

I hereby give notice that a meeting of the City Centre Advisory Panel will be held on:

Date: Monday 18 August 2025
Time: 2.00pm
Meeting Room: Wave Room WG308 – Auckland University of Technology
Venue: 55 Wellesley Street East
 Auckland Central

City Centre Advisory Panel OPEN AGENDA

MEMBERSHIP

Chairperson	Mr Scott Pritchard	Independent
Deputy Chairperson	Mr Patrick Reynolds	Transport sector
Members	Dr Natalie Allen	Urban design sector
	Ms Viv Beck	Business associations (Heart of the City)
	Mayor Wayne Brown	Auckland Council
	Ms Kiri Coughlan	Tertiary education sector (University of Auckland)
	Mr George Crawford	Property sector (Property Council of NZ)
	Mr Neville Findlay	Retail sector representative
	Ms Bernie Haldane	Arts, culture and events (Auckland Arts Festival)
	Mr Jamey Holloway	Business associations (Karanga-a-hape Road Business Association)
	Mr Grant Kemble	Mana whenua (Ngāti Whātua Ōrākei representative)
	Cr Mike Lee	Waitematā and Gulf Ward Councillor, Auckland Council
	Ms Amy Malcolm	Tertiary education sector (Auckland University of Technology)
	Mr Adam Parkinson	Residents' association (City Centre Residents Group)
	Mr Antony Phillips	Residents' association (City Centre Residents Group)
	Ms Helen Robinson	Social sector (Auckland City Mission)
	Ms Genevieve Sage	Waitematā Local Board Chair, Auckland Council
	Ms Ann-Marie Searchfield	Social Sector (Lifewise)
	Ms Debbie Summers	Tourism and travel sector (ID Tours)
	Mr Alec Tang	Sustainability and climate change

Tam White
Senior Governance and Relationship Advisor
7 August 2025
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Note: The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted. Should Members require further information relating to any reports, please contact the relevant manager, Chairperson or Deputy Chairperson.

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5. Chair's report
6. City Centre Targeted Rate annual report
7. Extension of the City Centre Targeted Rate

1. Ngā Tamōtanga | Apologies

The apologies from Mayor Brown, Antony Philips and George Crawford for absence have been received.

2. Te Whakapuaki i te Whai Pānga | Declaration of Interest

Members are reminded of the need to be vigilant to stand aside from decision making when a conflict arises between their role as a member and any private or other external interest they might have.

3. Te Whakaū i ngā Āmiki | Confirmation of Minutes

That the City Centre Advisory Panel:

- a) whakaū / confirm the ordinary minutes of its meeting, held on Monday 30 June 2025, as a true and correct record.

4. Ngā Pakihi Autaia | Extraordinary Business

Section 46A(7) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

“An item that is not on the agenda for a meeting may be dealt with at that meeting if-

- (a) The local authority by resolution so decides; and
- (b) The presiding member explains at the meeting, at a time when it is open to the public,-
 - (i) The reason why the item is not on the agenda; and
 - (ii) The reason why the discussion of the item cannot be delayed until a subsequent meeting.”

Section 46A(7A) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

“Where an item is not on the agenda for a meeting,-

- (a) That item may be discussed at that meeting if-
 - (i) That item is a minor matter relating to the general business of the local authority; and
 - (ii) the presiding member explains at the beginning of the meeting, at a time when it is open to the public, that the item will be discussed at the meeting; but
- (b) no resolution, decision or recommendation may be made in respect of that item except to refer that item to a subsequent meeting of the local authority for further discussion.”

5. Chair's report

Purpose: To note the Chair's June 2025 report which was circulated to the Planning and Policy Committee.

Attachment:

- Item 5_Attachment: Chair's report of the June City Centre Advisory Panel meeting

6. City Centre Targeted Rate annual report

To receive an update on the delivery of the city centre targeted rate investment portfolio for financial year 2024/2025 and proposed programme for financial year 2025/2026.

Attachments:

- Item 6__Attachment A_CCTR annual report Final
- Item 6_CCTR Attachment B_portfolio progress report copy Final
- Item 6_CCTR_Attachment C_annual report presentation 24-25

7. Extension of the City Centre Targeted Rate

To endorse the proposed city centre targeted rate investment portfolio for financial years 2026 to 2037, including, the extension of the City Centre Targeted Rate by a further six years, from its current 2031 through to financial year 2037.

Attachments:

- Item 7_Attachment A_Extension of the City Centre Targeted Rate report Final
- Item 7_Attachment B_CCTR Review FY 2025-31 Existing programme
- Item 7_Attachment C_CCTR Review FY 2026-37 updated programme

Minutes of a meeting of the City Centre Advisory Panel held on Monday 30 June 2025 at 2.00pm in the Tuhono, Generator Meeting Suites, Level 4, HSBC Tower, 188 Quay Street, Auckland Central.

MEMBERSHIP

Chairperson	Mr Scott Pritchard	Independent
Deputy Chairperson	Mr Patrick Reynolds	Transport sector
Members	Dr Natalie Allen	Urban design sector
	Ms Viv Beck	Business associations (Heart of the City)
	Ms Kiri Coughlan	Tertiary education sector (University of Auckland)
	Ms Bernie Haldane (online)	Arts, culture and events (Auckland Arts Festival)
	Mr Jamey Holloway	Business associations (Karanga-a-hape Road Business Association)
	Mr Grant Kemble	Mana whenua (Ngāti Whātua Ōrākei representative)
	Cr Mike Lee (until 4.50pm)	Waitematā and Gulf Ward Councillor, Auckland Council
	Ms Amy Malcolm	Tertiary education sector (Auckland University of Technology)
	Mr Antony Phillips (from 2.20pm)	Residents' association (City Centre Residents Group)
	Ms Helen Robinson (until 4pm)	Social sector (Auckland City Mission)
	Ms Ann-Marie Searchfield (online until 4pm)	Social Sector (Lifewise)

APOLOGIES

Mayor Wayne Brown	Auckland Council
Mr George Crawford	Property sector (Property Council of NZ)
Mr Neville Findlay	Retail sector representative
Ms Genevieve Sage	Waitematā Local Board Chair, Auckland Council
Mr Adam Parkinson	Residents' association (City Centre Residents Group)
Ms Debbie Summers	Tourism and travel sector (ID Tours)
Mr Alec Tang	Sustainability and climate change

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4. **Ngā Pakihi Autaia | Extraordinary Business**
5. **Chair’s report**
6. **City Centre Student Action Plan**
7. **Developing Room to Move in the City Centre – City Centre Parking Management Plan**

1. Ngā Tamōtanga | Apologies

Moved by: Chairperson S Pritchard

Seconded by: Member N Buckland

Resolution number: CCAP/2025/36

That the City Centre Advisory Panel:

- a) receive the apologies from Mayor Brown, Genevieve Sage, George Crawford, Alec Tang and Neville Findlay for absence, Helen Robinson and Ann-Marie Searchfield for early departure and Antony Phillips for lateness have been received.

Carried

2. Te Whakapuaki i te Whai Pānga | Declaration of Interest

There were no declarations.

3. Te Whakaū i ngā Āmiki | Confirmation of Minutes

Moved by: Chairperson S Pritchard

Seconded: Member N Buckland

Resolution number: CCAP/2025/37

That the City Centre Advisory Panel:

- a) whakaū / confirm the ordinary minutes of its meeting, held on Monday 5 May 2025, as a true and correct record.

Carried

4. Ngā Pakihi Autaia | Extraordinary Business

There was no extraordinary business.

5. Chair's report

Moved by: Chairperson S Pritchard Seconded: Member N Buckland

Resolution number: CCAP/2025/38

That the City Centre Advisory Panel:

- a) note the Chair's 5 May 2025 report.

Carried

6. City Centre Student Experience Action Plan

Moved by: Member G Kemble

Seconded: Deputy Chair P Reynolds

Resolution number: CCAP/2025/39

That the City Centre Advisory Panel:

- a) endorse the City Centre Student Experience Action Plan.

Carried

7. Developing Room to Move in the city centre – City Centre Parking Management Plan

Mover: Chairperson S Pritchard

Seconded: Member G Kemble

Resolution number: CCAP/2025/40

That the City Centre Advisory Panel:

- a) note progress on the Room to Move City Centre Parking Management Plan, acknowledging extensive stakeholder and community involvement in developing the Plan, as well as next steps towards approval and delivering the Plan.

Carried

2.40pm

The chairperson thanked members for their attendance and attention to business and declared the meeting closed

CONFIRMED AS A TRUE AND CORRECT RECORD OF A
MEETING OF THE CITY CENTRE ADVISORY PANEL
HELD ON

DATE:.....

CHAIRPERSON:.....

Chair's June 2025 report

File No.:

Te take mō te pūrongo

Purpose of the report

1. To present the Independent Chair's June 2025 report.

Whakarāpopototanga matua

Executive summary

2. To present the 30 June City Centre Advisory Panel Chair's report to the Planning and Policy Committee outlining the summary of the Panel June meeting.

Ngā tūtohunga

Recommendation/s

That the City Centre Advisory Panel:

- a) receive the Chair's June 2025 report.

Ngā tāpirihanga

Attachments

Chair's June 2025 report to Planning and Policy Committee.

Ngā kaihaina

Signatories

Author	Tam White – Senior Governance and Relationships Advisor
Authoriser	Simon Oddie – Lead Officer

30 June 2025

To: Chair and members - Policy and Planning Committee
CC: Mayors Office; City Centre Executive Steering Committee; Head of Auckland Policy Office
Auckland Council
135 Albert Street
AUCKLAND

Kia ora Councillor Hills and members of the Policy and Planning Committee

Thank you for the opportunity to present this chair's report as a record of the key discussions and issues from the City Centre Advisory Panel meeting on 30 June 2025.

City Centre Student Experience

The Panel endorsed the **City Centre Student Experience Action Plan**, a collaborative initiative between Auckland University of Technology (AUT), The University of Auckland (UoA), Auckland Council, and the city centre business associations. The plan aims to strengthen Tāmaki Makaurau's position as a vibrant study destination by supporting and empowering the tertiary student community.

Key discussion points included:

- **Accessibility and affordability** – increasing student access to existing facilities, with more affordable options through targeted deals and partnerships.
- **Fit-for-purpose hubs** – creating centralised spaces where students can access core services.
- **Safety** – ensuring safe spaces for students, particularly in the evenings and at night.
- **Representation** – support for a dedicated student representative on the Panel.
- **Housing** – recognition of the ongoing need for affordable student accommodation.

City Centre Parking Management Plan – Room to Move

The Panel reaffirmed its support for the overall vision of the City Centre Parking Management Plan and the short-term initiatives proposed. However, discussion centred on the timing and pace of change, given the current economic climate, lower foot traffic, and reduced spending.

While recognising that the city centre has an oversupply of parking, members noted a growing perception that parking and accessibility are becoming more difficult. Factors contributing to this perception include:

- Ongoing roadworks and frequent changes to the street network, making wayfinding challenging
- Reduction in loading, servicing, and pick-up/drop-off facilities due to construction activity
- Parking fines incurred by people unfamiliar with navigating the **Authorised Vehicle Only** zone on Queen Street

The Panel noted that, with the city centre not experiencing the same growth rates as in the pre-2019 period, there needs to be confidence that proposed changes remain fit for purpose in the current and future context. Members expressed strong interest in carpark utilisation data to inform future

advice to Council, alongside a clearer understanding of travel patterns and demand following the opening of the City Rail Link, before committing to any further major changes.

City Centre Safety Plan

The Panel discussed the role of the City Centre Targeted Rate (CCTR) in delivering the **City Centre Community Safety and Wellbeing Plan**.

Key points included:

- Recognition that funding wardens was originally in response to a lack of police presence; with increased police support, the Panel questioned whether the funding mix should shift.
- Support for maintaining the balance between outreach services and security functions, with an emphasis on systemic outcomes. Recognition that achieving more in the outreach space may require additional investment.
- Importance of visibility and an ambassadorial approach as part of the wardens' role.
- Desire to understand the Police perspective on the impact of security initiatives.
- Role of the Panel in advocating to central government by leveraging data and insights.

City Centre Targeted Rate review

The Panel discussed recent updates to the proposed extension of the City Centre Targeted Rate (CCTR) and associated investment programme through to the 2037 financial year.

A consistent theme in the Panel's advice has been the importance of attracting more people to the city centre, underpinned by a vision for a thriving, inclusive, and resilient urban heart. In this context, the Panel expressed strong support for a **more targeted and strategic use of the CCTR**—prioritising initiatives that:

- Draw people into the city centre
- Support long-term vibrancy and growth
- Enhance the everyday experience of those who live, work, and visit

The Panel reaffirmed its support for extending the CCTR and endorsed the direction of a more outcomes-focused investment approach. Staff will seek further feedback from members between meetings and refine the proposed programme ahead of the 18 August 2025 Panel meeting.

High Street

The Panel reiterated support for the High Street improvements but emphasised that timing is critical to avoid unnecessary disruption.

- The Panel expressed a desire to be actively involved in decisions about what work happens and when.
- Members stressed the need to allow the city centre to “rest” from major disruption before starting further works.

Karanga-a-Hape Station Precinct Improvements (Project K)

At its 5 May 2025 meeting, the Panel requested a briefing on **Project K**, noting concerns about deviations from the originally consulted plan. The Panel's working group reiterated the importance of delivering the **outcomes consulted on** and supported by stakeholders.

At the 30 June meeting, the Panel discussed updated designs and expressed strong support for the proposed approach, particularly for:

- **Mercury Lane** – Raised bollard operation to limit vehicle access to authorised local traffic only, implemented as a pilot traffic filter scheme for up to two years under a “consultation by doing” model.
- **Cross Street** – Retention of required loading spaces for local businesses; introduction of a continuous footpath via boardwalk design; additional traffic calming at Upper Queen Street; improved lighting; and reallocation of some paid parking to loading spaces.
- **East Street** – Retention of the existing bi-directional cycleway and single traffic lane; installation of physical measures to prevent vehicle use of the cycleway; and retention of the raised table pedestrian crossing linking to the new station access laneway.

The Panel welcomed the collaborative approach taken to address stakeholder concerns and looks forward to the timely delivery of these improvements in alignment with the CRL opening.

Next meeting: Monday 18 August, 2-5pm

Yours sincerely

Scott Pritchard
Independent Chair
CITY CENTRE ADVISORY PANEL

City Centre Targeted Rate Annual Report 2024/2025

Te take mō te pūrongo Purpose of the report

1. To receive an update on the delivery of the city centre targeted rate investment portfolio for financial year 2024/2025.

Whakarāpopototanga matua Executive summary

2. The city centre targeted rate makes a significant contribution to the transformation of Auckland's city centre and helps fund the development and revitalisation of the city centre. The rate is paid by city centre commercial and residential property owners.
3. In the 2024/2025 financial year, \$27 million was collected via the city centre targeted rate and \$28 million was invested into city centre initiatives and streetscape improvements.
4. The City Centre Advisory Panel (the panel) provides advice on investment priorities for the City Centre Targeted Rate portfolio, set in the context of the wider Council Group and private sector investments that continue to advance the outcomes of the [City Centre Masterplan 2020](#) and the priorities identified in the [City Centre Action Plan 2024-2034](#).
5. This report is to present the city centre targeted rate annual report for 2024/2025, which summarises the status and outcomes achieved of projects and programmes within the targeted rate portfolio. It does not cover the delivery of the City Centre Action Plan workstreams that are not funded by the targeted rate.
6. In financial year 2024/2025, 61 per cent of the targeted rate was spent on streetscape/place improvements. This includes the completion of two sections of Te Hā Noa Victoria Street, Tyler Street between Te Komititanga and Commerce Street and contribution to the Karangahape Road Quarter programme which includes new public toilets on Mercury Lane.
7. The city centre targeted rate also delivered an extensive placemaking and activation programme and supported several visitor attraction campaigns and community safety and wellbeing initiatives. It continued to support impacted businesses in Midtown through a comprehensive development response approach which included temporary light installations, street art and regular street parties to attract visitors. The targeted rate also enabled events such as Christmas in the City Centre 2024, Lunar New Year 2025 and Matariki ki te Manawa 2025, and attracted major events and performances in the city centre such as Dua Lipa and Six the Musical.
8. The key city centre targeted rate achievements from financial year 2024/2025 are outlined in Attachment A.
9. The city centre targeted rate portfolio programme will continue to be delivered for the 2025/2026 financial year. This includes construction of the last section of Te Hā Noa and the start of construction for Mills Lane and Exchange Lane and progressing the Te Tōangaroa and Victoria Quarter programmes.
10. In addition, subject to the panel's endorsement at the 18 August 2025 meeting, the proposed programme for financial year 2025/2026 also includes substantial new investment to attract and retain people in the city centre, in line with the City Rail Link opening in 2026.

Ngā tūtohunga Recommendation

That the City Centre Advisory Panel:

- a) tuhi ā-taipitopito / note the update on the city centre targeted rate investment portfolio for financial year 2024/2025.

Horopaki Context

11. The city centre targeted rate plays a significant role in enabling the transformation of Auckland's city centre. It directly supports the delivery of the outcomes and transformational moves of the [City Centre Masterplan 2020](#), guided by the direction and priorities set out in the [City Centre Action Plan 2024-2034](#).
12. Investment through the city centre targeted rate works in tandem with other council group initiatives and private sector contributions. Together, these complementary efforts deliver a coordinated programme of regeneration that enhances the city centre's appeal as a place to live, work, study, visit and do business.
13. The targeted rate, paid by city centre commercial and residential property owners, has been in place since 2004 for the purpose of enhancing the city centre as a place to work, live, visit and do business. It helps fund programmes that:
 - contribute to a high-quality urban environment
 - promote the competitive advantages of the city centre as a business location
 - promote the city centre as a place for high-quality education, research and development
 - reinforces and promotes the city centre as a centre for arts and culture, with a unique identity as the heart and soul of Auckland.
14. Staff updated the city centre targeted rate portfolio for financial years 2025-2031 in response to the panel's advice ([CCAP/2024/13](#)) as part of the Long-term Plan 2024-2034 ([GB/2024/87](#)).
15. The City Centre Advisory Panel provides advice on investment priorities of the city centre targeted rate portfolio every three years as part of the Long-term Plan process.
16. In the 2024/2025 financial year, \$27 million was collected via the city centre targeted rate and \$28 million was invested into city centre initiatives and streetscape improvements.
17. This report is to present the city centre targeted rate annual investment report for 2024/2025, which summarises the status and outcomes achieved of projects and programmes within the targeted rate portfolio.

Tātaritanga me ngā tohutohu Analysis and advice

City centre targeted rate expenditure for 2024/2025

18. In financial year 2024/2025, \$28 million of city centre targeted rate funds were invested into city centre initiatives with 61 per cent spent on streetscape/place improvements. A summary of 2024/2025 city centre targeted rate expenditure is shown in Figure 1 below.

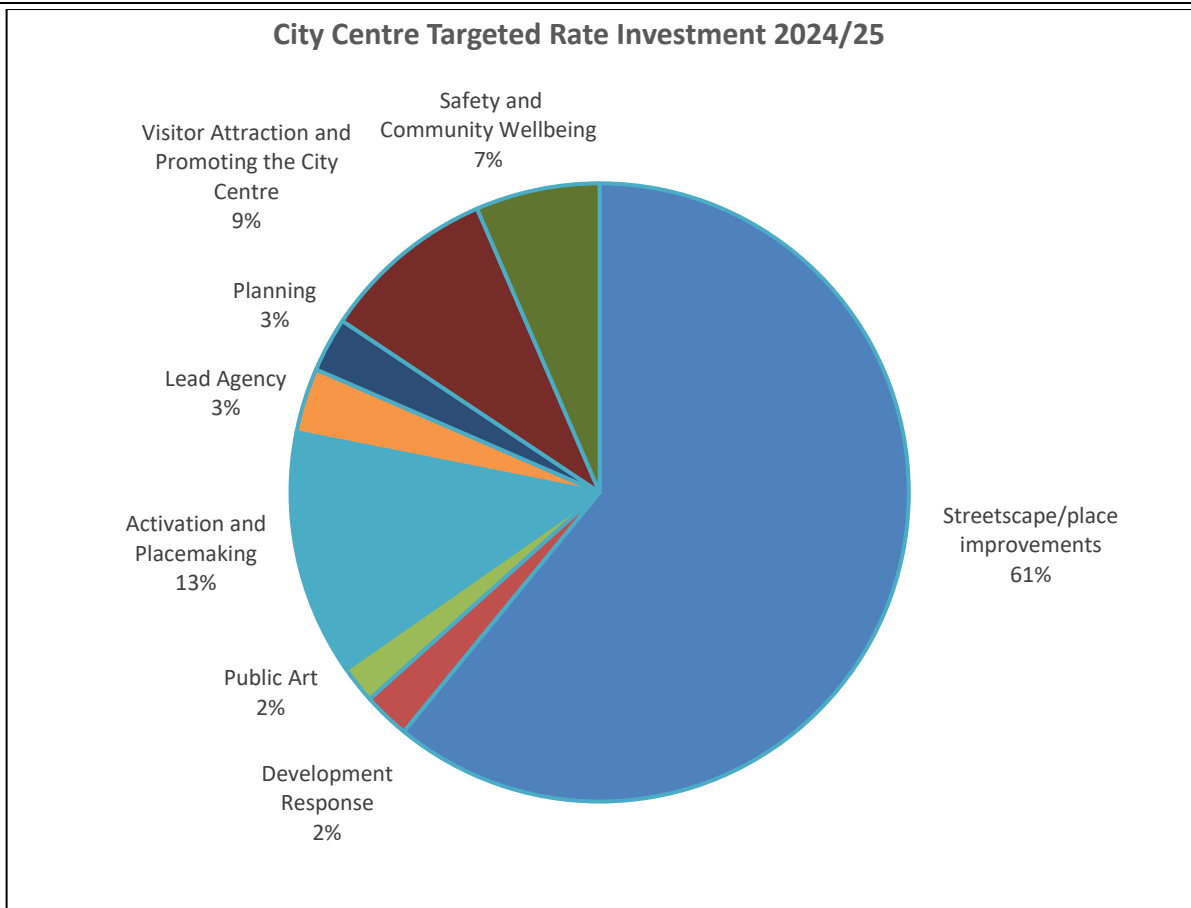


Figure 1: Summary of financial year 2024/2025 city centre targeted rate expenditure (percentage of budget spent by category)

City centre targeted rate achievements in 2024/2025

19. The following is a summary of key achievements for financial year 2024/2025, that have been funded from the city centre targeted rate.
20. Many of the projects span multiple years, and a full status report of projects and programmes funded by the city centre targeted rate is provided in Attachment A.
21. Key achievements from financial year 2024/2025 include the following:
 - **Te Hā Noa / Victoria Street streetscape improvements:** the opening of the first two sections between Elliott Street and Queen Street in October 2024 and Lorne Street to Albert Park in March 2025 with planting completed in May 2025.
 - **Midtown programme:** development response workstream providing ongoing support for businesses impacted by construction.
 - **Tyler Street project:** opening of the upgraded section between Te Komititanga and Commerce Street in April 2025.
 - **High Street Improvements project:** completion of initial community engagement in October 2024, and the commencement of the concept design process in November 2024.
 - **Emily Place Improvements project:** completion of preliminary design development and lodgement of resource consent.
 - **Victoria Quarter programme:** established including initial investigations into options for the Victoria Quarter South Improvements project to improve pedestrian safety and amenity in the area, and commencement of detailed design for the Nelson Street Laneway.

- **Activation and Placemaking programme:** including Christmas in the City Centre 2024, Lunar New Year 2025 and Matariki ki te Manawa 2025 and support for expanded public programming such as NZ Music Month, Art Week, and Te Wiki o Te Reo Māori.
- **Visitor attraction:** including through major events such as Dua Lipa and the Live Nation winter series, major performing arts and experiences such as Six the Musical, The Lord of the Rings musical, and major conventions and business events including [Auckland Startup Week](#).
- **Promoting the city centre:** by supporting campaigns by Heart of the City (winter/spring 2025), Karangahape Road Business Association (winter 2025) and the [It's on in Auckland](#) destination marketing campaign by Tātaki Auckland Unlimited.
- **[City Centre Investment Prospectus](#):** development and promotion by Tātaki Auckland Unlimited.
- **Safety and Community Wellbeing:** support for the expansion of the council-led safety wardens programme, the Auckland City Mission homelessness outreach service and the Street Guardians programme.
- **Karangahape Road Quarter programme:** contribution to the streetscape upgrade and new public toilets on Mercury Lane in December 2024.

City centre targeted rate review

22. In April 2024, as part of its [feedback](#) on the city centre targeted rate investment portfolio, the panel recommended a review and extension of the city centre targeted rate beyond 2031. In a separate report to the City Centre Advisory Panel for the 18 August 2025 meeting, staff are seeking endorsement on the proposed city centre targeted rate programme for financial years 2026 to 2037, including the extension of the city centre targeted rate from the current end date of financial year 2031 to financial year 2037.

Key focus areas for financial year 2025/2026

23. The city centre targeted rate portfolio programme for financial years 2025-2026 that staff will continue to deliver on includes the following.
- **Te Hā Noa:** commencement of the last section between Queen Street and High Street, and the start of construction for Mills Lane and Exchange Lane.
 - **High Street Improvements project:** public engagement on design ideas for High Street commenced in July 2025 and will conclude in August 2025; the engagement results will inform the identification of a preferred design idea in early-2026 for further development.
 - **Emily Place improvements:** detailed design to develop the full length of Emily Place and the adjacent reserve into a people focused space.
 - **Te Tōangaroa programme:** including the upgrade of Mahuhu Laneway and investigations to Tangihua Street.
 - **Victoria Quarter programme:** including concept design work for Victoria Quarter South improvements and the start of construction for the Nelson Street Laneway project.
 - **City Centre Activation and Placemaking:** including expanded programming of Te Komititanga and Aotea Square, and visitor attraction initiatives for key periods such as Christmas and Lunar New Year.
 - **Safety and community wellbeing initiatives:** including continued support for safety wardens, homelessness outreach and Street Guardians programme, and the evaluation of the safety wardens programme as requested by the panel.
 - **Midtown programme:** continuation of support for integration of council group investment within the area, and development response initiatives.

24. Subject to panel endorsement of the updated city centre targeted rate portfolio for financial years 2026-2037, staff will also be working on the following.
- **Visitor attraction:** additional investment (destination events, performing arts, a city of music, travel and tourism, marketing and promotion, sector sustainability).
 - **City centre economic development:** with a new precinct-focused workstream to support street-level activity between key destinations.
 - **Targeted pedestrian accessibility:** scoping of wayfinding and connectivity improvements in response to new movement patterns resulting from the opening of the City Rail Link and changes to the bus network.
 - **Expanded Midtown / Aotea Arts Quarter programme:** preliminary planning.

Tauākī whakaaweawe āhuarangi Climate impact statement

25. Feedback from the panel's workshops support the need to prioritise sustainability and climate change mitigation when developing the city centre.
26. Many projects funded through the city centre targeted rate align closely with the goals of Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan, particularly within the built environment and transport priority areas. This includes:
- **Action area B2:** ensure new infrastructure is planned and designed to minimise climate risks and lifecycle emissions
 - **Action area B8:** ensure public spaces support a low carbon, climate resilient Auckland and optimise multi-functional benefits
 - **Action area T4:** improve safety, connectivity and amenity of walking infrastructure.
27. The city centre targeted rate delivered projects that integrated environmental measures such as waste minimisation, stormwater treatment systems, tree planting and planters into its public realm improvement projects.

Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera Council group impacts and views

28. The city centre targeted rate portfolio forms part of the City Centre Action Plan 2024-2034, which outlines the Council Group's shared priorities and programmes to help realise the vision of the City Centre Masterplan 2020. The targeted rate contributes directly to the delivery of these outcomes and plays a vital role in supporting and complementing broader council group and private sector investment across the city centre.
29. The Auckland Urban Development Office, established 1 July 2025, maintains the city centre targeted rate portfolio and has a key role to play in the co-ordination, planning and delivery of council group investments in the city centre.
30. The delivery of targeted rate projects and programmes continues to be fully coordinated with wider council group investments and delivery partners. An example of this is the council's role in the management of the Midtown Programme which includes Te Hā Noa, projects from across the council group that interface with the City Rail Link, and the Development Response programme.
31. This integrated approach helps to minimise disruption during construction, ensures consistent on-street communication and engagement with the public, and supports a seamless experience for residents, businesses and visitors.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe Local impacts and local board views

Local impacts

32. Alongside other council investments, the city centre targeted rate has been instrumental in enhancing the quality of the city centre, including the attractiveness of the urban environment, improved stormwater quality, tree cover and biodiversity. It has supported initiatives to improve safety in the city centre, and provides community events, activations and city centre promotions, through partnering with a range of community, business and industry organisations.
33. The targeted rate also plays an important role in championing the arts, culture and heritage through the design of its public realm improvements, its public programming of activations and events, including NZ Music Month, Matariki celebrations, and commissioning of local artists to contribute to its programmes.

Local board views

34. The Waitematā Local Board receives regular updates on city centre projects through memorandums, monthly workshops and quarterly reports, as well as providing feedback on projects and initiatives.
35. The Chair of the Waitematā Local Board is member of the City Centre Advisory Panel
36. The city centre targeted rate portfolio delivers on the Waitematā Local Board Plan 2023 by contributing towards the following key objectives:
 - partnering for positive community outcomes and recognising expertise
 - champion for safety, inclusion, engagement, and accessibility
 - quality city centre and urban neighbourhoods that are resilient and sustainable
 - character and heritage of our neighbourhoods is valued and conserved within our urban landscapes
 - open space networks meet the needs of our changing and growing communities.

Tauākī whakaaweawe Māori Māori impact statement

37. Ngāti Whātua Ōrākei has been a member of the City Centre Advisory Panel since its inception and advises on the investment priorities of the city centre targeted rate.
38. The City Centre Masterplan 2020 sets out a vision for the city centre to have a sense of place informed by the past and looking to the future, with thriving and authentic tangata whenua identity and culture (Outcome 1: Tāmaki Makaurau - Our place in the world).
39. Auckland Council partners with iwi mana whenua throughout the planning and delivery of projects.
40. The public realm and streetscape improvements that have been delivered in the 2024/2025 financial year, such as parts of Te Hā Noa, and that are planned, such as Emily Place, are all being developed in consultation with mana whenua representatives. They each incorporate Māori design principles and artwork appropriate to the project and the cultural heritage of the place.
41. The city centre targeted rate-funded activation programme has delivered a range of events incorporating Māori arts and culture, notably Matariki ki te Manawa 2025.
42. The city centre targeted rate portfolio includes investment for Te Tōangaroa precinct which will be advanced in collaboration with Ngāti Whātua Ōrākei.

Ngā ritenga ā-pūtea Financial implications

43. The city centre targeted rate forms an important part of city centre investment, complementing general rates as set out in the Long-term Plan 2024-2034.
44. The targeted rate can only be applied to investments that support its purpose of enhancing the city centre as a place to work, live, visit and do business.
45. The current city centre targeted rate portfolio for financial years 2025 to 2031 was approved by the Budget Committee as part of the Long-term Plan 2024-2034 at their 16 May 2024 meeting ([GB/2024/87](#)). The Budget Committee also agreed to adjust the city centre targeted rate according to inflation.
46. The city centre targeted rate will invest approximately \$248 million of capital and operational expenditure from financial years 2026 to 2031. A key focus of investment in the near term has been the completion of public spaces around the new City Rail Link stations and investments into precincts where there is a high number of residential dwellings.
47. In the 2024/2025 financial year, \$28 million of City Centre Targeted Rate funding was invested, representing 91 per cent of the allocated budget. The financial year ended with a remaining reserve balance of \$82 million.

Ngā raru tūpono me ngā whakamaurutanga Risks and mitigations

48. The risks and mitigations for delivering the existing city centre targeted rate programme are outlined in Table 1.

Table 1: Ongoing risks and mitigations associated with delivering the city centre targeted rate investment portfolio

Risk	Mitigation
Cost inflation in the construction markets resulting increased project costs.	Proactive measures include scope management, early procurement where appropriate, contingency planning, budget escalation provisions, and reprioritising of projects, as appropriate.
Disruption to transport operations and public transport, resulting in the reduction of service levels, reliability and congestion.	Construction staging is planned to ensure property access, service and loading will continue to be available, and public transport and traffic can continue to operate effectively.
Disruption to neighbouring businesses and residents , resulting in hardship, dissatisfaction and opposition.	Continue to improve and deliver development response approaches to support businesses and residents impacted by construction.
Lack of community support and engagement for programme delivery, resulting in loss of trust and confidence in Auckland Council.	Commitment to open and frequent communication, early engagement and consultation for project planning and delivery.
Misalignment of investment, planning and delivery between council group, the government and the private sector, resulting in rework, cost increase and excessive disruptions.	Council group continuing to work collaboratively to plan and deliver.

Ngā koringa ā-muri Next steps

49. The current City Centre Advisory Panel term ends September 2025, and the decision about the future of panel will be made by the incoming mayor. If the panel is reinstated, staff will continue to provide updates on the city centre targeted rate portfolio at future panel meetings.

Ngā tāpirihanga Attachments

No.	Title	Page
A	City centre targeted rate progress report – financial year 2024/2025	

Ngā kaihaina Signatories

Author	Tracy Ogden-Cork, Manager Investment Programmes
Authorisers	Jenny Larking - Head of Growth and Regeneration Delivery Patrick Dougherty - General Manager Auckland Urban Development Office

City Centre Targeted Rate Portfolio Progress Report 2024-2025

This portfolio progress report is to be read in conjunction with the CCTR Portfolio Programme Budget - June 2024.

Project	Background	Commentary	Estimated start	Estimated end
City Centre Action Plan Programmes: Enhancing people experience and Support communities				
Activation and placemaking	<p>The City Centre Activation and Placemaking Programme aims to enhance the environs of the city centre by bringing vibrancy, driving footfall and associated spend, and addressing perceptions of safety. The programme is delivered in collaboration with community, businesses, creatives and the wider council whānau.</p> <p>The city centre targeted rate also supports expanded programming in the city centre's major civic spaces i.e. Aotea Square and Te Komititanga.</p>	<p>Celebrations and attraction:</p> <ul style="list-style-type: none"> Christmas in the City Centre featured the new giant Christmas tree in Te Komititanga, as well as the Christmas Pavilion in Aotea Square providing vibrant colour, shade and regular activation, the Farmers Santa Parade, and performances on Queen Street bringing surprise and delight while encouraging pre-Christmas shopping in the city centre. New Year's Eve in the city centre featured roaming performers alongside additional security and crowd management support to help keep the large number of attendees safe, informing planned enhancements to New Year's Eve event programming in coming years. Lunar New Year 2025 built on the success of the previous year by adding a Bao and Boba promotion in collaboration with Heart of the City encouraging spend in the city centre's Asian eateries. Matariki ki te Manawa: There were more than 40 events delivered by city centre organisations that were supported and profiled under the Matariki ki te Manawa programme. A highlight was Tūhono, a new light installation delivered in partnership with Ngāti Whātua Ōrākei, an exciting addition to the city centre winter lighting programme. <p>The city centre targeted rate also supported expanded public programming in other festivals such as Art Week, Te Wiki o Te Reo Māori, Play Week, NZ Music Month, the Auckland Live Summer in the Square programme, Africa Month and Tempo Dance Festival.</p> <p>Placemaking and priority areas:</p> <ul style="list-style-type: none"> Midtown's comprehensive development response approach included an activation and placemaking programme designed to support impacted businesses and attract visitors. The programme has included light installations, street art, regular street parties, exhibitions and workshops and public performances. St Paul Street: the concept design developed in collaboration with AUT students in 2024 was refined and delivered resulting in an upgraded parklet space featuring improved seating, planters, bike parking and design features that reflect the local landscape. Queen Street: As part of the development response approach for the Watercare work sites, Auckland Council worked with a young Ngāti Whātua Ōrākei artist to design hoarding artwork which tell the narrative of Te Wai Horotiu. Alongside initiatives such as the Matariki lighting and Christmas activations, this aimed to improve the sense of safety and vibrancy in the Queen Street valley. <p>Civic Spaces:</p> <ul style="list-style-type: none"> Aotea Square: Funding supported a programme of regular activations designed to attract audiences to the square over spring and summer. The programme included international light and sculpture installations, live music series, pop up dance events, film and documentary screenings and cultural festivals. Te Komititanga: Programming and activation of the square supported consistent, reliable and diverse programming across the downtown area and delivered on the findings of the place pilot. A major focus has been local participation and feedback. Activations included Play Week, Everybody Eats lunch, downtown markets and an outdoor dining furniture trial. 	Ongoing	Ongoing

Project	Background	Commentary	Estimated start	Estimated end
Public amenities improvement	This funding allocation supports the addition of public amenities in the city centre as part of wider precinct works. Investment is currently phased for FY27 – FY31.	A contribution from the city centre targeted rate enabled the addition of new public toilets on Mercury Lane as part of the Karanga-a-Hape Station precinct integration project. These toilets opened in December 2024 .	1 June 2019	30 June 2031
Public art	<p>The City Centre Public Art Plan was endorsed by the Auckland City Centre Advisory Board in May 2018.</p> <p>Key objectives for the plan are to:</p> <ul style="list-style-type: none"> • Provide a vision, rationale and priorities for investment in public art in the city centre and delivery programme through to 2025 • Take into account the City Centre Masterplan, Public Art Policy and scheduled provision for public art in the City Rail Link and Wynyard Quarter. 	<p>The city centre targeted rate is funding several artworks that are currently under development. These are to be located in Jean Batten Place, Te Hā Noa Victoria Street, Te Hā Noa corner of Queen Street and Victoria Street, and Aotea Square.</p> <p>The Jean Batten Place and Aotea projects are in developed design and intended for delivery at the end of Q4 FY2025/2026. Following consultation with mana whenua Te Hā Noa was divided into two projects, both of which are in fabrication and intended for delivery by the end of June 2026, although the actual launch date is contingent on the opening of Te Waihorotiu Station.</p>	1 July 2019	30 June 2026
Wayfinding improvements	This funding allocation supports improvements to wayfinding in the city centre as part of wider precinct works. Investment is currently phased for FY26 – FY31.	No action taken	1 July 2024	30 June 2031
Supporting residential communities	<p>The city centre is a critical node to accommodate future growth and deliver across all the benefits of a quality compact city. It needs ongoing investment in hard and soft (community) infrastructure to unlock its potential as an attractive place to live. The City Centre Advisory Panel has set an ambitious vision of achieving 100,000 residents.</p> <p>On 24 June 2024, the City Centre Advisory Panel endorsed a new budget line for Supporting Residential Communities, to progress the associated workstreams within the City Centre Action Plan:</p> <ul style="list-style-type: none"> • Growing residential communities – value proposition • Supporting residents' voice and strengthening community partnerships 	<p>The panel has engaged and supported two priority workstreams for the newly established Support Residential Communities programme. In response to the panel's feedback from the 16 December 2024 workshop, two initiatives were progressed and completed from January to June 2025. Both these initiatives were also identified as actions in the City Centre Action Plan:</p> <ol style="list-style-type: none"> 1. Value of investing in residential growth in the city centre – presentation and discussion with the panel at the 5 May 2025 workshop 2. Strengthening community partnerships through the resident voice – business case discussion with the panel at the 26 May 2025 workshop <p>Both workstreams will be reported back to the Panel on 18 August 2026 to help inform next steps for the Support Residential Communities work programme.</p>	1 July 2024	30 June 2026
Community/visitor safety improvements	At the 29 August 2022 meeting of the Auckland City Centre Advisory Board, the board identified addressing perceptions of safety as a key priority for the city centre. On 24 June 2024, the City Centre Advisory Panel endorsed the draft City Centre Community Safety Plan and an investment of \$2 million per year for two years to support safety and wellbeing initiatives.	<p>As discussed with the advisory panel at its June 2024 workshop, investment in 2024-2025 has supported:</p> <ul style="list-style-type: none"> • the appointment of a fixed-term part-time advisor to support the implementation of the City Centre Community Safety Plan, as well as data monitoring and insights • expansion of the council-led safety wardens programme (formerly City Watch) to enhance the on-street presence with greater coverage across the city centre and proactive bylaws enforcement • expanded homelessness outreach by Auckland City Mission, to improve health and housing outcomes for street whanau, rough sleepers and the housing insecure 	1 July 2024	30 June 2026

Project	Background	Commentary	Estimated start	Estimated end
		<ul style="list-style-type: none"> expansion of the Street Guardians programme by Auckland City Mission, as a meaningful alternative to street begging improved integration of CCTV monitoring to support timely responses to incidents the pilot of a late night safe zone on Friday and Saturday nights for young people who need help or support on a night out. <p>As requested by the panel, an evaluation of the wardens programme will be initiated in mid-2025, to inform future funding decisions.</p>		
City Centre Action Plan Programme: Facilitate regeneration of precincts				
Emily Place improvements	<p>The Emily Place improvements project aims to develop Emily Place into a pedestrian-focused space, allowing for placemaking opportunities, pedestrian movement, servicing, and community access spanning from its connections from Customs Street in the north to Shortland Street and Eden Crescent at the southern end of the site.</p> <p>The proposed improvements align with the City Centre Masterplan which focuses on making better use of city centre spaces and improving the quality of the environment.</p>	<p>The preliminary design development for Emily Place has been completed. Project mana whenua partners, subject matter experts, asset owners, and service operators were engaged throughout the process. The resource consent has been lodged.</p> <p>Updates, including a drop-in session, were provided to the local board and community in July 2025. Detailed design work commenced in July 2025, with utility investigation work scheduled to be conducted on-site in the coming months.</p>	September 2022	June 2027
Federal Street (Victoria to Wyndham Street)	<p>Stage 3 of the Federal Street Upgrade project will continue the network of laneways referenced in the City Centre Masterplan creating an improved pedestrian and roadway spaces with a focus on high quality pedestrian connectivity. The various sections along Federal Street are planned to develop as precincts with unique characteristics to reflect their environment that balance the needs of pedestrians, cyclists and other active modes as well as vehicle access.</p>	<p>Planning has commenced to review and update the concept design during the 2025/2026 financial year. Construction is currently deferred to the 2030/2031 financial year.</p>	October 2025	December 2034
Nelson Street Laneway project	<p>The project centres around a localised upgrade of the Nelson Street laneway situated adjacent to the northbound traffic at Nelson Street's southern end. The project seeks to enhance the pedestrian experience, improve the public realm and address current safety issues in the laneway, creating a more attractive and accessible environment for residents, businesses and visitors.</p>	<p>The preliminary design phase commenced in June 2023. Public consultation on the draft preliminary design was conducted in September and November 2023 through both online and in-person engagements, providing opportunities for residents, local business owners, and other stakeholders to have their feedback inform the design development. Formal feedback on the preliminary design was obtained from the local board at the June 2024 business meeting which provided support for the design. The updated preliminary design and engagement report was provided to the community in July 2024.</p> <p>The project is currently nearing the end of detailed design with further site investigation recently completed. Construction is currently planned to start early in the 2026 calendar year.</p>	February 2021	March 2027
Service lane programme	<p>The programme aims to address the issues and unlock the potential opportunities within Mills Lane and Exchange Lane.</p> <p>The business case and concept design for the redevelopment of Mills Lane and</p>	<p>The planned investment is currently focused on Mills Lane including localised improvements to Swanson Street. Public consultation for the preliminary design phase for Mills Lane and Swanson Street was conducted in May and June 2024, where community feedback on the design was sought through various channels, including an online survey on the Progress AKL page, online information sessions and in-</p>	June 2023	December 2026

Project	Background	Commentary	Estimated start	Estimated end
	<p>Exchange Lane were completed in March 2023.</p> <p>It seeks to enhance the functionality, aesthetics, and overall experience of Mills Lane and Exchange Lane, contributing to the city centre's overall development. It will address the identified problems, optimise the utilisation of the spaces, and leverage the potential opportunities for economic growth in the area, including nearby private development.</p>	<p>person drop-in sessions. These channels provided opportunities for residents, local business owners, and other stakeholders to have their opinions heard and analysed.</p> <p>Utility investigation works to input to the design were completed in December 2024.</p> <p>The detailed design phase is expected to conclude in the second half of the 2025 calendar year and the updated designs will be shared with the community once completed.</p> <p>Construction is currently planned to start in 2026 with timing to develop around private redevelopment work in Mills Lane area and constraints associated with overlapping traffic management and construction access requirements. Exchange Lane improvement opportunities will continue to be investigated.</p>		
Te Tōangaroa Programme	<p>The programme of works for Te Tōangaroa aims to enhance the quality of the cultural, urban and public realm in and around Te Tōangaroa. The programme is delivered in partnership with Ngāti Whātua Ōrākei, who are the primary landowners in the precinct.</p> <p>A key focus is the development of Te Tōangaroa as a tangata whenua urban precinct—a distinct spatial area that reflects the identity, values and culture of Ngāti Whātua Ōrākei, and that maximises the benefits of investments in the City Rail Link and proposed downtown bus network. It will also support tourism, entertainment, leisure, heritage, and business opportunities throughout the area, deliver improved environmental outcomes including Waitematā Kupenga Rau, and support the implementation of the City Centre Masterplan</p>	<p>Staff are working with Ngāti Whātua Ōrākei (Whai Rawa and Whai Māia) to plan and deliver the Te Tōangaroa Programme.</p> <p>The CCTR will contribute to the proposed improvements to Mahuhu Laneway. This includes lighting, landscaping and wayfinding features to improve this publicly accessible pedestrian route. Construction anticipated to be within the next 12 months.</p> <p>Investigation is underway for improvements to Tangihua Street and Scene Lane, following initial investigations with Auckland Transport on the feasibility of a mid-block pedestrian crossing. Investigations will continue in the second half of the 2025 calendar year.</p> <p>Background research and collation of contextual information on the Te Tōangaroa area and surrounding precinct, including an environmental insights report, to assist with precinct planning and business case development.</p> <p>Ngāti Whātua Ōrākei have been preparing a cultural framework document, to support the development of the programme.</p> <p>Initial discussions with Ngāti Whātua Ōrākei are underway to consider a culturally appropriate approach to wayfinding to support the unique identity of the precinct.</p>	Oct 2024	2031-2033
Victoria Quarter Programme	<p>The Victoria Quarter Programme aims to enhance the quality of life for city centre residents and support local businesses by creating a more attractive, accessible, and liveable precinct. The programme focuses on improving neighbourhood connectivity and amenity and foster more welcoming, safer and vibrant city centre community.</p> <p>Current projects being developed within the programme are:</p> <ol style="list-style-type: none"> 1. Victoria Quarter South - Enhancing Neighbourhood Liveability 2. Wai Kokota Basin/Victoria Park 3. Nelson Street Laneway 4. Hobson and Nelson Streets <p>Alongside these projects, council is supporting a community development</p>	<p>Initial investigations commenced in late-2024 for the Enhancing Neighbourhood Liveability project that will consider targeted small-scale interventions to enhance walkability and create more inviting public spaces. Business case and concept design work will commence in the second half of the 2025 calendar year to support proposed changes within the Victoria Quarter southern precinct.</p> <p>Initiation of a Wai Kokota Basin / Victoria Park place enhancement project including project scope and planning with investigations to progress in the second half of the 2025 calendar year</p>	Dec 2023	2031/2032

Project	Background	Commentary	Estimated start	Estimated end
	programme to strengthen the Victoria Quarter community and their sense of belonging.			
High Street Improvements	<p>The High Street Improvements project focusses on the renewal of High Street. It follows on from the High Street Pilot, which made improvements to the street in 2020 – making it more welcoming and easier to get around.</p> <p>The project will identify and deliver a preferred future for High Street – one that reflects the community's aspirations for the street, protects what makes it unique and creates a vibrant street that functions well and meets everyday needs.</p>	<p>Planning has started for improvements to High Street, with aspirations to prioritise people and street operations, enhance the unique heritage and history of the area and contribute to a growing sense of community.</p> <p>Engagement with the community, to understand their ambitions and priorities for High Street commenced in July 2024 and continued through to the end of October 2024. The project engaged with local residents, businesses, property owners, and those who visit High Street.</p> <p>Following the community engagement, concept design development commenced in November 2024. The insights gathered from the engagement, alongside technical investigations, informed the development of three design ideas for High Street. The City Centre Advisory Panel provided feedback on the long list design ideas at a workshop on 5 March 2025.</p> <p>The project team provided updates to the City Centre Advisory Panel on the ideation process at workshops on 24 February, 5 May and 30 June 2025.</p> <p>The project team reported to the Waitematā Local Board on the design ideas and public engagement approach, at their 15 July 2025 business meeting.</p>	May 2024	June 2029
City Centre Action Plan Programme: Increase investment and attraction				
Pedestrian count	<p>In 2015 a partnership was formed with Heart of the City to maintain the city centre pedestrian count programme. Heart of the City receive an annual contribution towards the cost of maintaining the system.</p> <p>The data is published on the Heart of the City website.</p>	<p>The current agreement with Heart of the City ends on 1 July 2025. An interim extension of the current arrangement is being negotiated to maintain data collection while the council group are considering the future needs and potential technological improvements for pedestrian monitoring.</p>	July 2015	July 2025

Project	Background	Commentary	Estimated start	Estimated end
Visitor attraction and promoting the city centre	<p>The city centre targeted rate has supported destination marketing initiatives since 2008 through contributions to the two city centre business associations.</p> <p>This funding is invested via a collaborative working group comprising Auckland Council, Tātaki Auckland Unlimited, Heart of the City and the Karangahape Road Business Association.</p>	<p>Highlights enabled by the city centre targeted rate investment in 2024-2025 include:</p> <ul style="list-style-type: none"> • attraction of major events including Dua Lipa, the Live Nation winter series and The Others Way • attraction of major performing arts and experiences such as Six the Musical, The Lord of the Rings musical and the Auckland Live Cabaret series • attraction of major conventions and business events including Auckland Startup Week • the new City Centre Investment Prospectus and associated promotion • enhanced welcome experiences and promotions to cruise ship arrivals • expanded promotion of Christmas in the City Centre by Heart of the City • the It's on in Auckland destination marketing campaign by Tātaki Auckland Unlimited • development of the Auckland by Night Action Plan (nighttime economy) • development of the Student Experience partnership action plan • a major visitor attraction campaign by Heart of the City (winter/spring 2025) • a visitor attraction campaign by Karangahape Road Business Association (winter 2025). 	July 2008	Ongoing
City Centre Action Plan Programme: Integrate City Rail Link				
Britomart Precinct Upgrade	<p>Britomart Precinct has been identified in the City Centre Master Plan as intended to be a high quality mixed used precinct. Private developments and completed streetscapes in the area over the last decade or so have made significant improvement to this part of the city.</p> <p>The programme will continue to upgrade streetscapes in the precinct to align with private sector investments and City Rail Link to maximise the outcomes in this part of the city and create a high-quality pedestrian focused precinct.</p>	<p>Construction of the final section of Tyler Street, between Te Komititanga and Commerce Street, began in July 2024.</p> <p>The Tyler Street works are being delivered concurrently with the Waitemata Station Plaza upgrade on behalf of City Rail Link Limited. Works on Tyler Street are largely complete, and the area was opened to the public in April 2025. Construction is ongoing for the plaza which is currently expected to be completed late 2025 calendar year.</p> <p>Planning will commence in the second half of the 2025 calendar year for a reference design for the remaining streetscapes within the precinct to inform the next stage of street upgrades.</p>	January 2018	December 2025
Karangahape Road Quarter programme	<p>There is an opportunity for the precinct around the new Karanga-a-hape Station (CRL) to deliver vibrant, urban living in a part of the city that is central, highly accessible and in close proximity to the emerging rapid transit public network. The project aims to better realise the benefits of the CRL and deliver safety improvements, better connections to sustainable modes and improved amenity prior to the opening of the new stations and train network.</p>	<p>The city centre targeted rate is contributing to enhanced outcomes in the Karanga-a-hape Station Precinct Improvements project delivered by Auckland Transport, which includes new street furniture, new lighting, tree pits and garden beds, new infrastructure to support active modes, improved pedestrian spaces.</p> <p>The city centre targeted rate enabled the expansion of the Small Business Support Programme, with microgrants issued to 21 businesses impacted by the Karanga-a-hape Station Precinct Improvements project delivered by Auckland Transport. Targeted rate funding also supported additional activation, events and marketing delivered by the Karangahape Road Business Association to encourage people to continue visiting the area during construction.</p>	Nov 2022	2028
Midtown Programme	<p>The area surrounding Aotea Square is set to become a key transport hub with the opening of the City Rail Link Te Waihorotiu</p>	<p>Council's Auckland Urban Development Office is leading the coordination of the programme on behalf of the council group. Progress from council group investments in the last year includes:</p>	July 2022	TBC

Project	Background	Commentary	Estimated start	Estimated end
	<p>Station, which will play a pivotal role in the transformation of the area and the city centre.</p> <p>Auckland Council, Auckland Transport and Watercare will be delivering several significant projects in the midtown area (surrounding Aotea Square) alongside CRL, utilities providers and the private sector. In particular, the programme will:</p> <ul style="list-style-type: none"> improve streets around the new CRL station to support safe and effective movement for the anticipated increase in the number of people in the area (while still enabling access for vehicles needed to support business operations) improve the frequency and reliability of bus services into the city centre, and improve the connectivity between bus and rail (Auckland Transport) <p>increase wastewater and power capacity to support anticipated growth and private sector investments (Watercare and Vector).</p>	<ul style="list-style-type: none"> Te Hā Noa has transformed parts of Victoria Street into pedestrian-friendly spaces with widened footpaths, new seating and planting. The first section, between Elliott Street and Queen Street, was completed in October 2024. The eastern section, from Lorne Street to Kitchener Street, opened on 1 March 2025, with planting finished on 11 May 2025. Auckland Transport's interim cycleway extension on Victoria Street opened in March 2025, providing a safe, two-way cycling connection between Nelson Street and Federal Street. Wellesley Street Bus Improvements – Stage 1 continues, with work focused on the northern side between Queen Street and Albert Street. Work will shift to the southern side in mid-July 2025. Watercare's Midtown Wastewater Upgrade – Queen Street project began in October 2024. Shaft construction is largely complete at key intersections along Queen Street, preparing for tunnelling from Mayoral Drive to Victoria Street in the second half of 2025, City Rail Link streetscape works continue to make significant progress on Albert Street between Wyndham Street and Mayoral Drive. The reinstatement of the heritage bluestone wall is complete, with surrounding works having commenced in May 2025. <p>The midtown programme also delivered a comprehensive development response approach, delivered by Auckland Council on behalf of the projects in the area. This includes:</p> <ul style="list-style-type: none"> customer experience standards and consistent disruption mitigation expectations for construction contractors joined-up communications and engagement, on-street relationship management and customer advocacy increased focus on street health, cleaning and maintenance, safety, security and antisocial behaviour place enhancements, activations and promotion to attract people to the area during construction <p>The development response approach also includes a Small Business Support Programme to support ground floor retail, hospitality and services businesses to be more resilient to construction disruption and to adapt to the changing environment. In 2024-2025, the programme supported 134 businesses and issued 129 microgrants.</p>		
Te Hā Noa Victoria Street	<p>The Victoria Street linear park is part of the City Centre Masterplan which envisages a green link connecting Rangipuke Albert Park and Waikokota Freemans Bay/ Victoria Park.</p>	<p>The detailed business case process concluded in March 2021, confirmed a staged delivery of Te Hā Noa Victoria Street linear park, with the current stage 1 between Albert Street and Kitchener Street, to be delivered to align with the City Rail Link construction timeline for Te Waihorotiu Station.</p> <p>Construction delivery commenced in April 2023. In December 2023, Victoria Street reopened to traffic with construction continuing along Victoria Street between Albert Street and Queen Street.</p> <p>The Te Hā Noa sections between Elliott Street and Queen Street, and between High Street and Kitchener Street have been completed. The main works between Elliott Street and the CRL designation around the new station entrance have also been completed, with minor works nearing completion in this area. Construction of the last section between Queen Street and High Street will commence in 2026 and is expected to be completed late 2026 due to the timing of Watercare's new wastewater infrastructure project in the same area.</p>	March 2021	December 2026

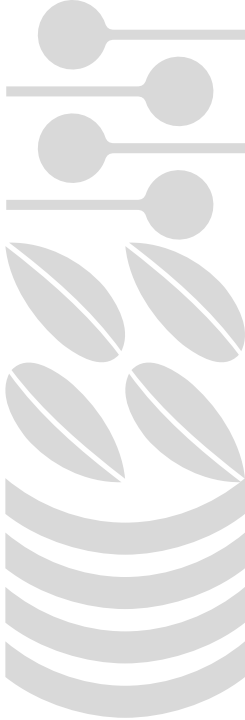
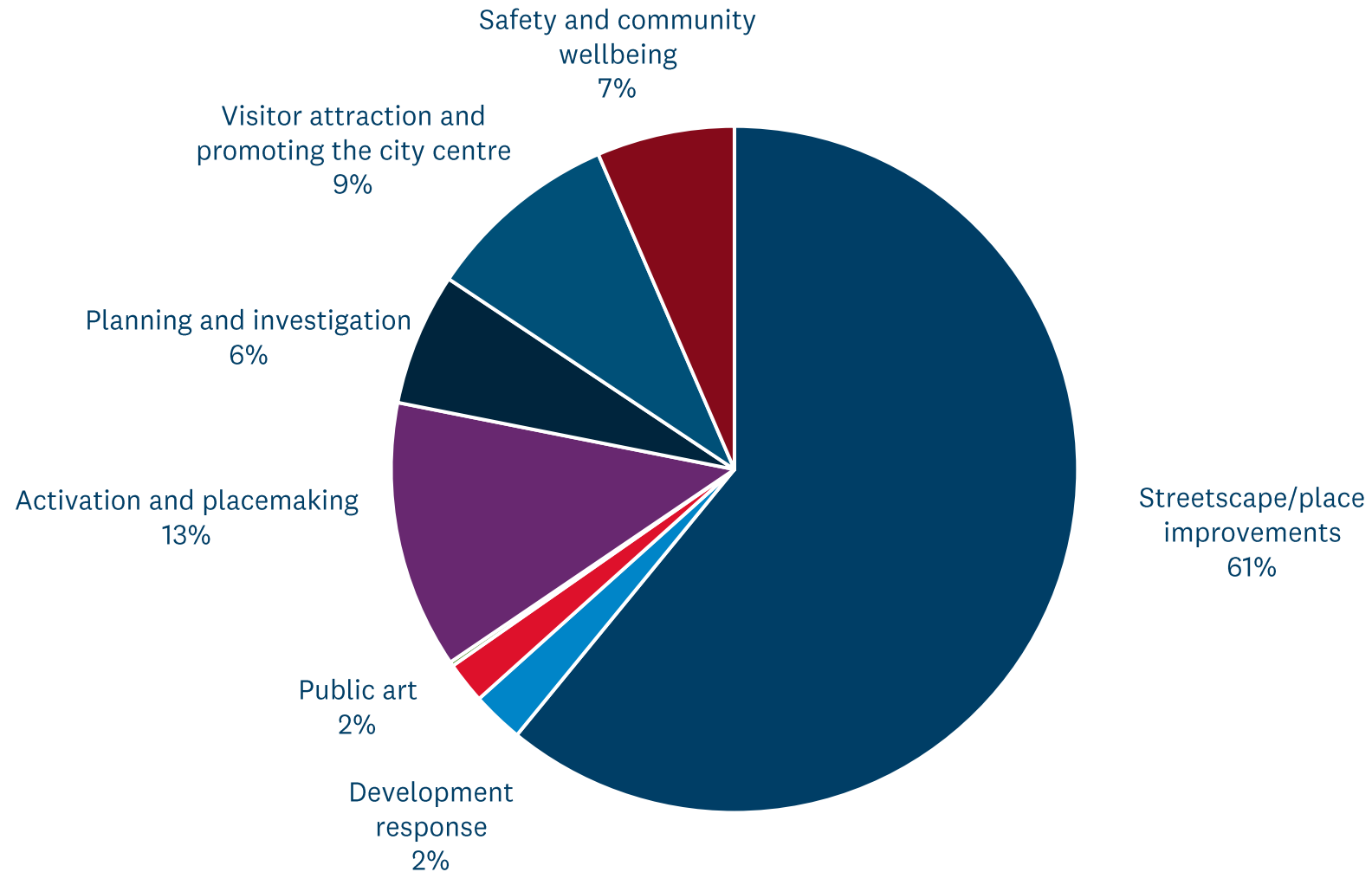
City Centre Targeted Rate Annual Report 2024/2025

City Centre Advisory Panel

18 August 2025



CCTR expenditure 2024/2025



A man in a dark jacket and trousers walks towards the camera on a paved sidewalk. To his right is a young tree planted in a landscaped area with large grey rocks and some greenery. In the background, a modern multi-story building with large windows is visible, along with other pedestrians and a car on the street.

Getting ready for CRL

Te Hā Noa





Artist impression of Tyler Street





Facilitate regeneration of precincts

High Street engagement



Visitor attraction and promotion



Te Manaaki in Te Komititanga Photo credit: Sacha Stejko



Community safety and wellbeing



Take 10 late-night safe zone



Priorities for 2025/2026



Ngā mihi



Extension of the City Centre Targeted Rate

Te take mō te pūrongo Purpose of the report

1. To seek ohia / endorsement of the proposed city centre targeted rate investment portfolio for financial year 2026 through to the end of financial year 2037, inclusive of an extension of the targeted rate from 2031.

Whakarāpopototanga matua Executive summary

2. The city centre targeted rate makes a significant contribution to the transformation of Auckland's city centre. It helps achieve the outcomes of the [City Centre Masterplan 2020](#) and its investment portfolio forms part of the City Centre Action Plan 2024-2034. The targeted rate is currently in place until financial year 2031 and collects approximately \$27 million per annum that is inflation adjusted.
3. The City Centre Advisory Panel (the panel) provides advice on the investment priorities for the city centre targeted rate. In April 2024, the panel recommended a review and extension of the city centre targeted rate. A series of workshops have been held with the panel to identify future investment priorities for the city centre and the extension of the targeted rate.
4. Attracting more people into the city centre, to live, work and study, to visit for leisure, shopping or business, and invest in its future, has been identified as a key priority for the panel throughout its term. Attracting more people into the city centre will also provide a much-needed boost for retail and hospitality businesses and enable the benefits of the City Rail Link to be maximised.
5. The existing targeted rate investment portfolio, for financial years 2025 – 2031 totaled \$281 million and is included as Attachment A. The proposed investment portfolio for financial years 2026-2037 is included as Attachment B. The proposed investment requires an additional \$199 million, to be funded from a six-year extension to the targeted rate from 2031 to 2037. The proposed investment portfolio for the targeted rate would be \$447 million over the next 12 years.
6. Key highlights of the proposed portfolio include the following:
 - \$60.5 million over the next five years to boost visitor attraction via destination events, performing arts and experiences, City of Music, tourism initiatives, marketing and promotion. This is in addition to the existing targeted rate programme of activation and placemaking, visitor attraction and promotion, and funding from general rates for major events and promotions. This investment is timed to capitalise on the opening of City Rail Link and New Zealand International Convention Centre in 2026, and the completion of substantial public realm improvements.
 - Substantial funding for the Aotea Arts Quarter to enhance its role as the cultural and civic heart of Auckland, alongside the Te Waihorotiu station and to complement Te Komititanga as a vibrant bookend to Queen Street's core retail area. This includes funding from the existing Midtown programme and an additional \$23.65 million bringing the combined total of the Midtown/Aotea Arts Quarter funding up to a total of \$75.4 million over the next 12 years.
7. The existing city centre portfolio of programmes is retained but some projects are deferred and planned over a longer period. This is to reduce construction disruption, and to enable funding for the new visitor attraction programme to be prioritised over the next 5 years. This

includes deferring Federal Street stage 3 and the future programme for Karangahape Road until after 2031. Work on the Victoria Quarter and Te Tōangaroa programme will continue from this year onwards but be staged over a longer period of time with completion now proposed to be in 2032 and 2033.

8. The targeted rate reserve has built up to a total of \$81.5 million as of 1 July 2025. These funds are ringfenced and can only be spent for the benefit of the city centre. Given the current challenges in terms of attraction and the benefits to the city centre of attracting more people, staff recommend that the cash reserve is spent in the financial years 2026 – 2029 the new visitor attraction programme.
9. If the targeted rate extension is not adopted by the Governing Body, work and projects scheduled from financial 2031 will not progress unless funded elsewhere.
10. On endorsement from the Panel, staff will present the recommended extension of the targeted rate to the new Governing Body to consider for inclusion into an Annual Plan or Long-Term Plan public consultation process.
11. The investment priorities for the targeted rate, and the associated programme of work, are reviewed regularly, including at each Annual Plan where the targeted rate is both consulted upon and agreed by the Governing Body. Factors which could necessitate a review and change to the proposed portfolio include insights from key performance indicators, private sector investment, changes to the macro/local economic context, and relevant council group and central government funding decisions, alongside consultation feedback.
12. No change to the amount of rate paid by businesses or residents, or how it is calculated is currently proposed.

Ngā tūtohunga Recommendations

That the City Centre Advisory Panel:

- a) ohia / endorse the proposed city centre targeted rate investment portfolio for financial years 2026 to 2037, located in Attachment B of this report, including:
 - I. a proposed extension of the City Centre Targeted Rate by a further six years, from 2031 through to financial year 2037.
 - II. funding increased expenditure from financial years 2026 to 2027 from the existing City Centre Targeted Rate cash reserve, to support the new attract, enable and sustain activities.
- b) tuhi tīpoka / note that items proposed to be scheduled from financial 2031, within Attachment B will not progress if the targeted rate extension is not adopted by the Governing Body through an Annual Plan or Long-term Plan process.

Horopaki Context

13. The city centre targeted rate was established in 2004 for the purpose of developing and upgrading the city centre. It was renewed in 2014 ([BUD/2014/55](#)) and again in 2021 ([GB/2021/44](#)). The city centre targeted rate is currently in place until financial year 2030/2031. The targeted rate is paid by commercial and residential property owners within the city centre boundary. It currently collects approximately \$27 million per annum and is inflation adjusted.
14. Over the last 20 years, the city centre targeted rate has been instrumental in enhancing the public realm in the city centre alongside other council group and private sector investments ([City Centre Targeted Rate Annual Report 2024](#)). It directly supports the delivery of the

outcomes and transformational moves of the [City Centre Masterplan 2020](#), and is guided by the direction and priorities set out in the [City Centre Action Plan 2024](#).

15. The role of the City Centre Advisory Panel is determined by its [Terms of Reference](#), and includes providing “advice on priorities for the city centre targeted rate, in the context of the overall group budget, and in doing so, advocate best value for the city centre targeted rate payers.” This includes advising on the investment priorities for the city centre targeted rate portfolio.
16. As part of its [feedback](#) on the city centre targeted rate investment portfolio in April 2024, the panel requested a review and extension of the rate beyond 2031. The panel also recommended that consideration be given to increasing the share of the targeted rate paid by residential property owners.
17. The process for changes to the city centre targeted rate are set out in section 101(3) of the Local Government Act 2002. This requires council to assess the future needs and priorities of the city centre beyond what is currently funded in the existing targeted rate portfolio. This includes determining the services and activities (programme of works) that are required and the timing of those activities, alongside the wider council group’s coordinated future planning for the city centre, and other funding sources, including the regional land transport plan and the council’s long-term plan.
18. Staff presented at a series of workshops with the panel over the last 10 months to review the city centre targeted rate:
 - 24 February 2025 workshop: staff presented a range of city centre data, trends and insights to build a shared understanding of the city centre.
 - 5 May 2025 workshop: staff presented investment priorities for the targeted rate portfolio and sought feedback.
 - 13 June 2025 workshop: staff presented the draft City Centre Targeted Rate Investment portfolio for financial years 2026 – 2037, for consideration and feedback.
 - 30 June 2025 workshop: in response to panel feedback, staff provided additional information and then circulated an updated draft investment portfolio and summary of the proposed investments for further feedback from the panel.
19. In response to feedback from the panel, some refinements have been made to the proposed portfolio.
20. The existing City Centre Targeted Rate portfolio for financial years 2025 – 2031 is included as Attachment A. The proposed City Targeted Rate portfolio for financial years 2026 – 2037 is included as Attachment B.
21. Following the panel’s endorsement of the proposed targeted rate portfolio, staff will report to the incoming Governing Body and recommend that the extension of the targeted rate, from financial year 2031 to 2037, be considered for inclusion in a future annual plan or long-term plan public consultation process.
22. The panel also recommended changes to the residential share of the city centre targeted rate. At the panel’s 30 June 2025 workshop, the panel recommended that this change be considered through a separate process after a decision on the extension of the targeted rate, and the programme to be funded has been made by the governing body.

Tātaritanga me ngā tohutohu

Analysis and advice

23. The panel’s feedback reinforced the ongoing challenges for the retail, business and hospitality sectors, exacerbated by the declining number of people visiting the city centre.

24. Attracting more people into the city centre, for a greater range of reasons, will provide a much-needed boost in retail and hospitality to activate street life. More people working, studying and visiting the city centre will also enhance safety, attract new businesses and support the aspiration to grow the residential population in the city centre.
25. With the City Rail Link, due for completion in 2026, along with substantial investment in walking, cycling and public realm improvements, there is now the opportunity to prioritise investment into activities that will attract more people into the city centre to experience the benefits of these changes.

A targeted city centre investment portfolio

26. The proposed city centre targeted rate investment portfolio for financial years 2026-2037 is provided in Attachment B. It is targeted at supporting the following investment priorities in addition to the extension of the existing targeted rate programme of investment.
 - **Attract** – deliver initiatives that creates a sense of always-on excitement, enabled by a vibrant arts, culture, tourism, events and entertainment sector. This will be supported by marketing and promotion that will enhance the city centre's reputation as an exciting place that is easy to get to and the place to be.
 - **Enable** – enhance partnerships with the private sector to develop unique and interconnected experience precincts. The precincts will offer a range of complementary activities, experiences and services, supported by the ongoing programme of targeted public realm upgrades. This encourages people to stay longer and/or to choose to live here.
 - **Sustain** – enhance the quality of experience and address negative perceptions of the city centre by improving cleaning, maintenance, safety and public amenity. This will ensure that people experience the city centre as a positive and welcoming place.
27. Key highlights of the portfolio:
 - **Additional investment:** It introduces a proposed additional \$199 million of planned investment into the city centre, to be funded through a proposed six-year extension of the targeted rate from its current end date of financial year 2031 to financial year 2037.
 - **Boost attraction:** \$60.5 million is proposed to be allocated for destination events, performing arts and experiences, City of Music and tourism initiatives, alongside marketing and promotion. This investment is in addition to the regular programming of activation and placemaking within the existing targeted rate programme, and general rates funding for major events and promotions. Investment focused over the next five years to enhance vibrancy, following the opening of City Rail Link and New Zealand International Convention Centre.
 - **Aotea Arts Quarter:** Substantial funding is allocated to the Aotea Arts Quarter to enhance its role as the cultural and civic heart of Auckland and the iconic bookend to Te Komititanga on Queen Street, within the Waihorotiu Valley. This includes funding from the existing Midtown programme and an additional \$23.65 million bringing the combined total of the Midtown/Aotea Arts Quarter funding up to a total of \$75.4 million over the next 12 years.
 - **Strategic deliver timeframes:** The existing city centre portfolio of programmes is retained but changes in delivery timeframes for some capital works projects are proposed to enable the boost in attraction investment and limit construction impacts on opening of the City Rail Link. Federal Street stage 3 and the future programme for Karangahape Road which are both deferred till after 2031. Work on the Victoria Quarter and Te Tōangaroa programme will continue from this year onwards but be staged over a longer period of time with completion now proposed to be in 2032 and 2033.

- **Investment attraction and data monitoring programme:** A new initiative to support the integration of precinct planning and the attraction of new businesses and investment with a focus on supporting street level activity.
28. The existing targeted rate programme is included in Attachment A and the proposed, is included as Attachment B. All work and projects scheduled after 2031 are reliant on the extension of the targeted rate collection through to 2037
29. Historically, around 80 per cent of city centre targeted rate spend has been on capital projects. The proposed new investment programme boosts investment into operational projects including attraction, promotion and economic development activities while continuing to deliver the existing city centre targeted rate investment programme of public realm upgrades. This change is compliant with the purpose of the targeted rate which aims to enhance the city centre as a place to work, live, visit and do business.
30. The proposed programme represents 55 per cent capex and 35 per cent opex spend between financial years 2026 - 2037, with ten per cent contingency for new or extended programmes.

Opportunities to revise priorities over time

31. The investment priorities for the targeted rate, and the associated programme of work, are reviewed regularly, including at each Annual Plan and Long-term Plan cycle.
32. Other factors which could necessitate a review include the introduction of the proposed bed night visitor levy, insights from key performance indicators, private sector investment, changes to the macro/local economic context and relevant central government funding decisions.

Tauākī whakaaweawe āhuarangi **Climate impact statement**

33. Many projects funded through the city centre targeted rate support the delivery of environmental improvements and align closely with the goals of Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan, particularly within the built environment and transport priority areas.
34. The city centre targeted rate delivers projects that integrate environmental measures such as waste minimisation, stormwater treatment systems, tree planting and planters into its public realm improvement projects. Work is underway to strengthen this work with the development of a blue-green strategy being identified in the City Centre Action Plan.
35. The new investments into attraction and promotion of the city centre, that align with the opening of the City Rail Link, new bus routes and the completion of walking and cycling initiatives will also help support the uptake of these transport options which reduce emissions and improve resilience.

Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera **Council group impacts and views**

36. The city centre targeted rate portfolio forms part of the City Centre Action Plan 2024-2034, which outlines the Council Group's shared priorities and programmes to help realise the vision of the City Centre Masterplan. The targeted rate contributes directly to the delivery of these outcomes and plays a vital role in supporting and complementing broader council group and private sector investment across the city centre.
37. In developing the proposed city centre targeted rate investment programme for financial year 2026-2037, staff have been guided by the outcomes sought by the City Centre Masterplan and have worked across the Council Group to ensure alignment between the strategic outcomes sought for the city centre and the proposed programme.

38. The Auckland Urban Development Office, established 1 July 2025, maintains the city centre targeted rate portfolio and has a key role to play in the coordination, planning and delivery of council group investments in the city centre.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe Local impacts and local board views

Local impacts

39. Alongside other council investments, the city centre targeted rate will continue to support improvements in the urban environment, treatment of stormwater, extent of tree cover and biodiversity. The proposed programme also continues to support initiatives to improve safety in the city centre, and provides community events, activations and city centre promotions, through partnering with a range of community, business and industry organisations.

Local board views

40. The Waitematā Local Board receives regular updates on city centre projects through memorandums, monthly workshops and quarterly reports, as well as providing feedback on specific projects and initiatives.
41. The targeted rate review process and draft investment priorities were shared with the Waitematā Local Board in a memo dated 7 May 2025 and the updated investment programme was presented at the board's workshop on 8 July 2025.
42. The chair of the Waitematā Local Board is member of the City Centre Advisory Panel.
43. The targeted rate portfolio delivers on the Waitematā Local Board Plan 2023, contributing towards the following key objectives:
- partnering for positive community outcomes and recognising expertise
 - champion for safety, inclusion, engagement, and accessibility
 - quality city centre and urban neighbourhoods that are resilient and sustainable
 - character and heritage of our neighbourhoods is valued and conserved within our urban landscapes
 - open space networks meet the needs of our changing and growing communities.

Tauākī whakaaweawe Māori Māori impact statement

44. The City Centre Masterplan seeks a thriving and authentic tangata whenua identity and culture that is visible throughout the city centre, with a sense of place that is informed by the past and looks to the future.¹
45. Auckland Council partners with iwi mana whenua including Ngāti Whātua Ōrākei in the planning and delivery of city centre projects. Māori outcomes delivered by the targeted rate portfolio are managed at the project level, with each project responsible for delivering on their individual outcomes. Recent examples include the Myers Park upgrade with the targeted rate funding the pūhoro pattern on the concrete ramps, designed by artist Graham Tipene (Ngāti Whātua, Ngāti Kahu, Ngāti Hine, Ngāti Haua, Ngāti Manu), and working closely with mana whenua representatives to develop artworks and incorporate Māori designs into street furniture for the Te Hā Noa project.
46. Ngāti Whātua Ōrākei has a representative on the City Centre Advisory Panel who advises on the investment priorities of the targeted rate. The council is working in partnership with Ngāti Whātua Ōrākei on the Te Tōangaroa programme, which has \$29.6 million of targeted rate funding allocated in the current programme. The same amount of funding is allocated

¹ City Centre Masterplan Outcome 1: Tāmaki Makaurau – Our place in the world

for Te Tōangaroa in the proposed programme but \$12.4 million of that funding is now scheduled for financial years 2032-2033.

47. The targeted rate has also funded events and art projects that support expression of Māori culture and provide a positive impact for Māori, including Te Paparahi Toi Māori and Matariki celebrations. These types of collaborations are proposed to continue.
48. The extension of the targeted rate enables the continuation of established relationships and the ongoing provision of integrated design outcomes that enhance mana and wellbeing through inclusion of Māori design values and cultural expression throughout proposed programme and projects.

Ngā ritenga ā-pūtea Financial implications

49. The total cost of the proposed extended city centre targeted rate portfolio programme is \$447 million over FY26-37. This is an increase of \$199 million over the current programme to be funded by the recommended six-year extension to the targeted rate collection from FY2031 to FY2037.
50. The new initiatives in financial years 2026 and 2027 total \$26.7 million including an agreed one-off funding of \$2.5 million to support the Mayor's Proposal for financial year 2026, for the purposes of supporting major events. These new initiatives are to be funded from the current reserve fund from the City Centre Targeted Rate which is ringfenced for city centre outcomes.
51. The targeted rate reserve has built up to a total of \$81.5 million as of 1 July 2025. These funds are ringfenced and can only be spent for the benefit of the city centre, in line with the purpose of the city centre targeted rate and must be spent on those activities. Given the current challenges in terms of attraction and the benefits to the city centre of attracting more people, staff recommend that the cash reserve is spent in the financial years 2026 – 2029 on the new visitor attraction programme.
52. The panel has strongly advised that the targeted rate is not intended to replace the shortfall in general rates funding for major events and destination marketing. However, in recognition of the economic importance of events and tourism to the city centre, the advisory panel have supported strategic investment of the targeted rate to support visitor attraction in the city centre.
53. The panel may continue to advocate for an increase in general rates funding for these activities, alongside any proposals to introduce a bed night visitor levy.

Ngā raru tūpono me ngā whakamaurutanga Risks and mitigations

54. The risks and mitigations associated with extending the targeted rate for a further six years to enable the proposed investment programme are outlined in Table 1.

Table 1: Risks and mitigations associated with extending the city centre targeted rate to financial year 2036/2037

Risk	Mitigation
Proposed additional investments on attraction do not have the desired level of impact and benefits	Measures in place to monitor progress and adjust tactics, with six-monthly report back to the City Centre Advisory Panel
Cost increases due to delay in capital spend impacts on	Ensure projects in the advanced stages of design are progressed as planned and not delayed.

deliverability of existing programme.	Ensure the collection of the targeted rate continues to be inflation adjusted.
Overreliance on targeted rate for activities that should or could be funded by general rates or central government	Monitor changes in socio-economic conditions and advocate for changes to central government policies if required, e.g. to reduce homelessness.
Not enough funding to deliver public realm benefits to future capex projects, not currently subject to city centre targeted rate funding.	Advance the City Centre Action Plan integrated work programme and the development of robust business cases across the Council Group, to support increased general rates, transport or alternative funding for key projects of significant benefit to the city centre and wider region. Include a contingency fund within the targeted rate portfolio to provide for additional capex investments
The governing body does not approve the proposed extension of the targeted rate.	Limit the duration of agreements on the attraction programme, until the governing body has confirmed the recommended extension, to limit the impact on the existing programme from the use of reserve funds.

Ngā koringa ā-muri

Next steps

55. Pending the City Centre Advisory Panel's endorsement of the proposed city centre targeted rate investment portfolio for financial year 2026 to 2037, and the recommended extension of the city centre targeted rate collection from 2031 to 2037, staff will progress the necessary reports to the Governing Body so that the proposal to extend and amend the rate are considered as part of the requisite process under consultation of the Annual Plan and Long-term Plan in due course.

Ngā tāpirihanga

Attachments

No.	Title	Page
A	Existing City Centre Targeted Rate Portfolio, FY26	
B	Proposed City Centre Targeted Rate Portfolio, FY26-FY37 for endorsement.	

Ngā kaihaina

Signatories

Author	Tracy Ogden-Cork - Manager Investment Programmes
Authoriser	Jenny Larking - Head of Growth and Regeneration Delivery Patrick Dougherty - General Manager Auckland Urban Development Office

CCTR Portfolio - Programme status as at June 2024

Projects	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Total FY25-FY31
Enhancing people experience and Support communities								
Activation and Placemaking	2,900,000	3,400,000	4,000,000	4,000,000	4,500,000	4,500,000	4,500,000	27,800,000
Public Amenities Improvement			500,000	1,000,000	1,000,000	1,000,000	1,000,000	4,500,000
Public Art	1,310,000							1,310,000
Wayfinding Improvements		300,000	100,000	100,000	500,000	500,000		1,500,000
Supporting residential communities	50,000	50,000	50,000	50,000	50,000	50,000	50,000	350,000
Community/visitor safety Improvements	2,000,000	2,000,000						4,000,000
Facilitate regeneration of precincts								
Emily Place Improvements	760,000	2,560,000	6,010,000					9,330,000
Federal Street (Victoria to Wyndham Street)	25,000	550,000	550,000	9,100,000	8,100,000	100,000		18,425,000
Investigation and Planning	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Nelson Street Laneway	530,000	4,350,000	2,820,000					7,700,000
Service Lane Programme	850,000	5,550,000	700,000					7,100,000
Te Tōangaroa Programme	400,000	1,000,000	4,900,000	7,400,000	7,200,000	8,700,000		29,600,000
Victoria Quarter Programme	200,000	200,000	4,200,000	5,200,000	5,200,000	7,200,000	5,700,000	27,900,000
High Street Improvement	400,000	1,000,000	2,500,000	8,000,000	9,600,000	6,100,000	200,000	27,800,000
Increase investment & attractions								
Pedestrian Count	58,000	58,000	58,000					173,000
Visitor attraction and promoting the city centre	2,500,000	2,500,000	2,500,000	800,000	800,000	800,000	800,000	10,700,000
Integrate City Rail Link								
Britomart Precinct Upgrade	1,889,000	600,000	3,094,000					5,583,000
Karangahape Road Quarter programme	3,800,000	1,300,000	250,000	250,000	2,550,000	5,000,000	5,000,000	18,150,000
Midtown Programme	2,000,000	2,000,000	5,900,000	10,500,000	5,800,000	10,800,000	15,800,000	52,800,000
Te Hā Noa Victoria Street	4,100,000	15,800,000						19,900,000
Other								
Contingency	900,000				1,000,000	1,500,000	2,950,000	6,350,000
Grand Total	24,772,000	43,318,000	38,232,000	46,500,000	46,400,000	46,350,000	36,100,000	281,671,000

								Current end date of CCTR							
Projects		FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36	FY37	Total FY26-FY37	
New - Sustain	Enhancing people experience and Support communities														
	Activation and Placemaking	\$ 3,400,000	\$ 4,400,000	\$ 4,400,000	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$52,700,000	
	Cleaning and maintenance	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000									\$1,600,000	
	Community/visitor safety Improvements	\$ 2,000,000	\$ 2,000,000	\$ 1,000,000	\$ 1,000,000									\$6,000,000	
	Public Amenities Improvement	\$ 150,000	\$ 350,000	\$ 500,000	\$ 500,000	\$ 350,000	\$ 350,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 250,000	\$3,950,000	
	Public Art	\$ 500,000	\$ 500,000	\$ 500,000										\$1,500,000	
	Supporting residential communities	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000				\$4,050,000	
	Facilitate regeneration of precincts														
	Emily Place Improvements	\$ 1,082,000	\$ 7,951,000	\$ 2,060,000										\$11,093,000	
	Federal Street Stage 3	\$ 250,000	\$ 500,000	\$ 90,000	\$ 420,000	\$ 550,000	\$ 1,550,000	\$ 4,050,000	\$ 6,575,000	\$ 6,575,000	\$ 3,075,000			\$23,635,000	
	High Street Improvement	\$ 890,000	\$ 1,600,000	\$ 7,250,000	\$ 7,950,000	\$ 8,660,000	\$ 740,569							\$27,090,569	
	Investigation and Planning	\$ 200,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$1,300,000	
	Nelson Street Laneway	\$ 3,050,000	\$ 7,280,000											\$10,330,000	
	Service Lane Programme	\$ 164,000	\$ 4,679,000	\$ 1,921,000										\$6,764,000	
	Te Tōangaroa Programme	\$ 550,000	\$ 1,100,000	\$ 1,900,000	\$ 3,400,000	\$ 5,700,000	\$ 4,200,000	\$ 6,200,000	\$ 6,200,000	\$ 200,000	\$ 150,000			\$29,600,000	
Victoria Quarter Programme	\$ 310,000	\$ 3,200,000	\$ 3,200,000	\$ 3,200,000	\$ 4,490,000	\$ 7,200,000	\$ 6,000,000						\$27,600,000		
New - Enable	Increase investment & attraction2														
	Destination Funding (Mayor's Proposal)	\$ 2,500,000												\$2,500,000	
	Investment Attraction and Monitoring	\$ 260,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000								\$2,060,000	
	Pedestrian Count	\$ 57,500	\$ 57,500	\$ 57,500										\$172,500	
New - Attract	Visitor attraction and promoting the city centre	\$ 2,500,000	\$ 2,500,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$17,900,000	
	Visitor Attraction Boost Programme	\$ 7,000,000	\$ 15,750,000	\$ 15,000,000	\$ 12,750,000	\$ 8,500,000	\$ 1,500,000							\$60,500,000	
Existing programme + New Enable	Integrate City Rail Link														
	Britomart Precinct Upgrade	\$ 502,000	\$ 1,500,000	\$ 2,049,500										\$4,051,500	
	Karangahape Road Quarter programme	\$ 500,000	\$ 450,000	\$ 250,000	\$ 50,000					\$ 2,500,000	\$ 5,000,000	\$ 5,000,000		\$13,750,000	
	Midtown / Aotea Arts Quarter	\$ 2,250,000	\$ 1,500,000	\$ 1,500,000	\$ 1,600,000	\$ 1,800,000	\$ 8,000,000	\$ 7,000,000	\$ 10,300,000	\$ 10,300,000	\$ 10,300,000	\$ 10,300,000	\$ 10,600,000	\$75,450,000	
	Te Hā Noa Victoria Street	\$ 1,195,000	\$ 720,000	\$ 1,600,000	\$ 6,300,000	\$ 8,300,000	\$ 300,000							\$18,415,000	
	Wayfinding / Connections between key destinations	\$ 50,000	\$ 400,000	\$ 100,000	\$ 500,000	\$ 500,000								\$1,550,000	
	Other														
	Contingency / Future Programmes		\$ 1,750,000	\$ 1,000,000	\$ 2,000,000	\$ 1,450,000	\$ 1,300,715		\$ 500,000	\$ 3,900,000	\$ 3,000,000	\$ 12,000,000	\$ 16,662,408	\$43,563,123	
Grand Total		\$ 30,210,500	\$ 59,587,500	\$ 46,578,000	\$ 46,370,000	\$ 46,600,000	\$ 31,691,284	\$ 30,100,000	\$ 30,425,000	\$ 30,325,000	\$ 27,925,000	\$ 33,700,000	\$ 33,612,408	\$447,124,692	

