



Te mahere ā-rohe o Upper Harbour 2026

Upper Harbour Draft Local Board Plan 2026

**Tāmaki Turuki.
Altogether Auckland.**



Mihi

Tēnā kia tīkina atu e au he mihi, he whakamānawa anō hoki mai i ngā iwi taketake o te rohe nei.

Te toko ake i te rau aroha o te tini whāioio kua whakakāinga nei hei puru, hei takā mō tēnei tipua, a Tāmaki Makaurau, herehere tāngata, hereherenga tikanga.

Kia ea ai te kōrero rā, “Kua hora te Waitematā i ngā waka kapi-tai o Taikehu.” Kia tere ko te tai tapu i te kauanga o te rangi, he au maunutanga- toroa, whai mai rā i ahau.

Ko au tēnei i toko ake ki te muriwai o te Waitematā, tūtakinga o te wai tai me te wai māori ki Te Whenuapai.

Kei kī mai koe, “He aha tōna pai?” tērā au te whakahoki atu, “He whenua taurikura hei kāinga tupunga uri.

He kōpūtunga ngaru tāngata te whakaeke tonu mai, te whakaeke tonu mai.”

Nau mai e taku rahi, nau mai e taku iti, ki ngā kapu o aku ringa koe atawhaitia ai.

Let me express greetings and send good wishes from the indigenous people of this place.

These, coupled with blessings that beckon with love to all and sundry, the ‘stops’ and ‘lashings’ that have chosen to make Auckland home, uniting people and inculcating cultures.

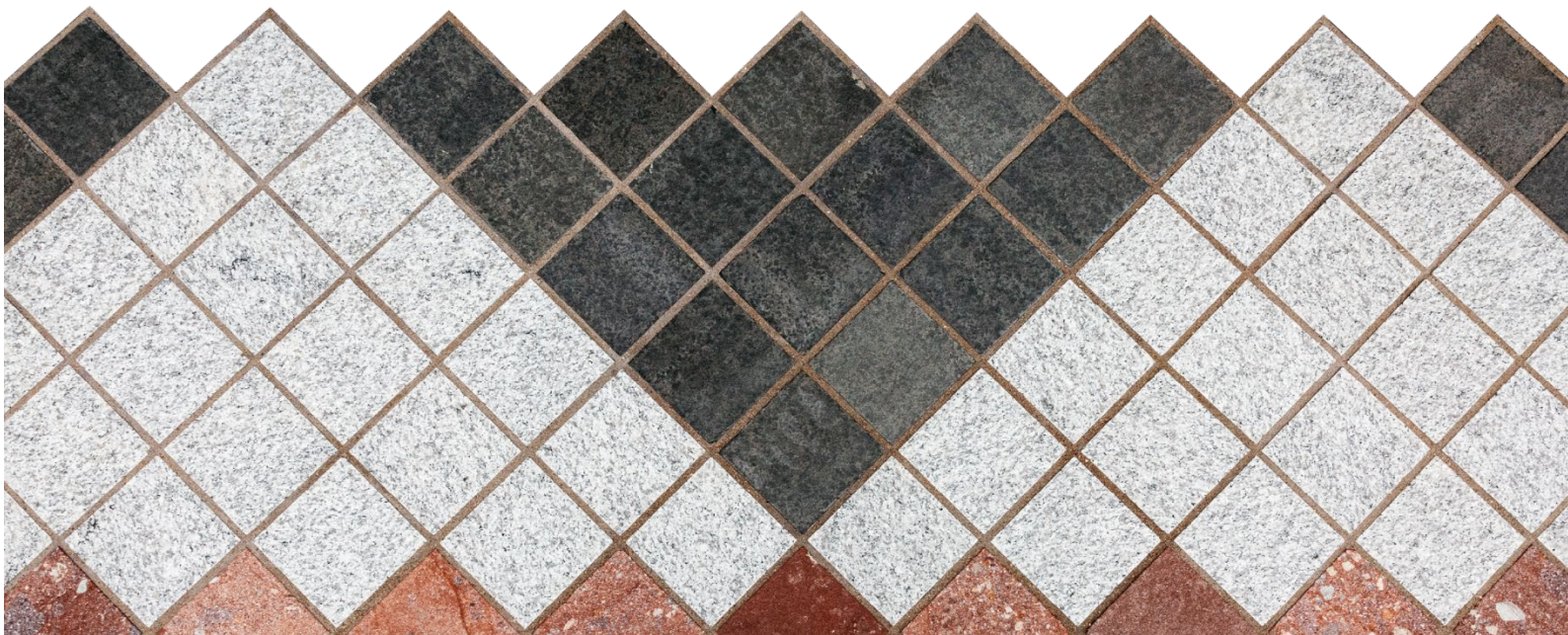
This gives meaning to the adage, “Waitematā is awash with all manner of vessel plying the tides of Taikehu.” Reaching like a sacred tide to heaven itself and like an albatross on a thermal wave, follow me if you can.

Here I am in the backwaters of the Waitematā, where sea meets freshwater at Whenuapai.

You might ask “What good does it offer?” I would answer, “It is a prosperous and peaceful place.

Home to generations yet to come, like the foam on a rising tide, they will keep on coming.”

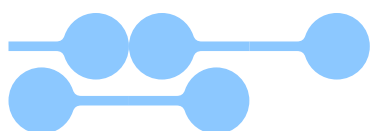
Welcome both great and small, in the cup of my hands I will nurture you.



Ngā upoko kōrero

Contents

Mihi	2
From the Chair.....	4
Our plan at a glance	5
Local Board Plan Overview	6
Local board area.....	7
Our contribution to positive outcomes for Auckland	8
Community.....	11
Natural environment	14
Built environment.....	18
Economic development.....	21
Transport	24
Funding information.....	27
Levels of service.....	28
Financial overview.....	30
Your Upper Harbour Local Board members	31



He kōrero mai i te Heamana

From the Chair

Upper Harbour is a great place to live. This plan is your opportunity to help shape its future and ensure it continues to be an even better place for everyone.

The Local Board Plan is a strategic document that guides council work programmes and investment priorities over the next three years. It is important that it reflects what matters most to our community. Our overall aim is to foster a community that we all love living in – one where the environment is valued, communities feel a sense of belonging and empowerment, there are a range of transport options, our local economy provides employment opportunities close to home and our town centres are vibrant and thriving.

As Upper Harbour continues to grow rapidly, we are committed to ensuring that growth is balanced and that our people and communities remain at the heart of our decision making. We are experiencing significant development pressure, with some facilities under strain and some suburbs lacking the infrastructure and services they need. These challenges are compounded by the limitations on council funding, meaning we cannot deliver everything at once and must consider new and more effective ways of working.

This draft plan has been informed by feedback from individual residents, community groups, stakeholders, mana whenua and local businesses. It reflects what we have heard to date, but this is your opportunity to tell us if we have captured the right priorities for Upper Harbour.

For this three-year period, our key goals are to:

- Foster an inclusive and connected community, with a focus on diversity and decision-making
- Protect and improve Upper Harbour’s unique natural landscapes and waterways
- Plan and develop vibrant centres and public spaces for our growing population
- Support local businesses and communities to build a thriving economy
- Focus on urban planning and providing infrastructure that will make it easy for Upper Harbour residents to move around

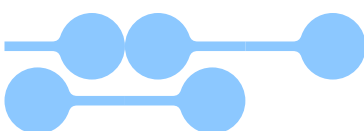
The plan also outlines specific objectives under each goal, setting out what we aim to achieve and how we propose to get there.

We encourage you to take the time to review the plan and share your feedback. Your input will help ensure our focus is on the things that matter most to you and your community.



Anna Atkinson

Upper Harbour Local Board Chairperson



He aronga poto ki tā mātou mahere

Our plan at a glance



Community

Foster an inclusive and connected community that reflects our growing diversity and gives everyone a voice in decision-making.



Natural environment

Protect and improve Upper Harbour's unique natural landscapes and waterways by working with community partners, and using targeted environmental funding.



Built environment

Plan and develop vibrant centres and public spaces that are designed to meet the needs of our growing population.



Economic development

Support local businesses and communities to build a thriving, diverse, sustainable and resilient economy.



Transport

Focus on urban planning and providing infrastructure that will make it easy for Upper Harbour residents to move around and connect within their neighbourhoods.

You will find these Auckland-wide commitments woven through our plan:



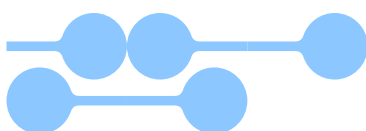
Māori outcomes



Climate outcomes



Equitable outcomes



Te tirohanga whānui o Te Mahere a te Poari ā-Rohe

Local Board Plan Overview

He kōrero mō tēnei tuhinga

About this document

This local board plan sets out the vision and priorities for our area over the next three years. It outlines our commitments to our community – shaped by what you've told us matters most, and by the role local boards play within Auckland Council.

Te take kei a mātou te mahere nei

Why we have this plan

Local boards are responsible for decisions on local services and activities, and for representing local views on wider Auckland issues.

This plan guides:

- what we focus on and fund locally
- how we work with mana whenua, partners, and community organisations
- how we make the best use of local assets such as parks, libraries and community facilities
- where we will advocate to others on your behalf.

Te ara e pāhekoheko ai mātou

How we will engage

Our local board values strong relationships with our community. Over the next three years, we will prioritise inclusive, accessible and ongoing engagement so that our decisions reflect the needs, priorities and aspirations of the people who live, work and play in our area.

Te ara i whakaritea ai te mahere nei

How this plan was developed

To make sure the plan reflects local aspirations, we built on:

- what we have heard from our communities – during formal and informal conversations and from previous consultation processes
- engagement with mana whenua during the early engagement period and prior
- feedback received during early local board plan engagement held November to March, including at events and online feedback.

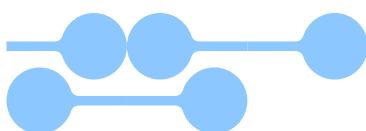
Te ara e tutuki ai ngā whāinga kei te mahere

How the plan will be used

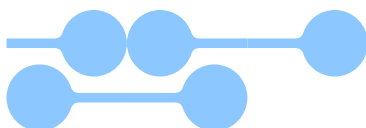
The plan provides direction for the next three years and influences council's wider decision making. To deliver on it we will:

- prioritise budgets and resources to focus on the initiatives in this plan
- work with our partners to deliver on the objectives in this plan.

Visit the [Auckland Council website](#) to find out more about local boards



Te Rohe ā-Poari Local board area





The sun setting over Greenhithe Bridge.

Tā mātou ki ngā huanga hei painga mō Tāmaki Makaurau

Our contribution to positive outcomes for Auckland

Local board plans connect local priorities and projects with the wider goals for Auckland. In particular, the local board plan connects with the:

- [Auckland Plan 2050](#) – the 30-year vision for how Auckland will grow and change. This includes the Future Development Strategy
- [long-term plan](#) – the council’s investment and funding priorities over the next 10 years
- [annual plan](#) – local funding decisions for each financial year.

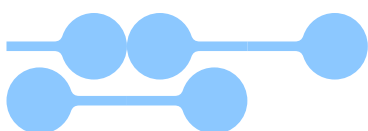
By linking to these wider plans, our local board plan can draw on Auckland-wide opportunities to deliver locally, while ensuring the goals of local

communities contribute to Auckland’s shared future.

The **Auckland Plan 2050** sets out six outcomes that describe what Auckland is working towards over the long term. The council’s strategic framework organises all work and spending into **seven investment areas** to show how these outcomes are achieved.

This local board plan focuses on **five** of those investment areas — the ones where local boards make decisions and can have the greatest influence at a local level.

The strategic framework also identifies three considerations for all decisions and investments:



- Māori outcomes: Honouring Te Tiriti and ensuring Māori thrive in Tāmaki Makaurau
- Climate outcomes: Leading urgent action for a low-emissions, resilient future
- Equitable outcomes: Ensuring all Aucklanders have access to what they need to thrive.

These three areas are mutually reinforcing. Improving one of the three required considerations is likely to contribute to improvements in the others.

Ngā huanga Māori

Māori outcomes

Māori identity and culture are Auckland’s unique point of difference in the world.

Māori outcomes describe how Auckland Council supports Māori goals — from partnership and participation to visibility and wellbeing. They also reflect the council’s commitment to Te Tiriti o Waitangi, our statutory responsibilities, and our ongoing relationships with mana whenua and Māori communities across Tāmaki Makaurau.

The refreshed *Tāmaki Ora Māori Outcomes Strategy* reflects the vision that when Māori are well, Tāmaki Makaurau will also be well. *Tāmaki Ora* guides Auckland Council to focus on seven Ora outcomes (wellbeing areas) that mana whenua and Māori communities have told us are important to them:

- Iwi Ora - Iwi wellbeing
- Te Taiao Ora - Environmental wellbeing
- Tuakiri Ora - Cultural identity wellbeing
- Huatau Ora – Future wellbeing
- Te Hapori Ora – Whānau & community wellbeing:
- Whai Rawa Ora – Economic wellbeing
- Marae Ora - Marae vitality

Local boards play a key role in achieving *Tāmaki Ora*. This can be through:

- partnering with mana whenua and māori communities

- supporting local initiatives that reflect māori priorities
- embedding Māori identity, language and values into local spaces and activities.

This work will focus on Mana ki te Mana (authority to authority) engagements between local boards and mana whenua. The aim is to build relationships based on respect, shared priorities and mutual recognition for the mana that we each hold.

Local insights

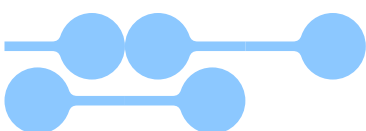
In Upper Harbour, we aim to honour the strong and lasting connection mana whenua have to places of significance, and to reflect this in the vibrant and modern identity of our growing community. By building respectful relationships, we want Māori values and heritage to be a natural part of our shared public spaces, ensuring we protect the wairua (spirit) of our people and te taiao (the environment) for generations to come.

He huanga āhuarangi

Climate outcomes

In 2019, Auckland Council declared a climate emergency and adopted *Te Tāruke-ā-Tāwhiri: Auckland’s Climate Plan* in 2020. Meeting the goals of this plan requires ambitious action to reduce emissions and adapt to a changing climate.

Local boards contribute by including climate action into everything we do – from community investment and transport choices to restoring the environment and local events. We also support regional initiatives and enable community-led initiatives that build local resilience to the effects of climate change. Climate action also connects with the *Ngā Hapori Momoho / Thriving Communities Strategy 2022-2032*, which recognises that social and environmental wellbeing are closely linked— communities thrive when they have healthy environments, green spaces and can respond together to climate challenges.



Tāmaki Ora also recognises Māori goals around climate leadership and resilience.

Local insights

Upper Harbour is shaped by its fast-growing urban areas and the coastlines of the Upper Waitematā, where our community is directly affected by climate change.

To help protect our unique environments we need to use more sustainable transport options and make sure our parks, reserves, rivers and wetlands are more resilient to extreme weather events.

By making environmental health part of everyday life in our growing neighbourhoods, we aim to create a thriving Upper Harbour that adapts to change and supports a sustainable, connected future for all residents.

**He huanga tautika
Equitable outcomes**

Auckland is one of the most diverse cities in the world, yet not all communities experience the same access to opportunity, wellbeing or resources.

Supporting more equitable outcomes is central to the Auckland Plan 2050. It recognises that the region’s success depends on making sure all Aucklanders can be part of and contribute to society, access opportunities and have a chance to develop to their full potential.

Ngā Hapori Momoho | Thriving Communities Strategy 2022–2032 is Auckland Council’s regional strategy for a fairer and more sustainable Tāmaki

Makaurau where every Aucklander belongs. It reflects what communities say they need to thrive, for Tāmaki Makaurau to be a region where whānau have everything they need to live a good life, where diversity is celebrated, and where all Aucklanders can participate and belong.




At its heart *Ngā Hapori Momoho* focuses on ensuring equitable outcomes for all Aucklanders – guiding Auckland Council to recognise that different groups and communities need different things to fully participate in the life of our region, and to feel valued, included, and that they belong.

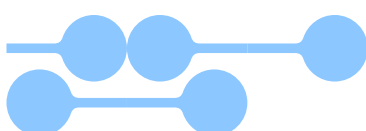
Local insights

Upper Harbour is a mix of established coastal suburbs and fast-growing urban hubs. While our area offers many opportunities, different groups face different challenges in accessing them. We recognise that achieving fairness means providing support to make sure every resident can take part fully in community life.

To promote equity in our communities, we must address barriers that prevent residents from reaching their potential. This includes helping new migrants understand local systems like local democracy and employment pathways, improving access to social spaces, and ensuring our youth have clear local pathways to thrive.

We aim for an Upper Harbour where resources are used where they are needed most. By removing obstacles such as distance, language and cost, we can make sure that every resident has a fair opportunity to thrive.

Auckland-wide outcomes	How it’s reflected across the plan
 Ngā huanga Māori Māori outcomes	Partnership with mana whenua, Māori identity in local places, support for initiatives that reflect Māori priorities.
 He huanga āhuarangi Climate outcomes	Reducing emissions, protecting biodiversity, building community resilience.
 He huanga tautika Equitable outcomes	Targeted investment, access to services, focus on inclusion and fairness.





A lion dance taking place at The Albany Asian New Year Festival.

Te hāpori **Community**

Upper Harbour is a vibrant and rapidly growing area with distinct neighbourhoods that are changing quickly. As our population grows, our focus is on ensuring that social connectedness keeps up with urban development. Over the next three years, we want our area to be a thriving, connected community where neighbours enjoy shared spaces and, where we celebrate our diverse local cultures and actively build the relationships that make Upper Harbour a vibrant place to live.

Our community facilities and services are the heart of this connection. We aim for a future where these spaces support whānau and community wellbeing, offer programmes that bring people together and reflect our local identity. With one of the most diverse populations in Tāmaki Makaurau, we are committed to making it easier for everyone to take part in community life. This ensures that we celebrate cultural identity, every resident feels valued and welcomed, and our shared spaces reflect the multicultural reality of Upper Harbour.

We are committed to improving relationships with Māori and strengthening our partnerships with mana whenua. By including mātauranga Māori (Māori knowledge) in the way we manage local assets and care for our environment, we make sure that Māori leadership and heritage are visible and respected.

Our local board values strong relationships with our community. Over the next three years, we will prioritise inclusive, accessible and ongoing engagement so that our decisions reflect the needs, priorities and aspirations of the people who live, work and play in our area.






Challenges

- Our growing diversity means communities have different needs, priorities and aspirations.
- Barriers to community participation and civic engagement prevent residents from fully taking part in local democracy and decision-making.
- Population growth is putting increased pressure on existing services, open spaces and facilities.
- Limited funding makes it difficult for us to provide new facilities or expand services in areas where investment in community outcomes is limited, while maintaining the standards our communities expect and enjoy.
- Concerns about safety are negatively affecting our residents.







Opportunities

- Partner with community organisations to co-design and co-deliver programmes that reflect the needs of our communities and increase access to community spaces.
- Build local identity, inter-generational connections and a sense of belonging through neighbourhood and place-based initiatives.
- Work with mana whenua and mataawaka to strengthen relationships, support Māori aspirations and co-design initiatives that celebrate Māori identity and environmental care in Upper Harbour.

Our Plan

Our 3-year goals (Objectives)	What we plan to deliver in the next 3 years to make this happen (Key initiatives)	
Our residents take part in and feel a sense of belonging to their community.	Review and implement the Upper Harbour Engagement Strategy. Support a 'local neighbourhood' approach to initiatives to bring communities together.	 
Our communities feel safe and supported and are resilient to adversity and change.	Support initiatives that build local networks to help our communities stay safe, connected and ready for emergencies or climate impacts. Maintain and embed the Upper Harbour Local Board Emergency Readiness and Response plan. Work with ethnic communities and Ethnic Advisory Circle to implement the Upper Harbour Ethnic Peoples Plan.	    



Our diverse communities, including youth, are empowered to achieve their goals and aspirations.	Work with young people in Upper Harbour to deliver actionable outcomes set out in: <ul style="list-style-type: none"> • Auckland Council Thriving Rangatahi plan • Upper Harbour Ethnic Peoples Plan. 	  
We have strong relationships with Māori and celebrate Māori culture and identity in Upper Harbour.	<p>Work with iwi in our area to respond to Māori aspirations.</p> <hr/> <p>Partner with mana whenua and mataawaka to deliver initiatives that support sharing Māori cultural knowledge and practices through storytelling projects and celebrating te reo Māori.</p> <hr/> <p>Work with iwi in our area to honour the whakapapa (genealogy) of the whenua (land).</p>	  

Advocacy

Some local priorities that matter to our community are not part of our direct decision-making role. ‘Advocacy’ is how we influence other governance decision-makers to prioritise the things our community cares about.

What we will advocate for in the next 3 years (Advocacy)	Who we will advocate to
Advocate for accessible, multi-lingual and easy to use engagement methods that suit our residents for both local and regional consultations and engagement processes.	Governing Body
Advocate for shared agency solutions for issues such as community safety, homelessness and protecting our natural corridors that keep our public spaces safe and easy to access for the whole community.	Governing Body Central Government
Advocate for ‘Delivering Differently’ partnership funding to include more than just aquatics, sportsfields and active recreation. This will provide opportunities to partner with community organisations to deliver positive community outcomes.	Governing Body
Advocate for public access to open space in Te Onekiritea / Bomb Point	Governing Body





The new pedestrian bridge spans the bush trail at Fernhill Escarpment.

Te taiao māori

Natural environment

Upper Harbour's environment is defined by its diverse landscapes, from rural Pāremoremo to the urban settings of Albany and the coastal fringes of the Upper Waitematā.

Over the next three years we want to make sure these environments survive and thrive alongside urban growth.

We aim for a future where we can achieve environmental wellbeing with cleaner waterways and restored natural ecosystems. These will protect and improve biodiversity habitats and help our native wildlife to thrive.

A critical focus is our urban ngahere (forest). While we celebrate having one of the highest canopy covers in Auckland, we recognise much of this is on private land. Over the next three years, we aim to create stronger protection for our existing trees in public spaces to maximise carbon capture and provide natural cooling. This commitment ensures that as our climate changes, our neighbourhoods remain resilient to heat and extreme weather.

Water is the lifeblood of our area. We will work to improve the health of our streams and marine environments by reducing sediment and pollutants, particularly in growing urban catchments. We will make space for water by integrating blue-green networks as essential flood resilience infrastructure to support ecosystem health and reduce flood impacts on people, property, and infrastructure. By championing nature-based solutions and stream restoration, we protect our communities from increasing flood risks while ensuring our waterways are healthy and accessible.



We will work in collaboration and support our passionate volunteers to lead conservation efforts and deepen our partnerships with mana whenua to ensure kaitiakitanga (guardianship) is at the heart of our environmental management. By incorporating Māori values into our restoration projects, we protect the mauri of the land and sea, ensuring Upper Harbour remains a place where both nature and people can thrive together.








Challenges

- Restoring and protecting our natural environment is limited by funding and increasing cost pressures.
- Climate change is causing more frequent and severe weather events, placing pressure on infrastructure, ecosystems and communities.
- Intensification and population growth continue to negatively impact waterways, native habitats and coastal areas.
- Reducing carbon emissions and household waste can be challenging for individuals and families.
- Increasing flood risk requires new approaches that go beyond conventional piped infrastructure.











Opportunities

- Partner and support passionate environmental community organisations, volunteers and schools who are actively engaged in conservation action.
- Consider climate impacts in all local decision making.
- Partner with mana whenua, mataawaka and community groups to restore te taiao, improve the mauri of waterways, and embed mātauranga Māori and kaitiakitanga principles.
- Engage with a diverse range of community members, including youth and ethnic peoples to ensure our environmental priorities are inclusive and reflect the aspirations of all who call Upper Harbour home.

Our Plan

Our 3-year goals (Objectives)	What we plan to deliver in the next 3 years to make this happen (Key initiatives)	
Our indigenous and culturally valued biodiversity is protected by preserving and enhancing the habitats that support it.	Implement actions from the Upper Harbour Local Board Urban Ngahere (forest) Strategy. Support initiatives that achieve goals set out in the Upper Harbour Pest Free Strategy and Upper Harbour Ecological Connectivity Strategy.	  
Our communities are resilient to climate change, increasing flood risk and care for their surrounding environment.	Support investigation and community engagement for nature-based flood resilience solutions. Support community-led initiatives and projects that encourage sustainable lifestyles, waste minimisation climate resilience and adaptation.	   



Our communities can reduce emissions and waste while building resilience against climate change.	Support low carbon and waste minimisation initiatives that support our communities in reducing waste to landfill.	 
The mauri (lifeforce) of our harbour and waterways is respected and restored.	Support community restoration projects, environmental groups and sustainable education initiatives that protect and improve our natural assets.	  
Support participation of ethnic peoples in developing innovative local solutions to climate change challenges.	Support initiatives that educate and involve ethnic peoples and businesses in reducing their carbon footprint and living more sustainably.	 
Our communities practice kaitiakitanga (guardianship) principles.	Support mana whenua initiatives to apply kaitiakitanga (guardianship) of te taiao (the environment) to align with Tāmaki Ora: Maori Outcomes Strategy 2025-2027.	  
Partner with mana whenua, mataawaka and community groups to restore Te Taiao, prepare for climate impacts and deliver initiatives that increase understanding of mātauranga Māori.		

Advocacy

Some local priorities that matter to our community are not part of our direct decision-making role. ‘Advocacy’ is how we influence other governance decision-makers to prioritise the things our community cares about.

What we will advocate for in the next 3 years (Advocacy)	Who we will advocate to
Advocate for appropriate planning and funding for infrastructure in growth areas that supports Auckland’s climate goals.	Governing Body
Advocate for regional funding and policy support to improve water quality and flood resilience by scaling blue-green infrastructure and the 'Making Space for Water' programme to mitigate urban development impacts on our waterways	Governing Body



Advocate for more funding for compliance and education to ensure that minimising construction and demolition waste is a priority.	Governing Body
Advocate to prioritise funding, regulatory support and long-term planning to achieve a safe, sustainable and future-proofed approach to managing Auckland’s biosolids (treated sewage waste).	Central Government
Advocate for continued use of the Natural Environment Targeted Rate to help improve pest control and ecological restoration.	Governing Body
Advocate to prioritise development of a sub-regional community resource recovery centre in the north.	Governing Body





Hobsonville Point offers coastal living in a planned residential development.

Te taiao kua hangaia

Built environment

Success in our built environment means that as Upper Harbour grows, our town centres and public spaces are transformed from simple transit points to the living rooms of our community. Over the next three years, we will focus on strategic planning for growth in ways that moves beyond simple maintenance toward active urban regeneration. This involves designing streetscapes and public hubs that are easy to access and prioritise people and safety to make sure our built spaces are fit for a diverse and growing population.

A key part of our vision is to make sure our facilities are multi-functional and co-located to maximise their value. This includes a long-term commitment to a permanent, sustainable solution for a library in Albany that serves as a modern hub for the area.

By embracing water-sensitive design, climate-resilient infrastructure and stormwater management into the design of our urban areas, we ensure our centres are prepared for the future.

Our built environment will also reflect our cultural identity. We will work to ensure that new developments and upgrades to our public spaces visibly reflect the stories of mana whenua and the heritage of the Upper Waitematā. By optimising our service properties like libraries, community centres and land, and exploring innovative partnerships, including community-led and Māori-led initiatives, we will provide a



high-quality network of parks, sports fields and coastal facilities like boat ramps, toilets and picnic areas that support the wellbeing of our people and protect the vitality of our environment.

Challenges

- Our growing and diversifying population is putting pressure on existing sports, recreation and community facilities.
- Traditional delivery models and fixed community spaces are not meeting current or future expectations.






Opportunities

- Invest in local arts, play and recreation events and programmes that strengthen the unique identity and resilience of our changing urban neighbourhoods.
- Partner with community organisations to provide access to more community spaces.
- The masterplan for Trig and Spedding Reserve and Bringham Creek Road Reserve open space guides future investment and development for these areas.

Our Plan

Our 3-year goals (Objectives)	What we plan to deliver in the next 3 years to make this happen (Key initiatives)	
Albany is a vibrant metropolitan centre where people want to stop, shop, dine, work and connect.	Continue to progress a long-term solution for a multi-functional library in Albany.	 
Existing public spaces are maximised to strengthen local identity and enhance everyday life.	Improve or dispose of assets that provide lower community benefits to provide more funds for priority spaces and facilities. Prioritise investment in improving the quality of well-used services to ensure they meet changing community needs. Implement actions from Trig and Spedding Reserve Masterplan.	 
Upper Harbour has a range of fit for purpose multi-use sports, recreation and community amenities that serve a growing and diverse community.	Deliver high-quality, mixed-use facilities that provide a range of opportunities including: <ul style="list-style-type: none"> • play options • pathways and connections • sport and active recreation • informal recreation like picnics, walking and cycling • opportunities to connect with nature. 	  



Partner with community groups to ensure our local buildings and spaces are used creatively and effectively to meet the needs of a growing population.	Support different uses of community spaces, including sharing spaces with community lease holders and creating hubs and community partnership opportunities.	 
	Deliver outcomes that provide diverse play, active sports and recreation programmes and opportunities for our people. As budgets allow, we will prioritise investment by achieving key actions from the following planning documents: <ul style="list-style-type: none"> • Upper Harbour Open Space Network Plan • Upper Harbour Strategic Play Provision Assessment • Upper Harbour Sport and Active Recreation Facilities Plan • Upper Harbour Shade Sail Assessment • Upper Harbour Water Access Assessment • Upper Harbour Wheeled Recreation Assessment 	  

Advocacy

Some local priorities that matter to our community are not part of our direct decision-making role. ‘Advocacy’ is how we influence other governance decision-makers to prioritise the things our community cares about.

What we will advocate for in the next 3 years (Advocacy)	Who we will advocate to
Advocate for additional funding to add to existing local board funding for a fit-for-purpose library service in Albany.	Governing Body
Advocate for more funding to complete the implementation of Te Kori Scott Point Masterplan.	Governing Body
Advocate for additional mechanisms that support open space acquisition suitable for areas impacted by high growth and intensification, like Whenuapai and Hobsonville.	Governing body
Advocate for appropriate planning for and investment in community infrastructure.	Governing Body
Advocate for appropriate investment to help North Harbour Stadium become a well-used, multi-purpose facility that meets the needs of the growing north Auckland community.	Governing Body





Shopping locally in Hobsonville.

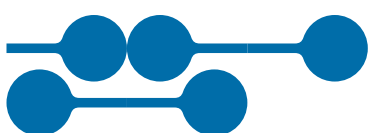
Te whanaketanga ā-ōhanga

Economic development

Over the next three years, we aim to achieve a thriving local economy that encourages innovation, supports our local businesses and creates an environment where everyone can thrive. We are moving towards a local economy where our business centres are recognised for their sustainability and innovation. By supporting local industry to reduce waste and reducing carbon emissions to achieve ‘carbon neutrality’, we are investing in future wellbeing and ensuring our economy is resilient in a changing global climate.

Central to our vision is economic wellbeing. We want to close the gap between where our people live and where they work. By partnering with Business North Harbour and local networks, we will create an environment that attracts high-value investment and quality employment that matches the high skill level of our residents. This reduces the need for long commutes and strengthens the vibrancy of our local centres.

We are committed to an inclusive economy where no one is left behind. This means proactively supporting the local economy and ensuring that our diverse youth population, including rangatahi Māori, have clear pathways into the workforce. Success means mentoring programmes and work-experience initiatives are the norm, making it easier to enter the workforce and providing our next generation with the networks they need to succeed. We aim to create an Upper Harbour where community prosperity and business growth go hand-in-hand, building a resilient foundation for all who call this area home.



Challenges

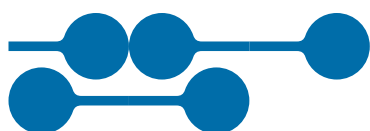
- As the population of skilled workers and young people grows, the demand for local high-quality employment opportunities will increase faster than new jobs are created.
- Limited capacity within Auckland Council to provide local economic development initiatives.
- Events, activities and visitor offerings require consistent support and coordination to provide local economic benefits, attract visitors and generate retail and hospitality activity.
- Local businesses face increasing pressure to become more sustainable, reduce waste and move toward low carbon practices.
- Young people face inconsistent pathways into training, mentoring and quality employment.





Opportunities

- Business North Harbour (Business Improvement District) provides a well-established platform for business networking, business advocacy, sustainability initiatives and local economic development partnerships.
- The Northern Busway extension has strengthened access to faster public transport, making Upper Harbour more attractive for employers, workers and students.
- Support for events, activities and community-led initiatives will attract more visitors.
- Partnering with schools, businesses and training providers will grow mentoring, work experience and employment pathways, especially for young people and rangatahi Māori.
- Support for ethnic and new migrant business owners to offer mentoring, work experience and employment pathways for ethnic communities, with a focus on new migrant women.

Our Plan

Our 3-year goals (Objectives)	What we plan to deliver in the next 3 years to make this happen (Key initiatives)	
Our local businesses and industry are resilient, sustainable, can respond to climate change, changing government regulations and artificial intelligence.	<p>Work with Business North Harbour to support local businesses to engage in initiatives that help them reduce waste, become climate resilient, respond to changing government regulations and manage digital safety and security.</p> <p>Support businesses, groups and event organisers to produce safe and sustainable events and activities that provide local benefits, encourage local residents to take part and increase visitors to the area.</p>	  
Our skilled workforce can easily access local quality employment opportunities.	<p>Support Business North Harbour and community groups to build new skills and deliver projects that benefit businesses.</p> <p>Support Business North Harbour and community groups to encourage social and local procurement of goods, services and labour and retail opportunities that contribute to a successful economy.</p>	  



Young people have the skills and training needed for quality, long-term employment.	Support youth-focused skills development and employment programmes, particularly those that provide access to business mentoring and work experience.	 
Upper Harbour is a vibrant domestic tourism destination where people want to stop, play, shop, dine and connect.	Promote Upper Harbour as a visitor destination through regional and local event and tourism initiatives. Partner with Business North Harbour to promote Albany as a local tourism destination.	 

Advocacy

Some local priorities that matter to our community are not part of our direct decision-making role. ‘Advocacy’ is how we influence other governance decision-makers to prioritise the things our community cares about.

What we will advocate for in the next 3 years (Advocacy)	Who we will advocate to
Advocate for environmental sustainability and business resilience and continuity support for businesses.	Governing Body
Advocate for retail and business land use planning to increase quality employment opportunities within our growth areas.	Governing Body
Advocate for appropriate public transport and active transport options like cycle paths to reduce the need to use private vehicles to access employment opportunities.	Governing Body
Advocate for agencies from different sectors and different parts of the council to work together, and for investment to complete and implement the North West Economic Development Plan, in partnership with neighbouring local boards such as Henderson-Massey.	Governing Body





Albany is a major stop on the Northern Busway with a bus station, car parking and frequent bus services.

Tūnuku

Transport

Over the next three years, we will aim to achieve a reliable, integrated transport network that meets the needs of Upper Harbour’s growing population. We will plan ahead to provide the infrastructure needed to create connected, liveable communities where transport options are easy to access, affordable, and safe for everyone.

We recognise that our local board area is diverse. Whether in the west or east, our priority is to make sure all neighbourhoods are directly connected to local centres, employment hubs, schools and public transport. This requires:

- a balanced approach to investment
- advocacy for essential safety upgrades at busy road intersections
- expanding our ‘Greenways’ network to provide safe walking and cycling links
- pushing for improved bus services in under-served suburbs.

A key part of our strategy is to improve connectivity so our residents can have control over how they move around. We will continue to advocate for reliable, integrated ferry services that link our coastal communities to the wider transport network, supported by better connections for pedestrians and cyclists.

We also remain committed to making Albany a more well-connected sub-regional hub. By improving the design of our streets and prioritising high-quality public transport, we will reduce reliance on private vehicles and



reduce the need for long-distance commuting. Ultimately, our goal is to deliver a sustainable transport system that supports a low-emission economy, enhances daily mobility, and improves the wellbeing of all our residents.

At the time of developing this draft plan, the Government is progressing the *Local Government (Auckland Council) (Transport Governance) Amendment Bill*, which, if passed, will change how transport is governed and delivered in Auckland. While the details of how transport is to be governed in Auckland are still to be confirmed, our community has told us that safe, reliable, and sustainable transport remains a top priority. The local board will continue to advocate strongly for these priorities and will adapt this section in response to both community feedback and any changes made to the Bill throughout the Parliamentary process.

Challenges

- Growth in our area places significant pressure on the roading network.
- Funding for infrastructure continues to be a challenge.
- Demand continues to grow for reliable public transport that is easy to access, including buses and ferries.
- As development in the area increases, the performance and reliability of the public transport network is becoming more critical.


Opportunities

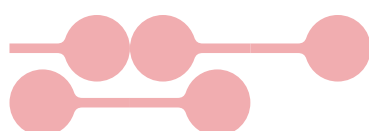
- By achieving safe, connected and easy-to-access neighbourhoods, walking and cycling become realistic and appealing options for everyday trips.
- By partnering with schools and businesses we can work together to achieve better ‘active’ travel opportunities like cycle and walking paths
- Albany has many attractive and valued amenities including key recreational facilities, large business and retail options and a major public transport hub. Appropriate planning could create a connected community and vibrant town centre.










Our priorities

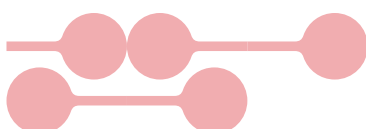
Set out below, are the transport priorities for the Upper Harbour area. In some instances, implementing these may require Governing Body decisions, under the governance arrangements proposed in the *Local Government (Auckland Council) (Transport Governance) Amendment Bill*.

This proposed legislation change is expected to impact on what things might be a part of our direct decision-making role and what things might be considered as advocacy. Due to this uncertainty, the local board’s transport priorities are set out in a single category in this draft plan.

Our 3-year goals (Objectives)	What we want to happen in the next 3 years (Priorities)
An accessible walking and cycling network	Continue to prioritise the implementation of the Upper Harbour Greenways Plan 2019 to provide a fit-for-purpose, easy-to-access and safe network of pathways and cycleway connections in our area that 



within our neighbourhoods	encourages people to choose more active ways to travel such as walking and cycling.	 
	Invest in wayfinding signage in our walking and cycling network to make places easier to find, more welcoming and more connected. This will benefit residents, businesses and visitors.	
	Support programmes that encourage walking, cycling and micro-mobility as everyday transport options, including school 'learn to ride' initiatives, community challenges, safety education and incentives to change travel behaviours.	 
Prioritise investment in transport for the biggest transport-related challenges	Prioritise funding for local transport initiatives for projects that provide the most benefits for safety, climate action, our economy, public health and social connections.	 
	Progress projects or programmes for future delivery, including prioritising safety, walking, and cycling outcomes.	
Advocacy	Advocate to improve the local public transport network in Upper Harbour, specifically for an affordable, frequent and reliable service that encourages higher usage and uptake.	 
	Advocate to make public transport cheaper and easier for young people to use.	
	Advocate for Hobsonville ferry to be included in the \$50 a week Auckland public transport fare cap initiative.	
	Advocate for safer intersections and well-connected roads on arterial roads that are outside local board decision-making authority.	



He kōrero take pūtea

Funding information

Local board funding is approved through Auckland Council's budget-setting process. This includes the Governing Body adopting a long-term plan every three years and an annual plan each year.

The Local Board Funding Policy sets out how funding is allocated to local boards for local activities, services and facilities within their decision-making responsibilities.

Funding for local activities, services and facilities is split into:

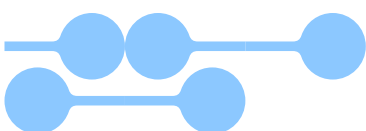
- operating expenditure (opex): to maintain and operate local assets like libraries, pools and parks, and to provide local activities and services
- capital expenditure (capex): to renew and develop local assets.

The priorities in this local board plan will inform decisions about funding that are made through the annual plan process and local board work programmes. This applies to decisions for both operating and capital spend.

Local boards have been allocated decision-making over local levels of service. This means they can prioritise services and initiatives to achieve local objectives, while ensuring costs are managed within the local board's allocated funding.

The financial and levels of service statements in this plan are based on the information included in the Long-term Plan 2024-2034 and the Annual Plan 2025/2026.

The next long-term plan is due to take effect from 1 July 2027. This could change funding for operating and capital spend in our area and will affect how we achieve the goals set out in this local board plan.



Kaupapa ā-rohe me ngā paerewa ā-mahi

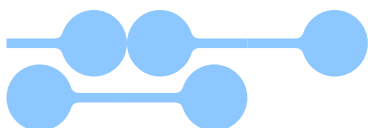
Levels of service

The Long-term Plan 2024–2034 outlines the decision-making responsibilities of local boards, as set out in legislation or allocated to the local boards. These responsibilities are grouped into local activities and described through levels of service statements. The following table summarises the local activities and levels of service for this local board area.

Local Activities	Level of service statements
<p>Local community services</p> <p>We support strong, diverse, and vibrant communities through libraries and literacy, arts and culture, parks, sport and recreation, and events delivered by a mix of council services, community group partnerships and volunteers</p>	<p>Enable a range of choices to access community services and recreation opportunities.</p> <p><i>Provide opportunities for communities to lead and deliver their own initiatives. *</i></p> <p>Provide urban green spaces (local parks, paths and ngahere) and access to the Coast</p>
<p>Local planning and development</p> <p>We support local town centres and communities to thrive by developing town centre plans and development, supporting Business Improvement Districts (BIDs), heritage plans and initiatives</p>	<p>Facilitate economic development opportunities and promote Auckland as a destination (<i>Support a strong economy. *</i>)</p>
<p>Local environmental management</p> <p>We support healthy ecosystems and sustainability through local board-funded initiatives such as planting, pest control, stream and water quality enhancements, healthy homes, and waste minimisation projects.</p>	<p>Protect, improve and minimise risks to the natural environments and cultural heritage.</p>
<p>Local governance</p> <p>Activities in this group support the local board to engage with and represent their communities and make decisions on local activities. This support includes providing strategic advice, leadership of the preparation of local board plans, support in developing the local board agreements, community engagement including relationships with mana whenua and Māori communities, and democracy and administrative support.</p>	<p>Lead Council Group response to partnership and participation of Māori in decision making and deliver Māori outcomes (<i>Respond to the needs and aspirations of mana whenua and Māori Communities. *</i>)</p>

* Levels of service statement from Local Board Agreement.

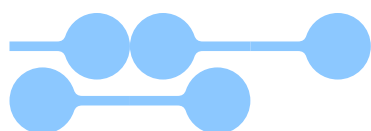
The statement of service provision, default levels of service statements, performance measures and performance targets from our last long-term plan can be found in section 2.6 in [volume 2 of the 10-Long-term Plan 2024-2034](#). The local board’s performance measures and performance targets, can be found in the Upper Harbour Local Board Agreement 2025/2026 which is available as part of the [Annual Plan 2025/2026](#).



Setting priorities and making ‘trade-offs’

The local board will use this plan to inform how it prioritises resources, services and activities in the local area over the next three years. In doing so, it will take into account rising costs, limited resources and changing community needs. When making financial decisions, the local board will:

- prioritise actions that most strongly contribute to achieving the intended outcomes and goals of this local board plan
- consider value for money when making decisions about local services and assets within its decision-making responsibilities
- consider advice on ways to increase funding for services, activities and facilities from sources other than rates where appropriate,
- consider advice on opportunities to work with other local boards and external partners, where this supports shared goals
- consider advice on the ongoing suitability, performance and community value of local assets.



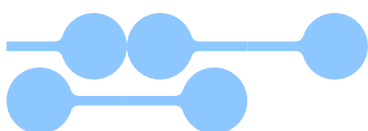
Tirohanga take pūtea whānui

Financial overview

The estimated costs shown in the table below for major service priorities are high-level, indicative only, and subject to change. These figures should not be relied upon as final and will be reviewed and updated through the Long-term Plan and Annual Plan processes.

\$ 000	2026/2027	Indicative 2027/2028	Indicative 2028/2029	Indicative 2029/2030
Operating funding				
General rates	15,765	15,912	16,287	16,619
Targeted rates	874	875	892	909
Fees and charges	3,891	4,001	4,114	4,231
Other revenue	470	479	481	483
Total operating funding	21,001	21,268	21,774	22,242
Operating expenditure				
Community services (Community)				
Libraries	723	737	752	767
Pools and Leisure	3,711	3,784	3,866	3,951
Maintenance	9,415	9,603	9,795	9,991
Utilities	1,859	1,656	1,786	1,821
Other community expenses	3,204	3,372	3,384	3,493
Local Environmental Management (Natural Environment)	261	271	281	292
Local Planning - BIDs	875	877	893	910
Local Governance	955	968	1,017	1,017
Total operating expenditure	21,001	21,268	21,774	22,242
Net operating funding	0	0	0	0
Capital funding				
Increase in debt	16,983	6,198	6,327	6,455
Total capital funding	16,983	6,198	6,327	6,455
Capital expenditure				
Community services (Community)	16,983	6,198	6,327	6,455
Total capital expenditure	16,983	6,198	6,327	6,455
Net capital funding	0	0	0	0

The local board's latest funding impact statement can be found in the Upper Harbour Local Board Agreement 2025/2026 which is available as part of the [Annual Plan 2025/2026](#).



Ngā Mema o tō Poari ā-Rohe o Upper Harbour

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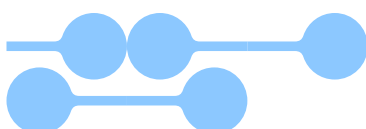
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