLAN OUTCOME	TIMEFRAME	FUNDING STATUS	IMPLEMENTATION LEAD	PARTNERS
FUTURE PIPELINE CITY SHAPING DEVELOPMENT PROJECTS					
7.1 Future investment pipeline: Set ourselves up for future success and ensure we are investing in the right projects at the right time. The following projects will have a significant impact: <ul style="list-style-type: none"> Central wharves masterplan Te Ara Tukutuku regeneration Te Tōangaroa Downtown West precinct 	10 Prosperous city centre	SHORT (2025-2027)	FUNDED	Eke Panuku	Auckland Council, Ports of Auckland Limited, Auckland Transport, Tātaki Auckland Unlimited
NORTH WEST RAPID TRANSIT AND WAITEMATĀ HARBOUR CONNECTION					
7.2 Rapid transport: Influence and work to ensure the integration of place-based outcomes including the North West Rapid Transit project.	2 Connected city centre	SHORT (2025-2027)	FUNDED	Waka Kotahi NZ Transport Agency Auckland Transport	Eke Panuku, Auckland Council
AUCKLAND LIGHT RAIL AND WAITEMATĀ HARBOUR CONNECTION					
7.3 Waitematā Harbour connections: 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 Kotahi NZ Transport Agency	Eke Panuku, Auckland Transport, Auckland Council



Foster city centre development partnerships

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



Our focus

- Foster strategic partnerships with developers through our development strategy to support revitalisation of the city centre.
- Facilitate construction of the Symphony Centre development over Te Waihoritū 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 Madden (Willis Bond), 136 Fanshawe Street. Strong public sector commitment and investment in the CRL and surrounding precincts has instilled confidence in the private sector to continue to invest in the city centre. Notable proposed developments include the Symphony Centre over Te Waihoritū station, the refurbishment of Bledisloe House, and significant projects along Albert Street. These include a premium office and commercial development at 50 Albert Street by Mansons, a hotel and lifestyle

development at 51 Albert Street by 94 Feet, a new student accommodation project by Precinct Properties at 260 Queen Street, and a revitalised mixed-use precinct with retail and commercial spaces by Stonewood Group at 280 Queen Street. 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. Example of partnerships with the private sector include the Symphony Centre, a development over Te Waihoritū Station and the redevelopment of the Downtown Carpark in partnership with Precinct Properties. We are also looking to optimise development opportunities in the Karangahape Road area.

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. Demand for office space and how offices are used has changed since the pandemic. 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
DELIVER ON CURRENT OPPORTUNITIES					
8.1 Downtown redevelopment: Monitor the development agreement and continue to work with developer to integrate place and transport outcomes to ensure the project is well coordinated, minimising costs and disruption impacts.	 Prosperous city centre	 (2025-2027)		Eke Panuku	Auckland Transport, Auckland Council, Precinct Properties, Ngāti Whātua Ōrakei
8.2 Symphony Centre and Bledisloe House: (refer Action 6.3): Progress and monitor the Waihorotiu over-station development agreements through construction of the Symphony Centre, redevelopment of Bledisloe House and Bledisloe Lane. Ensure integration with the revitalisation of the Aotea Quarter, in partnership with the private developer.	 Prosperous city centre	 (2025-2027)		Eke Panuku	Malaysian Resources Corporation Berhad, Auckland Council, Auckland Transport
8.3 North Wharf: Finalise and then monitor the development agreement for North Wharf and continue to work with the development partner on the design outcomes and integration into the surrounding area.	 Prosperous city centre	 (2028-2034)		Eke Panuku	
8.4 Karanga-a-Hape station: (refer Action 6.8): Confirm development partners for the opportunity to redevelop Karanga-a-Hape sites.	 Residential city centre neighbourhoods	 (2025-2027)		Eke Panuku	CRLL, Kāinga Ora – Homes and Communities
PLANNING FOR THE FUTURE					
8.5 City centre development strategy: Complete a development strategy to identify future strategic land opportunities in the city centre for urban renewal. Establish a development overview for the city centre using inputs from the property sector and consent information.	 Quality built form			Eke Panuku	Tātaki Auckland Unlimited, Auckland Council, Auckland Transport, Kāinga Ora – Homes and Communities, NZ Super Fund, commercial property firms, Property Council
8.6 Aotea Quarter: Confirm development opportunities in the Aotea Arts Quarter as part of the revitalisation programme within the Waihorotiu Queen Street precinct.	 Quality built form	 (2025-2027)		Eke Panuku, Tātaki Auckland Unlimited	Auckland Council, Auckland Transport



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 ensure that it is responding 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
IMPROVE ACCESS, CAPACITY AND CHOICE					
9.1 Bus improvements (planning): Complete the current design options for the city centre bus plan to support implementation (ref action 9.4 below) of enhanced city centre bus operations to improve access and experience.	2 Connected city centre	IMMEDIATE (2024-2025)	FUNDED	Auckland Transport	Waka Kotahi NZ Transport Agency, Auckland Council, Eke Panuku
9.2 Bus improvements (implementing): Implement improvements to the bus network and bus layover facilities in the city centre. This includes: <ul style="list-style-type: none"> Wellesley Street: Stages 1-3 (Ref action 6.2) to complement Te Hā Noa Customs Street: improvements to align with the Downtown Carpark redevelopment (ref action 8.1). Pitt Street (ref action 6.5)/ Vincent Street/ Albert Street Symonds Street: University block (Wellesley Street-Alfred Street. 	2 Connected city centre	SHORT - MEDIUM (2024-2034)	PARTLY FUNDED	Auckland Transport	Waka Kotahi NZ Transport Agency, universities, Eke Panuku
9.3 Quality footpaths and shared spaces: Review renewals programme for footpaths and shared spaces within the city centre and revise levels of service to ensure that the quality of footpaths is not detrimentally impacting people's experience in the city centre.	2 Connected city centre	ONGOING	PARTLY FUNDED	Auckland Transport	Auckland Council
9.4 Public transport experience: Improve the experience for customers in and around city centre by providing clear and reliable information about schedules and changes.	2 Connected city centre	ONGOING	FUNDED	Auckland Transport	Waka Kotahi NZ Transport Agency
9.5 Access for Everyone: Complete the A4E programme business case, with a focus on enabling implementation of: <ul style="list-style-type: none"> Short term, lower-cost initiatives and opportunities to improve accessibility around the city centre. Low traffic neighbourhoods through the creation of access zones in the medium term. 	2 Connected city centre	SHORT - MEDIUM (2025-2034)	PARTLY FUNDED	Auckland Transport	Auckland Council, Waka Kotahi NZ Transport Agency
IMPROVE HOW WE USE OUR LIMITED SPACE					
9.6 Managing carparking and kerbs: 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. Implement trials to increase effectiveness of CCTV to deliver higher turnover and utility.	2 Connected city centre	SHORT (2025-2027)	FUNDED	Auckland Transport	Waka Kotahi NZ Transport Agency, Auckland Council, Eke Panuku, residents groups, business associations
9.7 Aotea Quarter pick up and drop off: 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.	3 Accessible and inclusive city centre	IMMEDIATE (2024-2025)	PARTLY FUNDED	Auckland Transport	Auckland Council

Implementation Actions

ACTION	MASTERPLAN OUTCOME	TIMEFRAME	FUNDING STATUS	IMPLEMENTATION LEAD	PARTNERS
NETWORK MANAGEMENT					
9.8 Low traffic core: 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.	2 Connected city centre	ONGOING	PARTLY FUNDED	Auckland Transport	Auckland Council
9.9 Central waterfront and port changes: Plan for the future needs of ferries and cruise ships at the downtown wharves area as part of central wharves masterplanning.	2 Connected city centre	SHORT (2025-2027)	PARTLY FUNDED	Eke Panuku	Auckland Transport, Ports of Auckland Ltd
SUPPORT BEHAVIOUR CHANGE					
9.10 City centre mode shift: 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).	3 Accessible and inclusive city centre	ONGOING	FUNDED	Auckland Transport	N/A
9.11 Time of Use Charging: 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.	2 Connected city centre	MEDIUM (2028-2034)	PARTLY FUNDED (investigation work)	Auckland Transport	Waka Kotahi NZ Transport Agency
9.12 Grow public transport patronage: Support the region-wide programme to restore confidence in public transport through understanding and prioritising customer needs and expectations, to grow public transport patronage.	2 Connected city centre	SHORT (2025-2027)	FUNDED	Auckland Transport	Waka Kotahi NZ Transport Agency
EASY TO GET AROUND					
9.13 Wayfinding: Complete wayfinding strategy and begin implementation of improvements in city centre.	2 Connected city centre	SHORT (2025-2027)	PARTLY FUNDED	Auckland Transport	Auckland Council, Eke Panuku, Tataki Auckland Unlimited
9.14 Temporary traffic management: Through City Centre Network Operations (CCNO) improve temporary traffic management practices in the city centre resulting in better coordination, reduced disruption to neighbourhoods, more efficient installations and enhanced ability to move around the city centre. Facilitate adherence to new guidelines, when released.	3 Accessible and inclusive city centre	SHORT (2025-2027)	FUNDED	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



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 Waterfront 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 its unique potential, 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 Downtown West 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 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. There will be a zero emission area, a laneway circuit designed for people, and a revitalised Aotea arts and culture precinct. Along with the Karangahape Road area and the central waterfront, it is fundamental to rejuvenating the city centre. 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.

City Centre Precincts

COMPLETE TE ARA TUKUTUKU PUBLIC REALM DESIGN TO ENABLE IMPLEMENTATION TO START IN FINANCIAL YEAR 2026.

COMPLETE PRELIMINARY PLANNING FOR VICTORIA QUARTER AND IDENTIFY INTERVENTIONS FOR IMPLEMENTATION FROM FINANCIAL YEAR 2027

**WEST WATERFRONT
TE TAKUTAI I TE URU**

**WEST STITCH
TE KŌTUI I TE URU**

**WAIHOROTIU
QUEEN STREET VALLEY**

REVISE KARANGA-A-HAPE FRAMEWORK FOLLOWING OPENING OF THE STATION TO GUIDE FUTURE IMPLEMENTATION PLANS.

**KARANGAHAPE
KARANGA-A-HAPE**

**LEARNING QUARTER
TE WĀHANGA AKORANGA**

REVISE LEARNING QUARTER PLAN TO BRING IT UP TO DATE WITH LATEST PLANS FROM THE UNIVERSITIES AND ENSURE AN INTEGRATED APPROACH TO DEVELOPMENT WITHIN THE PRECINCT THROUGH DEVELOPMENT OF A PLACE FRAMEWORK/PRECINCT PLAN TO INFORM FUTURE IMPLEMENTATION PLANS.

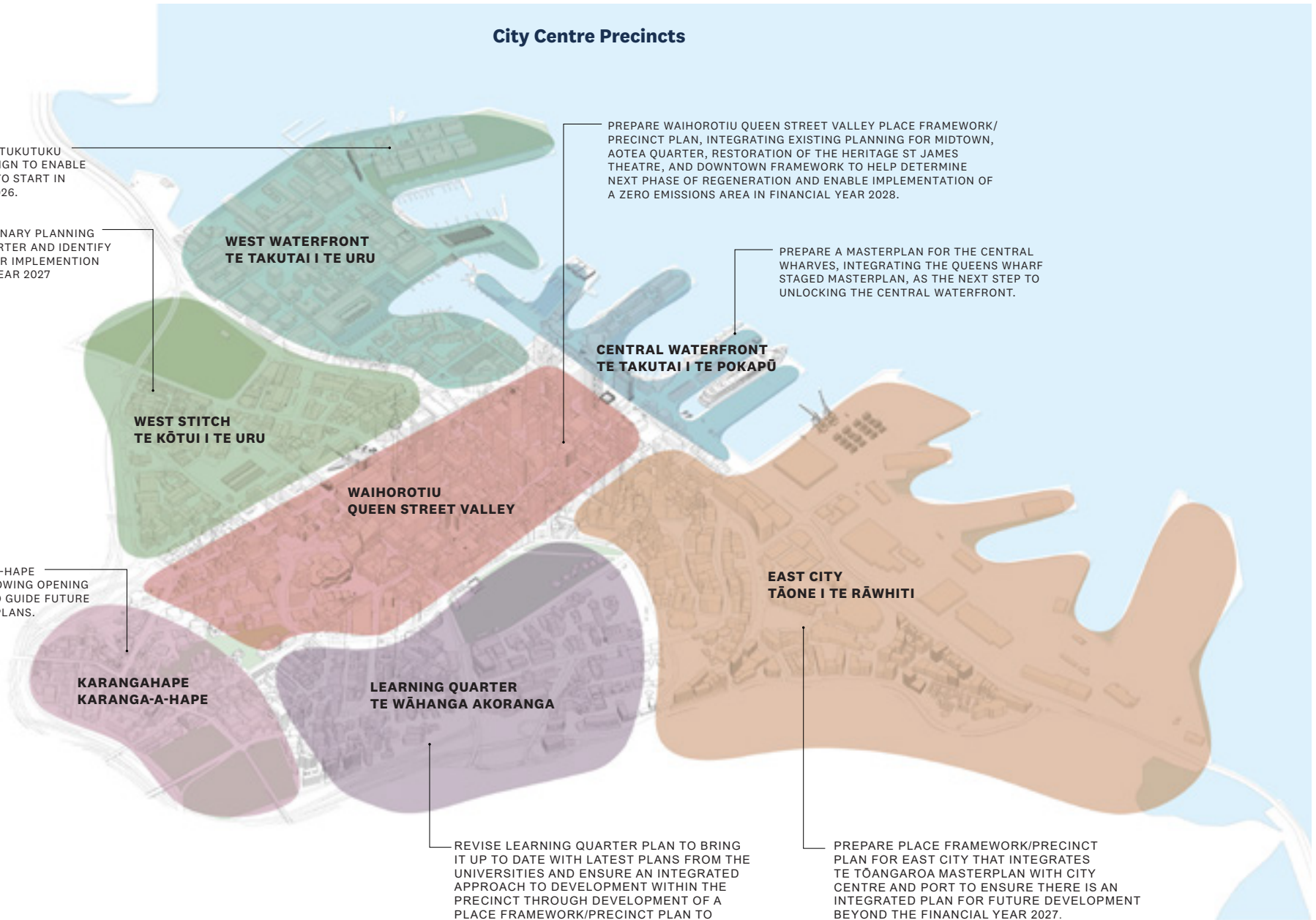
PREPARE WAIHOROTIU QUEEN STREET VALLEY PLACE FRAMEWORK/ PRECINCT PLAN, INTEGRATING EXISTING PLANNING FOR MIDTOWN, AOTEA QUARTER, RESTORATION OF THE HERITAGE ST JAMES THEATRE, AND DOWNTOWN FRAMEWORK TO HELP DETERMINE NEXT PHASE OF REGENERATION AND ENABLE IMPLEMENTATION OF A ZERO EMISSIONS AREA IN FINANCIAL YEAR 2028.

**CENTRAL WATERFRONT
TE TAKUTAI I TE POKAPŪ**

PREPARE A MASTERPLAN FOR THE CENTRAL WHARVES, INTEGRATING THE QUEENS WHARF STAGED MASTERPLAN, AS THE NEXT STEP TO UNLOCKING THE CENTRAL WATERFRONT.

**EAST CITY
TĀONE I TE RĀWHITI**

PREPARE PLACE FRAMEWORK/PRECINCT PLAN 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.



Implementation Actions

ACTION	MASTERPLAN OUTCOME	TIMEFRAME	FUNDING STATUS	IMPLEMENTATION LEAD	PARTNERS
10.1 Wynyard Quarter: Complete Te Ara Tukutuku public realm design to enable implementation to start in financial year 2026.	ALL	SHORT (2025-2027)	FUNDED	Eke Panuku	Auckland Transport, Auckland Council
10.2 Victoria Quarter: Complete preliminary planning for Victoria Quarter and identify interventions for implementation from financial year 2027.	ALL	SHORT (2025-2027)	FUNDED	Auckland Council	Auckland Transport, Eke Panuku
10.3 Waihorotiu Valley: Prepare Waihorotiu Queen Street valley precinct plan, 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.	ALL	SHORT (2025-2027)	FUNDED	Eke Panuku, Auckland Council	Auckland Transport, Tātaki Auckland Unlimited, St James
10.4 Learning Quarter: Prepare a 'partner-led' precinct plan that is up to date with latest plans from the universities and ensure an integrated approach to development within the precinct to inform future implementation plans.	ALL	SHORT (2025-2027)	PARTLY FUNDED	Eke Panuku, Auckland Council	Auckland Transport, University of Auckland, AUT University
10.5 Karanga-a-hape: Revise Karanga-a-hape Framework following opening of the station to guide future implementation plans.	ALL	MEDIUM (2028-2034)	PARTLY FUNDED	Eke Panuku, Auckland Council	Auckland Transport, Auckland Council
10.6 East city: Prepare a 'partner-led' precinct plan for east city that integrates Te Tōangaroa masterplan with city centre and port to ensure there is an integrated plan for future development beyond financial year 2027.	ALL	SHORT (2025-2027)	PARTLY FUNDED	Eke Panuku	Ngāti Whātua Orākei, Auckland Transport, Auckland Council
10.7 Central waterfront: Prepare a central wharves masterplan to integrate actions and outcomes with the port precinct future development.	3 Accessible and inclusive city centre	SHORT (2025-2027)	FUNDED	Eke Panuku	

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Appendix

Te Āpitianga

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 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 city centre metrics to monitor the overall health of the city centre. Coordinated monitoring in the city centre includes quarterly tempo reporting and the annual city centre snapshot update included in this plan. Heart of the City also provide regular quarterly monitoring of economic and retail business indicators.

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?



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Ngā mihi

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City Centre Advisory Panel

Waitematā Local Board

Heart of the City

City Centre Residents Group

Mana Whenua Forum

Independent Māori Statutory Board (staff)

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

Thriving City Network (a range of place operations organisations)

New Zealand Police

Karangahape Road Business Association

Ports of Auckland Ltd

Ngāti Whātua Orākei Whai Rawa

Precinct Properties Ltd

Britomart Group Ltd

Chloe Swarbrick MP

The Urban Room

Kāinga Ora Homes & Communities

University of Auckland and Auckland University of Technology

City Rail Link Ltd

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

Ministry of Education

New Zealand Transport Agency Waka Kotahi

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

Joint City Centre Steering Group

Joint City Centre Leadership Team

Joint City Centre Strategy and Investment Working Group



This action plan has been produced by Eke Panuku in collaboration with Auckland Council, Auckland Transport and Tātake 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 outcome of budget 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 regularly.

