

Minutes of a meeting of the City Centre Advisory Panel will be held on Monday 18 August 2025 at 2.00pm, WaveRoom WG308 – Auckland University of Technology, 55 Wellesley Street East, 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 N Buckland (alternate)

Residents' association (City Centre

Residents Group)

Auckland Council

Mayor Wayne Brown (from 2.25pm Item 7)

Ms Kiri Coughlan

Tertiary education sector (University of Auckland)

Mr Neville Findlay

Retail sector representative

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

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)

Ms Helen Robinson

Social sector (Auckland City Mission)

Ms Ann-Marie Searchfield

Social Sector (Lifewise)

Ms Debbie Summers

Tourism and travel sector (ID Tours)

Mr Alec Tang

Sustainability and climate change

### Apologies

Mr George Crawford

Property sector (Property Council of NZ)

Mr Antony Phillips

Residents' association (City Centre Residents Group)



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**1. Ngā Tamōtanga | Apologies**

Resolution number: CCAP/2025/41

Moved by: Chairperson S Pritchard

Seconded by: Deputy Chair P Reynolds

**That the City Centre Advisory Panel:**

- a) receive the apologies from Antony Phillips and George Crawford for absence.

**Carried**

**2. Te Whakapuaki I te Whai Pānga | Declaration of Interest**

There were none.

**3. Te Whakaū i ngā Āmiki | Confirmation of Minutes**

Resolution number: CCAP/2025/42

Moved by: Chairperson S Pritchard

Seconded by: Deputy Chair P Reynolds

**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.

**Carried**

**4. Ngā Pakihi Autaia | Extraordinary Business**

There was no extraordinary business.

**5. Chair's report**

Resolution number: CCAP/2025/43

Moved by: Chairperson S Pritchard

Seconded by: Deputy Chair P Reynolds

**That the City Centre Advisory Panel:**

- a) note the Chair's 30 June 2025 report.

**Carried**

**6. City Centre Targeted Rate annual report**

Resolution number: CCAP/2025/44

Moved by: Chairperson S Pritchard

Seconded by: Member N Allen

**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.

**Carried**

7. **Extension of the City Centre Targeted Rate**

*Mayor Brown entered the meeting 2.25pm*

An updated presentation was provided in support of the item. A copy is attached to these minutes.

The motion was put in parts.

Resolution number: CCAP/2025/45

Moved by: Chairperson S Pritchard

Seconded by: Member A Parkinson

**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 the report, including:**

I. **a proposed extension of the City Centre Targeted Rate by a further six years, from 2031 through to financial year 2037.**

**Carried**

Resolution number CCAP/2025/46

Moved by: Chairperson S Pritchard Seconded by: Deputy Chair P Reynolds

**That the City Centre Advisory Panel:**

b) **ohia / endorse the proposed city centre targeted rate investment portfolio for financial years 2026 to 2037, located in Attachment B of the report, including:**

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.**

c) **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.**

**Carried**

3.22pm

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:.....

# City Centre Targeted Rate Review

Updated to show how the final recommendations have evolved to reflect panel feedback since the first presentation on 13 June

As at 18 August 2025

City Centre Advisory Panel

13 June 2025





**Total investment was \$65m,  
now \$60.5m**

Shown as one overarching  
Visitor Attraction Boost  
Programme to enable funds  
to be allocated for greatest  
ROI or impact

The following slides show  
indicative starting allocations  
for each workstream

# ATTRACT

## The big, audacious goal

Attract more people to visit, live, work, study, chill, shop and dine in the city centre because:

- There's always something exciting or interesting to discover, do or see
- The offering is relevant and compelling, and reliable
- Experiences are unique, and reflect our culture and diversity
- Places feel alive, vibrant, buzzing – magnetic, sticky and compelling





NOTE: assumes TAU Destination funding is also restored.  
CCAP has endorsed a separate contribution of \$2.5m in FY26.

# Destination Events

## We want to:

- Support a thriving events calendar in Auckland – liveability and reputation
- Help to attract events which drive economic returns to city centre businesses, including tourism
- May include events hosted outside the city centre but which e.g. drive retail/ hospo/ accommodation spend in the city centre

## Now:

\$650k from CCTR in FY25:

(Visitor attraction and promoting the city centre + activation)

*Helped to attract...*

- 2 concerts
- 1 local music festival
- 1 winter concert series
- 1 sports event
- 1 extended cultural festival
- 1 performance series
- 1 major event leverage activity in Aotea Square

## Proposed:

\$17m over 5 years, frontloaded:

*Could enable:*

- ↑ Event attraction e.g. *(secure the pipe)*
  - Concerts and music festivals
  - Sporting events and tournaments
  - Major cultural events like Te Matatin
- ↑ Design and delivery of new flagship events
- ↑ Major event leverage e.g.
  - City centre activations in parallel with major events e.g. fan zones, free activity

## Proposed investment:

**\$2-4m** p/a

Total \$17m over 5 years

Proposed investment  
was \$17m,

**now \$15.5m**

over 5 years

Emphasis on events  
that contribute clear  
economic ROI;  
phased to align with  
e.g. CRL opening



# Performing Arts and Experiences

## We want to:

- Support a thriving and diverse programming calendar so there's always something great on in the city centre;
- Maximise the city centre's venues and civic spaces through a mix of paid and free programming, which in turn drives economic returns to city centre businesses
- Build the profile of the city centre as a creative powerhouse, known for innovation, inclusivity and artistic excellence

## Now:

\$1.53m from CCTR in FY25:

(Visitor attraction and promoting the city centre + activation)

*Helped to attract and deliver...*

- 3 x theatre production seasons
- 1 x exhibition
- 1 x Auckland Live cabaret series
- Limited activation of Aotea Square and Te Komititanga

## Proposed:

\$20.5m over 5 years, frontloaded:

*Could enable:*

- ↑ In-venue programming e.g. Six
- ↑ Growing existing festivals and p
- ↑ Enhancing the experience of civic
- ↑ Exhibitions, spectacles and immers
- ↑ Cultural identity and storytelling
- ↑ Showcasing Māori and Pasifika culture
- ↑ Enlivening the public realm

## Proposed investment:

**\$3-5m** p/a

Total \$20.5m over 5 years

Proposed investment was \$20.5m,

**now \$21.25m**

over 5 years

Emphasis on shows that contribute clear economic ROI; phased to align with e.g. CRL opening



# A City of Music

Current CCTR investment: \$0

Proposed: \$3m over 4 years

## We want to:

- Strengthen the music scene in the city centre, as a competitive advantage and driver of visitation
- Support the sustainability of independent music venues in the city centre (including co-existing well alongside residents)
- ~~Make the most of music for the public realm~~

## What this could include:

- Grow the impact of Auckland City of Music
- Support independent venues to operate more sustainably and reduce reliance on
- Festival sustainability/underwriting and audience development
- ~~Curating busking and street performance~~
- ~~Programmes for underrepresented communities e.g. youth, girls, ethnicities~~
- Review regulatory levers and enforcement approaches; noise and disruption mitigation
- Consider use of council venues/properties as gig and rehearsal space

## Proposed Investment:

**\$0.5-\$1m** p/a

Total \$3m over 4 years

Proposed investment  
remains unchanged  
at \$3m over 4 years

Clear demonstration  
of benefits/ROI  
required before  
allocating funds to  
initiatives



# Travel and Tourism

(FY25 CCTR investment: \$100k for cruise, \$250k for business event attraction)

## We want to:

- Enable the growth of tourism and business event spend and dwell time in the city centre
- Improve visitor experience and amenity
- Promote Auckland's city centre as a destination for international students
- Support the longevity of Auckland as a cruise destination

## What this could include:

- Destination management
- Cruise visitation including a
- Business event
- Attracting in
- Concierge pro
- Visitor informatio

No change to  
proposed  
investment

## Proposed investment:

**\$0.5-2m p/a**

Total \$7.75m over 6 years

# Leisure

(FY25 CCTR investment: \$100k for cruise, \$250k for business event attraction)

## We want to:

- Attract Aucklanders to discretionary leisure time in the city centre

Workstream  
deleted – focus  
on other  
workstreams  
with greater  
ROI

## What this could include:

- Nighttime economy
- Third spaces and alcohol-free activities
- Recreation e.g. yoga, basketball, skateboarding, parks, walking, cycling

## Proposed investment:

**\$0.5-.75m p/a**

Total \$3m over 5 years

# Marketing and Promotion

## We want to:

- Reset people's relationship with the city centre – especially Aucklanders
- Accentuate the positives, and promote all the great things happening in the city centre
- Encourage locals and New Zealanders to spend time and money in the city centre

## Now:

\$1.2m from CCTR in FY25:

(Visitor attraction and promoting the city centre)

- Extended HOTC Christmas campaign (6 weeks)
- 1 x fly/drive domestic campaign (6 weeks)
- 1 x HOTC repositioning campaign creative development
- 1 x KBA restaurant campaign (4 weeks)
- Extended winter programme campaign for Auckland Live

+ BAU activity for council group, HOTC and KBA

## Proposed:

Additional **\$11.5m** over 6 years

- ↑ Local marketing (business)
- ↑ Domestic destination marketing
- ↑ Events and programme
- + Improving perceptions and
- + How to get around easily
- + Ambient and street dressing e.g.

## Proposed investment:

**\$1-2.5m** p/a

Total \$11.5m over 6 years

Allocation reduced

**now \$9m**

over 6 years

Clear focus on  
campaigns that drive  
visitation/ticket sales  
etc; importance of  
coordination between  
agencies

NOTE: assumes TAU Destination funding is also restored. CCAP has endorsed a separate contribution of \$2.5m in FY26.  
Also assumes that international visitor attraction is funded from other sources e.g. bed night levy



# Sector Sustainability

## We want to:

- Develop capacity and facilities which support strong arts, events, tourism, hospitality and entertainment sectors within the city centre
- Grow strong sectors to be self-sustaining and maintain activity levels over time

## What this could include:

- Research, feasibility and business cases
- Affordable rehearsal/creation/performance space(s)
- Youth programmes
- Artist residencies
- Grants programmes
- Event-friendly city
- Capacity building and sustainability of independent venues/theatre companies
- Volunteer programme(s)
- New product development
- Data and monitoring e.g. crowd counting technology, MarketView spend

## Proposed investment:

**\$0.5-1m** p/a

Total 4.5m over 6 years

Proposed investment  
reduced to \$4m over  
5 years

Clear demonstration  
of benefits required  
before allocating  
funds to initiatives







# ENABLE

## A “sticky” city centre

A place where there are:

- lots of things to do, that you won't find anywhere else
- unique and curious places to explore
- nice places to hang out, and easy to walk around



# Distinctive Experience Precincts

Proposed Investment:

**\$2.4m**  
over 5 years

## We want to:

- Create distinctive retail/hospitality/entertainment precincts, that have a critical mass of complementary activities, and services.
- Reduction of vacant stores and empty shopfronts.

## What this could include

- Develop a retail/experience destinations, in partnership with specialists, business owners, to deliver and sustain long-term value.
- Partner with the precinct-based, hospitality and offerings.
- Partner with the precinct-based, new businesses, to develop conversions.
- Consideration of council to

Reframed to  
**Investment Attraction,  
Insights and Monitoring**  
**\$2.06m**  
over 5 years

Programme to be  
developed to align with the  
new Economic  
Development Strategy





# Enhanced connectivity between key destinations

## We want to:

- Improve connectivity, accessibility, safety, legibility and quality of walking routes between key destinations.
- Ensure ability to respond to changing patterns of pedestrian activity post-CRL opening and bus plan implementation
- Support private landowners to improve public amenity.

## What this could include

- Taking an experience led approach to improve accessibility, place identity, wayfinding and navigation,
- Lighting and safety improvements along key routes
- Targeted public realm refinements to improve amenity and connectivity for key walking and universal access in response to changes in pedestrian patterns (post CRL opening)
- Improvements to existing transport links, public easements, or frontage will have significant benefit.

## Propose Investment:

**\$7.5m**

over 10 years  
(Incl. \$1.5M already allocated)

Allocation reduced to \$0. The existing budget for Wayfinding Improvements, alongside place-based programmes, can be used to deliver on these outcomes.



# Cultural Heart of Auckland and New Zealand

## We want to:

- Enhance the Aotea Arts Quarter to strengthen its role as the civic, arts and culture heart of Auckland
- Foster an environment that supports the arts sector to thrive and grow

## What this could include

- Develop a place based arts/culture experience strategy for an expanded Aotea Arts Quarter, in partnership with property owners in the area
- Strengthen connections between places including the Arts Library and Aotea Centre
- Enhancement of open spaces and PUDO required to support the arts sector
- Potential visitor hub and amenities
- Consider both temporary and permanent investment in new development and public improvements.

## Investment:

**\$74m**

over 12 years  
(not fully allocated)

Proposed investment remains unchanged at **\$74m** over 12 years

Confirmation that the Arts Quarter programme will include consideration of wider Queen St Valley area. Comprehensive precinct plan and business case to be developed.





# SUSTAIN

## Getting the basics right

People experience the city centre as safe, cared for, welcoming and attractive, because:

- It looks cared for - clean, tidy and well maintained
- It feels safe – day and night
- There are easy access to clean and safe facilities for a range of users



# Cleaning and Maintenance

## We want to:

Increase the level of service beyond what is funded from general rates

## What this could include:

- More intensive graffiti
- Increased coverage for
- Cleaning blitzes and ta
- More proactive maintenance of furniture

Confirmed funds are not to be used for core cleaning.

Will support localised enhancements, e.g. graffiti, lighting.

Reviewed annually.

## Proposed investment:

**\$0.5m** p/a

Total \$2m over 4 years

# Public Amenities

## We want to:

Deliver high quality public amenities to ensure that people can comfortably spend time in the city centre

## What this could include:

- Increased number of stand-alone public toilets, distributed across the city centre
- Larger and high quality and safe public toilets, parent's rooms, lockers etc

## Proposed investment:

**\$4m**

bring forward budget already allocated



# Safety and Community Wellbeing

## What we want:

- Support implementation of the City Centre Community Safety Action Plan
- Improve and maintain actual and perceived safety in the city centre
- Support experiences of homelessness to be rare, brief and non-recurring
- Support the transition of safety wardens and outreach through to long-term alternative funding

## Now:

\$2m from CCTR in FY25:  
(Community Safety and Wellbeing)

- City centre safety wardens
- Increased street homelessness outreach by Auckland City Mission
- Safety programme advisor - data collection, analysis and reporting
- Support for Street Guardians
- Pilot late night safe zones

+ BAU activity for council group, HOTC and KBA

## Proposed:

Extended funding would enable:

- Transitional funding for safety outreach
- Lighting and CPTED improvement
- Ongoing late night safe zone(s)

It could also include:

- Research and innovation, seed fund
- Investigating daytime facilities, services for communities in need
- Fostering social enterprise and pathways to employment
- Support for community-led e.g. Neighbourhood Support, CPNZ

## Proposed investment:

**\$1-2m** p/a

Total \$5.5m over 4 years  
(incl. \$2m already allocated)

Now proposes  
**\$6m** over 4 years.

Evaluation of safety wardens will inform future investment decisions.

Scoping a “third-space” initiative for consideration.



# Residential initiatives



# Community and Residents

## We want to:

- Deliver community development initiatives to support residents, improve safety and grow social cohesion
- Supporting a growing residential population

## What this could include

- Strengthening residents groups and residents' voices in decision-making
- Community development support
- Grants (via Waitematā Local Board) to support community connectedness
- Enable community-led hubs e.g. Aaiotanga
- Community-focused programming

## Proposed investment:

**\$0.45m p/a**

Total \$4.05m over 9 years  
(incl. \$300k already allocated)



# Budget and funding





## Budget Highlights

- Proposed additional CCTR spend of over ~~\$180~~ **\$199** million.
- Funded through extension of CCTR to financial year 2037 – extension of 6 years.
- Front loading of investment over next five years on attraction, promotion, economic development activities
- \$2.5 million for Destination Funding (Mayor's Proposal), included in financial year 2026.
- Support residential community programme can be accommodated within programme. Increase in Residential CCTR contribution is not proposed at this time.
- CCTR programme can be revisited as part of long term plan cycles.



# Ngā mihi

