
City Centre Advisory Panel Advice on the City Centre Targeted Rate Investment Areas

Te take mō te pūrongo Purpose of the report

1. To ohia / endorse the City Centre Advisory Panel's advice on the city centre targeted rate investment areas, for the Long-term Plan 2024-2034 update.

Whakarāpopototanga matua Executive summary

2. The city centre targeted rate portfolio identifies projects and activities that the city centre targeted rate will be spent on. The portfolio is refreshed every three years and will be adopted as part of the council's Long-term Plan 2024-2034. The role of the City Centre Advisory Panel includes providing advice on determining priority outcomes from the city centre targeted rate portfolio.
3. Staff presented background information on the city centre targeted rate and Long-term Plan 2024-2034 and set out the process for providing advice at the panel's 26 February 2024 workshop.
4. The drafting of advice was delegated to the panel's Investment Working Group. All panel members had the opportunity to provide feedback via email to the working group. A dedicated workshop with the working group was held on 18 March 2024 to collate and formulate the panel's advice on the Long-term Plan 2024-2034 and the city centre targeted rate portfolio.
5. Overall, the panel is supportive of the projects and activities in the proposed city centre targeted rate portfolio and its alignment to the City Centre Masterplan 2020. There is a desire to increase investment in the Aotea Arts Precinct and the southern ends of Queen Street and Symonds Street, the allocation of budget to improve community and visitor safety, as well as greater allocation of funding to public art, destination marketing, activation and placemaking. The panel also recommended increasing the share of targeted rate paid by residents and supports a review for the extension of the targeted rate beyond 2031.
6. In response to the panel's advice, refer Attachment A, staff will update the city centre targeted rate portfolio which includes details of the city centre programme. A memo informing the panel of the revised portfolio will be sent in May 2024. The updated targeted rate portfolio will then be presented to the Governing Body for approval as part of the Long-term Plan 2024-2034 in June 2024.
7. From financial year 2024/2025, staff will work with the panel to advise on the future extension of the city centre targeted rate beyond 2031 and changes to the city centre targeted rate as identified in the investment feedback, for consideration by the Governing Body, and for public consultation in future annual or long-term budgets.

Ngā tūtohunga Recommendations

That the City Centre Advisory Panel:

- a) ohia / endorse the City Centre Advisory Panel's advice on the city centre targeted rate investment areas as detailed in Attachment A.

Horopaki Context

8. The city centre targeted rate forms part of the council's long-term plan. The city centre targeted rate portfolio identifies what the targeted rate will be spent on. The portfolio is refreshed every three years and will be adopted as part of the Long-term Plan 2024-2034 process.
9. City centre targeted rate investment has been largely driven by the direction of the City Centre Masterplan since 2012. The investment also played a major role in leveraging the development of major public infrastructure such as the City Rail Link and private sector investment.
10. The City Centre Action Plan, developed by Eke Panuku in partnership with the council family, provides a plan to implement the City Centre Masterplan through prioritisation, integrated work programmes and actions to deliver on the masterplan vision and outcomes.
11. At the City Centre Advisory Panel's 27 November 2023 meeting, staff presented a high-level overview of the draft city centre portfolio funded through general rates, city centre targeted rate and the Regional Land Transport Plan.
12. Staff also provided an update on the city centre targeted rate portfolio at the same meeting, seeking feedback from the panel on the investment priorities for the proposed targeted rate portfolio as part of the development of the Long-term Plan 2024-2034. The panel agreed that further discussion was needed before it can provide feedback on the updated targeted rate portfolio (resolution [CCAPC/2023/8](#)).
13. Staff presented background information on the city centre targeted rate and Long-term Plan 2024-2034 and set out the process for providing advice at the panel's 26 February 2024 workshop. The panel delegated the drafting of advice to the Investment Working Group. A workshop with the working group was held on 18 March 2024 to formulate the panel's advice on the Long-term Plan 2024-2034 and the city centre targeted rate portfolio.

Tātaritanga me ngā tohutohu Analysis and advice

14. The role of the City Centre Advisory Panel, as set out in the terms of reference, includes working with staff to achieve shared outcomes by "providing advice on determining priority outcomes from the city centre targeted rate portfolio, set in the context of the wider council group funding framework".
15. Staff sought advice from the panel on the following matters.
 - What locations/areas in the city centre would benefit from further investment?
 - What type of investment/activities will make the biggest impact on the success of the city centre in the near and long term?
 - What type of investment should there be more/less of? What are the trade-offs?
 - Where do you see the opportunities for partnership with the private sector?
16. All panel members had the opportunity to provide feedback via email to the working group. The Investment Working Group collated and formatted the advice, which was then circulated to the full panel.
17. Overall, the City Centre Advisory panel is supportive of the projects and activities in the proposed city centre targeted rate portfolio and its alignment to the City Centre Masterplan 2020. The panel's full advice is provided in Attachment A. The panels key initiatives for an increased investment include:
 - Aotea Arts Precinct to attract retailers, food outlets, and pedestrian visitation

- southern ends of Queen Street and Symonds Street, supporting tertiary students access and safety
 - improving community and visitor safety
 - public art, destination marketing, activation and placemaking.
18. The panel recommend an increase in the share of the targeted rate paid by residents and supports a review for the extension of the targeted rate beyond 2031.
19. In response to the panel's advice, staff will update the targeted rate portfolio which provides details on the city centre program and projects. A memo will be sent to the panel in May 2024 to inform of the revised portfolio.
20. From the next financial year, staff will work with the panel to advise on the future extension and changes to the city centre targeted rate, including the residential share, for consideration by the governing body and for public consultation in future annual or long-term budgets.

Tauākī whakaaweawe āhuarangi **Climate impact statement**

21. Urban intensification and city developments have highlighted climate impact and challenges to the environment. Feedback from the panel's workshops support the need to prioritise sustainability and climate change mitigation when developing the city centre.
22. The proposed city centre targeted rate investment portfolio will continue to incorporate critical environmental and climate change measures, such as sustainable procurement, recyclable and reusable materials, opportunities to improve water treatment, greening the environment (for example, more trees and planters), monitoring and evaluation of environment measures, compact and low-carbon urban design.
23. Many of the projects achieved through the city centre targeted rate contribute to the goals of Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan, in particular the built environment and transport priority areas. Projects that contribute to these areas include the Wai Horotiu Queen Street project and Te Hā Noa Victoria Street that deliver safety improvements to walking, cycling and micro mobility, as well as new trees and planting.

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

24. The panel has expressed the need to continue work on a holistic integrated approach to planning and coordination of development in the city centre across the council group.
25. The Development Programme Office has updated the city centre targeted rate portfolio as part of the wider council group Long-term Plan prioritisation and coordination work, as well as to align with the vision and outcomes of the City Centre Masterplan.
26. Implementation of the targeted rate portfolio will be fully integrated with the council group and other delivery partners, to ensure that construction is planned to minimise disruption, and to deliver joined-up communication and on-street engagement for customers.

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

27. The Waitemātā Local Board receives regular updates on city centre projects through memorandums, monthly workshops and quarterly reports, as well as providing feedback on project designs.
28. The city centre targeted rate portfolio delivers on the Waitemātā 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

29. 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).
30. The delivery of city centre targeted rate programmes and projects will promote partnership with Mana Whenua on city centre projects, the use of te reo Māori, festivals and events, and incorporation of Tāmaki Makaurau / Auckland design approach founded on Māori design for unique architectural and spatial design responses.
31. 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. The proposed city centre targeted rate portfolio includes investment for Te Tōangaroa precinct.
32. Auckland Council also partners with mana whenua throughout the planning and delivery of projects. Māori outcomes delivered by the city centre targeted rate portfolio are managed at the project level, with each project responsible for delivering on their individual outcomes.

Ngā ritenga ā-pūtea Financial implications

33. The city centre targeted rate forms an important part of city centre spend, complementing general rates as set out in the long-term plan 2021-2031. The rate can only be applied to relevant activities that benefit property owners inside the rating area.
34. The city centre targeted rate will invest approximately \$280 million of capital and operational expenditure from financial years 2024 to 2031. A key focus of investment in the near term is the enhancement of public spaces around the new CRL stations, as well as ongoing investment on activation, placement and marketing to attract visitors, support local businesses and improve safety perceptions.
35. The updated city centre targeted rate investment portfolio reconciled the increased allocation of city centre targeted rate budget towards the Te Hā Noa – Victoria Street project from \$10 million to \$34.2 million (resolution number [GB/2023/31](#)), approved by the Governing Body at its 23 March 2023 meeting.
36. In addition, the programme may need to be adjusted to reflect increased costs due to ongoing inflationary market forces, that will continue to impact on the city centre targeted rate portfolio.
37. This proposed city centre targeted rate investment portfolio for 2024-2034 will be part of the long-term plan process.

Ngā raru tūpono me ngā whakamaurutanga Risks and mitigations

38. Key risks associated with the delivery of the city centre targeted rate programme include:

Key risks	Mitigation
Construction 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 vehicle movements and public transport can continue to operate effectively.
Disruption to neighbouring businesses and residents, resulting in hardship, dissatisfaction and opposition.	Continue to improve and deliver development response programme 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.
Financial challenges, limiting the amount of additional investment and pace of delivery.	Prioritisation of capital investment is underway across the council group in response to financial challenges. The city centre targeted rate will continue to be used to fund works in the city centre.
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 with the government and private sector to plan and deliver.
Significant cost escalations and volatility in the construction markets that could change project costs.	Continually checking costs against the budget to ensure that cost changes are picked up as early and accurately as possible to deliver within the available budget. These costs are updated as part of the council's annual plan process.

Ngā koringa ā-muri

Next steps

39. The updated city centre targeted rate portfolio will be shared with the City Centre Advisory Panel in May 2024.
40. The updated targeted rate portfolio will then be presented to the Governing Body for approval as part of the Long-term Plan 2024-2034 in June 2024.
41. The City Centre Advisory Panel will continue to be updated on the city centre targeted rate portfolio programme as it progresses.

Ngā tāpirihanga

Attachments

No.	Title	Page
A	City Centre Advisory Panel advice on the City Centre Targeted Rate Investment Areas	

Ngā kaihaina Signatories

Author	Jenny Larking, Head of City Centre Programmes
Authoriser	Simon Oddie – Lead Officer

City Centre Advisory Panel feedback on the City Centre Targeted Rate Investment Portfolio

What locations/areas in the city centre would benefit from further investment?

- Support the current investment into the Victoria Quarter.
- Recommend use of lower cost/tactical interventions, as appropriate, to implement initiatives to support Access for Everyone (A4E) implementation, street calming, trees, and rain gardens.
- Recommend increasing investment into the Aotea Arts Precinct. This would help to attract more retailers, food outlets, and pedestrian visitation.
- Recommend that investment in Te Tōangaroa should start earlier than 2026. This will be planned alongside Ngāti Whātua Ōrākei's development of the area.
- Recommend investment in the southern end of Queen Street and Symonds Street, needed to support tertiary students access and safety.

What type of investment/activities will make the biggest impact on the success of the city centre in the near and long term?

- Recommend investment to support stronger and more equitable residents' voices.
- Recommend investing in the creation of artworks, murals in land banked areas, and artist residencies in empty shops would make an immediate impact.
- Recommend allocation of targeted rate funding for the next two years to support improvements to community/visitor safety as a short-term fix.

What type of investment should there be more/less of? What are the trade-offs?

- Investment of the city centre targeted rate across precincts needs to be equitable over time and the panel plays a key role to advise on the areas and activities of need and value.
- Recommend that a higher proportion of investment should be allocated to Public Art, Destination Marketing, Activation, and Placemaking.
- Recommend increased investment for destination and tourism marketing and initiatives, that are also linked to key events.
- Recommend increasing the share of CCTR paid by residents.
- Support the review and extend the CCTR beyond its current end timeframe (2031).

Where do you see the opportunities for partnership with the private sector?

- Advocate for increased commitment from central city businesses and retail outlets to invest in enlivening the city is needed. Suggest that a partnership with inner city realtors would be an excellent achievement to support inner city artist residencies.
- Note that the recent partnership between Precinct and Heart of the City, and the partnership between the Symphony Centre and Auckland Arts Festival, and the NZ Arts Foundation have been beneficial.
- Support CCTR investments to continue to align and leverage private sector developments.