

Te mahere ā rohe o Upper Harbour 2023

# Upper Harbour Local Board Plan 2023



Draft - June 2023







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 Taikēhu.” 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 Taikēhu.”  
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

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# He kōrero mai i te Heamana

## From the Chairperson

I am pleased to share the draft 2023 Upper Harbour Local Board Plan, which sets out our vision and priorities for the Upper Harbour area over the next three years. This plan will guide development of our work programs as we execute this vision.



We recognise that the landscape has changed since the last local board plan was developed. We face many more challenges such as the extreme weather events experienced earlier this year and what is expected to be the most difficult three financial years which this plan covers. We believe by investing in the priorities outlined in this draft plan we will be able to create a more resilient and sustainable community that can withstand these challenges.

While developing this draft plan, we wanted to make sure it reflects the needs and aspirations of our community. So, we have not started from scratch but instead spent time considering your previous feedback on the current local board plan, your feedback on priorities through previous annual budget consultations and other pieces of feedback such as results from the People's Panel surveys.

This draft plan covers five key areas – Our People, Our Environment, Our Places, Our Community and Our Economy. Although this plan is aspirational and not intended to be an extensive list of projects we propose to deliver, we have noted some key objectives and initiatives under these five areas which we aim to deliver on over the next three years.

There are several priorities you have raised with us that are not decisions for the local board to make. However, as your elected representatives we are committed to advocating on your behalf for these important outcomes. We have outlined these advocacy items throughout the plan.

Your feedback is important to us to know we have got this right. I encourage you all to provide feedback on our draft plan to help us shape the future for our area. Please let us know whether the objectives and initiatives outlined in our draft plan are the right ones. We will use your feedback to ensure we have a final plan that reflects your aspirations and priorities for Upper Harbour.

We look forward to receiving your feedback.

**Anna Atkinson**

Chairperson, Upper Harbour Local Board

# He aronga poto ki tā mātou mahere

## Our plan at a glance



Cultural Performance at Upper Harbour Volunteer Awards Ceremony

### Our people

Our goal is to create an inclusive and connected community, adapting to the changing needs of our growing diverse population and ensuring everyone has a voice in decisions that affect them.



Sanders Reserve, Paremoremo

### Our environment

Upper Harbour is an area with unique natural landscapes. We will continue to work alongside our volunteers and community to enhance and protect our natural environment.



Girls learning to skate at Collins Park in Greenhithe

### Our community

Our commitment is to provide access to well-maintained sports fields, parks, coastal amenities, and community facilities for everyone.



East Sunderland Bridge, Hobsonville

### Our places

With better planning and appropriate infrastructure, we aspire to create an area that allows our residents to easily connect between each other and within their neighbourhoods.



William Pickering Drive, Rosedale

### Our economy

We will continue to support our local businesses and communities to create a thriving, resilient and sustainable economy.



# He kōrero mō ngā poari ā-rohe

## About local boards

Auckland Council has a unique model of local government in New Zealand, made up of the Governing Body (the mayor and 20 Governing Body members) and 21 local boards. The Governing Body focuses on Auckland-wide issues while local boards are responsible for decision-making on local matters, activities and services and for providing input into regional strategies, policies and plans.

We make decisions on local matters such as:

- supporting local arts, culture, events and sport and recreation
- supporting local organisations to deliver community services
- maintaining and upgrading town centres and facilities including parks, libraries and halls
- caring for the environment and preserving heritage.

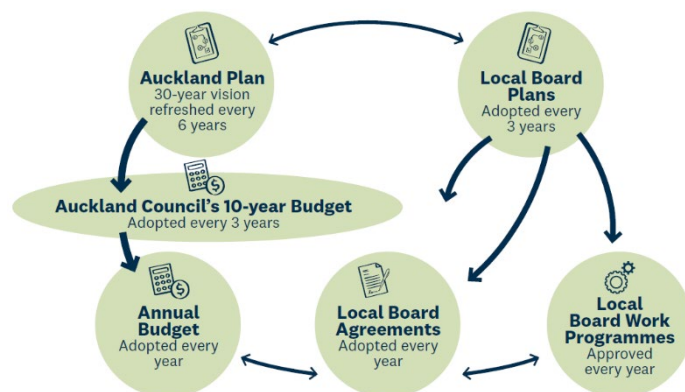
Local boards also have a role in representing the view of their communities on issues of local importance.

Higher inflation and the cost of borrowing money has pushed up the cost of providing these services. We will need to address these challenges in this draft board plan which means doing things differently and prioritising where we spend.

### About local board plans

Local board plans are strategic three-year plans developed in consultation with the community. They set out the direction for the local area reflecting community aspirations and priorities, and guide:

- decisions on local activities, projects and facilities
- local board input into the council's regional strategies and plans, including the Auckland Plan
- how local boards will work with other agencies, including community groups, central government agencies and council-controlled organisations that play key roles in the area
- funding and investment decisions.



Local board plans are inclusive and connected; they don't operate in isolation. They support:

- the Auckland Plan 2050 – the 30-year vision for Auckland
- the council's 10-year budget – planned spending and future investment priorities over the longer term
- the council's annual budget – funding for the coming financial year of the 10-year budget.

Each local board has an agreement that helps develop its annual work programme and set local budgets, levels of service, performance measures and targets for each financial year. Details of projects, budgets and timelines are outlined in annual work programmes. Progress is reported quarterly and communicated to our communities.

# Te whakawhanake i tā mātou mahere

## Developing our plan

When developing our draft plan, we ensured it reflected the aspirations of our community. We took the time to reflect on what you have already told us since our last local board plan was adopted and what has changed since then.

This draft plan takes account of the financial challenges facing our city along with the specific challenges and opportunities facing our area. Despite these challenges, our draft plan comprises of a number of aspirational objectives and some of the key initiatives we will carry out to achieve them.



# Te whakatutuki i tā mātou mahere

## Carrying out our plan

Turning plans into reality takes many people working together – the community, the local board and the wider council family such as Auckland Transport. To deliver on the local board plans, we will:

- prioritise budgets to focus on the initiatives in the plans
- make the best use of local assets such as community centres, libraries and open space
- set direction for the council staff who deliver the projects and services
- work with various community groups and partners, to deliver projects and services
- make decisions that are in line with Auckland's commitment to climate action and emissions reduction.

Where important projects in local areas are beyond available funding or decision making, our role is to advocate to other decision-makers to ensure they are aware of community views and the board's support for them.





Te Rohe ā-Poari o Upper Harbour Local Board

## Upper Harbour Local Board area



### LEGEND



Local board office



Public open space  
(Unitary Plan)



Motorway



Major road



Arterial road



Medium road



Minor road





Cultural performance at the Upper Harbour Volunteer Awards Ceremony

## Ngā huanga Māori

### **Māori outcomes**

Māori identity and culture are Auckland's unique point of difference in the world. Whānau, hapū, iwi and Māori communities aspire to have healthy and prosperous lives and have defined the outcomes that are most important to Māori. Māori outcomes are the way Auckland Council supports Māori aspirations.

Māori outcomes respond to council's legislative obligations and to extensive engagement with Auckland's Māori communities.

The Kia Ora Tāmaki Makaurau framework outlines ten priority areas that support and progress these aspirations and has been adopted by council as the way to deliver outcomes for Māori. These priority areas are:

Kia ora te kāinga – Papakāinga and Māori housing

Kia ora te marae – Marae development

Kia ora te ahurea – Māori identity and culture

Kia ora te rangatahi – Realising rangatahi potential

Kia ora te hononga – Effective Māori participation

Kia ora te whanau – Whānau and tamariki wellbeing

Kia ora te reo – Te reo Māori

Kia ora te umanga – Māori business, tourism and employment

Kia ora te taiao – Kaitiakitanga

Kia hāngai te Kaunihera – An empowered organisation



Local board plans are an important way to deliver for Māori at a local level. This section of the plan outlines the Māori outcomes addressed in this plan.

## Iwi and hapū

Upper Harbour falls within the areas of interest of many of Tāmaki Makaurau iwi, these are:

- Ngāti Wai – Ngāti Wai, Ngāti Manuhiri
- Ngāti Whātua – Te Rūnanga o Ngāti Whātua, Ngāti Whātua o Kaipara, Ngāti Whātua Ōrākei
- Waiohua-Tāmaki – Te Kawerau ā Maki, Ngāti Tamaoho, Ngāi Tai Ki Tāmaki, Ngāti Te Ata Waiohua
- Marutūahu – Ngāti Paoa, Ngaati Whanaunga, Ngāti Maru, Ngāti Tamaterā, Te Patukirikiri.

## Māori residents: 2018 census

Upper Harbour has the lowest proportion of Māori residents of all local boards in Tāmaki Makaurau

3,210 Māori residents - about 5% of the total Upper Harbour population (62,841)

Māori are much younger, with a median age of 25.8 years compared to 35.7 years for the whole of Upper Harbour.

We acknowledge our existing relationship agreement with Ngāti Manuhiri and are committed to developing meaningful relationships with Māori. We welcome opportunities to work in partnership with Māori communities. Some of the key initiatives we propose to achieve this are highlighted below:

- Partner with mana whenua and matāwaka to deliver initiatives that support sharing Māori cultural knowledge and practices through storytelling projects and celebrating te reo Māori
- Work with mana whenua who have an interest in our area to respond to their aspirations
- Partner with mana whenua, matāwaka and community groups to restore te taiao, prepare for the effects of climate change and deliver initiatives that increase understanding of mātauranga Māori
- Support initiatives that provide access to business mentoring and work experience for young people including rangatahi Māori.





Christmas Beach, Herald Island

# Te Tāruke ā-Tāwhiri

## Climate Action

In 2019 Auckland Council declared a climate emergency and in 2020 adopted Auckland's climate plan, Te Tāruke ā-Tāwhiri. Meeting the goals set out in this plan means taking ambitious action to reduce emissions and to adapt to a changing climate.

Local boards have an important role to play in leading and supporting Auckland's response to the climate emergency, including supporting regional climate plan initiatives, integrating climate awareness into all decisions including community investment.

In 2019 the local board recognised a climate emergency in Upper Harbour, acknowledging the impacts of climate change on our residents and committing to considering the effects of climate change in every decision we make. Areas subject to climate impacts include Herald Island which is vulnerable to coastal inundation and areas of Whenuapai that are vulnerable to flooding.

We recognize that climate change is a complex issue that will require collaborative effort from all of us. As a local board we are committed to doing our part to respond to this challenge and will continue working with our communities to achieve our climate goals. The key initiatives we propose to achieve these are outlined below:





- Support initiatives that build community networks and connections which help communities respond in emergencies and the impacts of climate change.
- Continue to implement actions from the Upper Harbour Local Board Urban Ngahere Strategy.
- Support initiatives that deliver on the Upper Harbour Pest Free Strategy and Upper Harbour Ecological Connectivity Strategy.
- Support community-led initiatives and projects that foster sustainable lifestyles, including waste minimisation, emissions reduction and climate resilience.
- Continue to support community restoration, environmental groups and sustainable education initiatives that protect and enhance our natural assets.
- Support schools, businesses, environmental groups and community volunteers to carry out stream restoration projects including pollution reduction, stream clean-ups, habitat improvement and native riparian planting.
- Partner with mana whenua, matāwaka and community groups to restore te taiao, prepare for the effects of climate change and deliver initiatives that increase understanding of mātauranga Māori.
- Support low carbon and waste minimisation initiatives that support our communities in reducing waste to landfill.
- Continue to implement the Upper Harbour Greenways Plan 2019 to provide a fit for purpose, accessible and safe network of pathways and cycleway connections in our area.
- Invest in wayfinding signage within our walking and cycling network to improve connections.
- Continue to prioritise our limited Local Board Transport Capital Fund budget to projects that deliver the most network benefits for safety, climate action, our economy, public health, and social outcomes.
- Work with council departments and Business North Harbour to support local businesses to engage in initiatives to reduce waste and become low carbon and climate resilient.
- Support businesses, groups, and event organisers to produce safe and sustainable events and activities that deliver local benefits, cater for local participation, and increase visitors to the area.



Cultural Performance at Upper Harbour Volunteer Awards Ceremony

# Ō Tātou Tāngata

## Our people

Upper Harbour is a vibrant and rapidly growing area with diverse communities across multiple distinct neighbourhoods. We understand that as our population grows the needs of our communities will change, and we must adapt to ensure that everyone has equal opportunities to participate and contribute. Our focus is on fostering a strong sense of unity and social connectedness, so that we can build a resilient community that is prepared to face adversity and adapt to change.

We want to continue creating an inclusive community where everyone feels valued, welcomed, and has a sense of belonging. To achieve this, we will work with our communities to deliver initiatives and activities that builds networks, celebrates diversity, and that enables our people to achieve their goals and aspirations.

We are committed to establishing and improving relationships with Māori in our area and welcome opportunities to strengthen partnerships with mana whenua.

We expect to continue facing significant budget challenges and may need to make difficult decisions on how best to direct council resources. Our goal is to ensure that everyone has a voice so that the shape and character of Upper Harbour reflects the aspirations of our residents.

We are committed to ensuring we develop strong meaningful connections with our communities. We will work to proactively remove barriers to participation so that you can engage with us on what matters most to you and provide input on the decisions we make.



## Challenges

- Our growing population and changing demographics mean community needs are changing.
- Almost 8 per cent of Upper Harbour residents do not speak English.
- We need to establish and improve relationships with Māori in our area.
- Low levels of engagement and understanding of what local boards do weakens local democracy and decision-making.

## Opportunities

- Partner with community groups who understand our communities and can support them through engagement and civic participation.
- We have dedicated volunteers and the increasing collaboration between community groups. We can support community leaders so they can in turn support their communities through change.
- Explore opportunities to establish relationship agreements with mana whenua and invest and strengthen the relationship with Ngāti Manuhiri with whom we have an existing relationship agreement.

## Our draft plan

What we want to achieve (Objectives)	What we will deliver in the next 3 years (Key initiatives)	What success looks like (Measure of success)
Our residents love living in Upper Harbour, feel part of a welcoming community, actively participate and their views are considered in decision making	Implement the Upper Harbour Local Board Engagement Strategy	<p>The local board is engaged with its communities, are aware of their challenges and opportunities, and is better able to represent them</p> <p>Our people are well equipped to participate in Auckland Council processes and understand the local board role</p> <p>Participation is increased and consultation results represent the Upper Harbour community</p>
	Support a geographic/local neighbourhood approach to initiatives which bring communities together and creates sense of identity and connection to place including through inter-generational activities	People of all ages connect with their local communities and neighbours
Our communities are resilient to adversity and change	Support initiatives that build community networks and connections which help communities respond in emergencies and the impacts of climate change	Our communities can respond to adverse situations such as natural disasters or global pandemics





We have meaningful relationships with Māori and celebrate Māori culture and identity in Upper Harbour	Partner with mana whenua and matāwaka to deliver initiatives that support sharing Māori cultural knowledge and practices through storytelling projects and celebrating te reo Māori	Increase in Māori-led projects and initiatives
	Work with mana whenua who have an interest in our area to respond to their aspirations	Strengthened, improved and meaningful relationships with mana whenua and the local board
Our diverse communities are enabled to achieve their goals and aspirations	Work with the ethnic communities to develop and deliver on an Upper Harbour Ethnic Peoples Plan to inform how we may best support them	<p>More projects and initiatives that deliver for our ethnic communities</p> <p>Ethnic communities have better access and understanding of local services, facilities, programmes and what the local board do</p> <p>Relationships between ethnic communities and the local board are strengthened</p>

## Advocacy

- Advocate for accessible, multi-lingual, and easy-to-use engagement methods that enable our diverse residents to participate in both local and regional consultations and engagement processes.



Sanders Reserve, Paremoremo

## Tō Tātou Taiao

### **Our environment**

Upper Harbour has a unique mix of urban, rural and diverse natural landscapes which calls for a responsible and collaborative approach towards protecting our natural environment, improving water quality and taking action against climate change. Our goal is to support our community to live sustainably, respond to climate change, and value kaitiakitanga (guardianship).

We acknowledge the challenges that lie ahead, particularly the negative environmental impacts of intensification and population growth, and our limited budgets to fund initiatives that respond to impacts of climate change and deliver on restoration and conservation of our natural environment.

Despite these challenges we are fortunate to have a community that is passionate about enhancing and protecting our natural environment. We will work alongside our communities and mana whenua to safeguard our special areas and enable our volunteers to lead restoration and conservation efforts.

We understand the importance of protecting our waterways and marine environments, particularly in areas of intensification. Our goal is to enhance the health and biodiversity of our water ways and reduce pollutants and sediment entering them.

A key priority in Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan and in the Upper Harbour Urban Ngahere (forest) Strategy is to grow and protect our rural and urban ngahere to maximise carbon capture and build resilience to climate change. Our total canopy coverage of 28 per cent is the second highest in Auckland. A





significant percentage of that cover is on private land with little or no protection, so it is important that we increase cover on public land. We will continue to invest in increasing our canopy coverage to respond to climate change.

Together we will work to restore te taiao (the environment) and create a more sustainable future for our community. Partnering with mana whenua will enable us to actively incorporate Māori values and perspectives in environmental initiatives and ensure that they promote well-being of both our natural environment and our community.

## Challenges

- Cost implications of restoration and conservation of our natural environment balanced against the cost of doing nothing
- Climate change is causing more frequent severe weather events posing huge risks to our environment and residents
- Negative impacts of intensification and population growth
- Reducing carbon emissions as individuals can be difficult. Communities need support and opportunities to make changes and live more sustainably.

## Opportunities

- We consider climate impact in all the decisions we make
- Our communities are passionate about enhancing and protecting our natural environment
- Willingness and dedication from our volunteers to improve our natural environment
- We have a solid starting point for enhancing our environment with a baseline of 28 per cent canopy cover, along with waterways, estuaries and esplanade reserves.

## Our draft plan

What we want to achieve (Objectives)	What we will deliver in the next 3 years (Key initiatives)	What success looks like (Measure of success)
Our indigenous and culturally valued biodiversity is improved and protected by preserving and enhancing the habitats that support it	Continue to implement actions from the Upper Harbour Local Board Urban Ngahere (forest) Strategy	Our canopy cover is increased from 28 per cent to 30 per cent by 2050
	Support initiatives that deliver on the Upper Harbour Pest Free Strategy and Upper Harbour Ecological Connectivity Strategy	Enhanced biodiversity across Upper Harbour with a reduction in pest animals and pest plants in our natural environment
Our communities are resilient to climate change and care for their surrounding environment	Support community-led initiatives and projects that foster sustainable lifestyles, including waste minimisation, emissions reduction and climate resilience	Increased opportunities for our communities to live sustainably. Enable our communities to respond and adapt to the impacts of climate change





	Continue to support community restoration, environmental groups and sustainable education initiatives that protect and enhance our natural assets	Increased number of initiatives that restore, protect and enhance our natural environment
The life force (mauri) of our harbour and waterways is respected and restored	Support schools, businesses, environmental groups and community volunteers to carry out stream restoration projects including pollution reduction, stream clean-ups, habitat improvement and native riparian planting	The water quality of our harbour and waterways is improved  The edges of waterways are planted with locally sourced plants where appropriate, and in line with the Upper Harbour Local Parks Management Plan
Our communities practice te ao Māori kaitiakitanga (guardianship) principles	Partner with mana whenua, matāwaka and community groups to restore te taiao (the environment), prepare for the effects of climate change and deliver initiatives that increase understanding of mātauranga Māori (Māori knowledge)	Increased number of initiatives with mana whenua which protect and improve the environment, improve water quality, and reduce pollution
Our communities have opportunities to minimise their carbon emissions and waste	Support low carbon and waste minimisation initiatives that support our communities in reducing waste to landfill	Increased number of low carbon and waste minimisation initiatives

## Advocacy

- Advocate to Governing Body for appropriate long-term planning and associated funding for infrastructure in growth areas that supports Auckland's climate goals.
- Advocate to Governing Body for immediate long-term risk scenario planning for the next 50-100 years to prepare for and respond to climate changes.
- Advocate to the Governing Body for regional funding to reduce sediment and contaminants from urban development and land use entering our waterways.
- Advocate to the Governing Body for appropriate funding for compliance and education to ensure that minimising construction and demolition waste is a priority for all projects. Noting a local initiative for construction waste compliance and education been successfully piloted through local board funding and we advocate that this be an outcome invested in at a regional level.
- Advocate for priority development of Shoreline Adaptation Plans for Upper Harbour including funding to implement actions to ensure a sustainable approach to the management of our shorelines.
- Advocate for priority development of a sub-regional community resource recovery centre in the North.
- Advocate for tree protection to support the goals of the Upper Harbour Urban Ngahere Action Plan 2021 and maintain canopy coverage.



Girls learning to skate at Collins Park in Greenhithe

## Tō Tātou Hapori

### **Our community**

We are committed to delivering fit-for-purpose, multi-use facilities that meet the diverse needs of our community while ensuring accessibility for all. Our goal is to provide access to well-maintained community facilities, open space, play spaces sports fields, and coastal amenities for everyone.

Providing a variety of programmes and opportunities for our community to participate in play, sports and recreational activities is important. As budgets permit, we will prioritise investment in key actions outlined in our strategic planning documents such as the Upper Harbour Strategic Play Provision Assessment and the Upper Harbour Water Access Assessment.

The challenges we face with limited budget to maintain the assets we currently own to a high-quality standard and increasing demand for services and amenities due to population growth need to be addressed. We plan on investigating various opportunities and revenue-generating possibilities to respond to these challenges, such as exploring ways to deliver our services differently, reviewing underperforming assets and opportunities for business, central government or community led partnerships.

We support the diverse use of community spaces. By encouraging community leaseholders to share spaces and creating community spaces we can maximise the use of our limited available facilities and resources. This can lead to more efficient use of public resources potentially reducing operating costs and improving access to services and programmes for our residents.



Securing a long-term solution for library provision is a high priority. Due to the current leasing arrangements, the Albany Village Library will require a new location in the medium-term future. We are actively investigating and assessing all possible options to provide a library service in the Albany area and will consider network requirements, demographic changes, and population growth.

## Challenges

- The cost of maintaining our community and recreational facilities to a high-quality standard that meet the needs of our communities are beyond available funding.
- Population growth and change could mean increased demand for services, facilities and space; changing user expectations; conflicting uses; and inequitable awareness and access to those services and facilities.

## Opportunities

- Increased local board decision-making over local budgets provides an opportunity for exploring other revenue generating possibilities and changing how investment in community services and assets occurs.
- Review underperforming assets to enable re-investment in key facilities that will meet our community's needs, including options for multi-use facilities.
- Explore ways to deliver our services differently including strategic opportunities for partnerships aimed at delivering outcomes for our communities.

## Our draft plan

What we want to achieve (Objectives)	What we will deliver in the next 3 years (Key initiatives)	What success looks like (Measure of success)
Upper Harbour has a range of fit for purpose multi-use sports, recreation and community amenities that serve a growing and diverse community	Ensure our community has access to high-quality amenities that provide for a range of opportunities including: <ul style="list-style-type: none"><li>• play</li><li>• pathways and connections</li><li>• sport and active recreation</li><li>• informal recreation</li><li>• connecting with nature</li></ul>	Our people have access to a wide range of community amenities and recreation opportunities
	Support and encourage our community organisations to deliver relevant and diverse activities that connect the community and reflect their needs	Increased number of initiatives that connect our communities and respond to their needs
	Prioritise investment in well-used services to ensure they have the quality to meet changing community needs	Increased participation in services and community feedback would indicate that we are meeting the changing needs of our community





	Find a long-term solution for a library in the Albany area	Continuous and improved library service provision for our residents
People of all abilities have access to well-maintained sports fields, parks, coastal and community facilities in Upper Harbour	Consider opportunities to deliver local community services differently, explore revenue generating possibilities and leveraging potential partnerships	When opportunities arise, we respond to community needs by delivering projects differently, even in constrained financial environments
	<p>Deliver outcomes that provide diverse play, active sports and recreation programmes, and opportunities for our people. As budgets allow, we will prioritise investment by delivering on key actions from existing planning documents including:</p> <ul style="list-style-type: none"> <li>- Upper Harbour Water Access Assessment</li> <li>- Upper Harbour Wheeled Recreation Service Assessment</li> <li>- Upper Harbour Open Space Network Plan</li> <li>- Upper Harbour Strategic Play Provision Assessment</li> </ul>	Our investment decisions are aligned with our key strategic planning documents and deliver outcomes that respond to our community's needs
	Support diverse use of community spaces, including sharing spaces with community lease holders and creating community spaces	Increased use of community spaces and more collaboration between different groups

## Advocacy

- Advocate to the Governing Body for fair and equitable funding allocations for Upper Harbour.
- Advocate to the Governing Body for appropriate funding to enable fit for purpose library service provision in Albany.
- Advocate for public access to open space in Te Onekiritea / Bomb Point.
- Advocate for adequate level of renewals funding to ensure existing assets are well maintained.
- Advocate to Auckland Transport to support Community Play Street activities in the area, including the introduction of a simplified and accessible permit process.



East Sunderland Bridge, Hobsonville

## Ō Tātou Wāhi

### Our places

Upper Harbour is a dynamic area of growth and opportunity. We aspire to create an area where our infrastructure keeps pace with the demands of our growing population and our residents can easily move around neighbourhoods, including by walking, cycling or public transport.

Achieving this aspiration means we need to address the challenges that come with growth, such as the pressure on our roading network, our limited funding and decision-making role, and the need for quality open spaces. We will continue to advocate for our communities for appropriate planning and investment to respond to growth and intensification.

With our limited funding we will target our investment to initiatives that improve wayfinding and deliver walking and cycling connections within our neighbourhoods as identified in the Upper Harbour Greenways Plan 2019.

Albany is an area with many attractive and valued qualities including key recreational facilities, a large business and retail offering, and a major public transport hub. You have told us that you want to see better planning for this area and to create a 'Heart for Albany'. We believe by developing a Centre Plan for Albany, alongside our communities, businesses and mana whenua, we would create a connected community and vibrant town centre.

Large parts of Whenuapai are zoned Future Urban under the Unitary Plan. We will continue advocating for appropriate planning and investment for infrastructure and quality open space.

## Challenges

- This local board's ability to deliver transport projects is limited as we have limited decision- making and funding and decisions are largely controlled by Auckland Transport
- Funding is a continuing challenge for both infrastructure and quality open space needs as identified in our plans in response to intensification (e.g. Whenuapai Structure Plan)
- Growth and inadequate investment in our area places significant pressure on the roading network.

## Opportunities

- Local boards can provide input into planning and infrastructure projects to deliver efficient public and active modes of transport, roads and public amenities
- Providing proper infrastructure, amenities and local employment opportunities in high density growth areas enables individuals to lead low-carbon lifestyles
- Leverage capital investments and advocate for proper planning and growth funding
- Albany has many attractive and valued qualities, including key recreational facilities, a large business and retail offering and a major public transport hub. Appropriate planning could create a connected community and vibrant town centre.

## Our draft plan

What we want to achieve (Objectives)	What we will deliver in the next 3 years (Key initiatives)	What success looks like (Measure of success)
An accessible walking and cycling network within neighbourhoods	Continue to implement the Upper Harbour Greenways Plan 2019 to provide a fit for purpose, accessible and safe network of pathways and cycleway connections in our area	Actions from Upper Harbour Greenways Plan 2019 are delivered  Our communities have safe and active transport options within our neighbourhoods
	Invest in wayfinding signage within our walking and cycling network to improve connections	An increased number of wayfinding signage connecting our networks, increasing usage
Target transport investment to the most significant transport related challenges	Continue to prioritise our limited Local Board Transport Capital Fund budget to projects that deliver the most network benefits for safety, climate action, our economy, public health, and social outcomes	Delivery of transport projects that improve our transport networks and see a shift in transport modes used



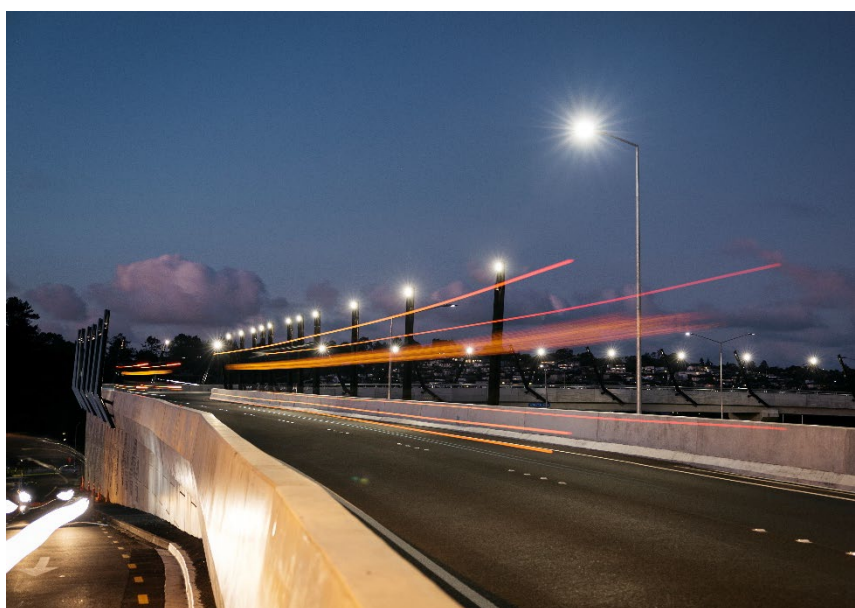




Albany is a vibrant town centre where people want to live, visit, shop, work and connect	Develop a Centre Plan for Albany	A long-term strategic plan that delivers for Albany, sets out priorities and identifies areas for investment is delivered
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## Advocacy

- Advocate to the Governing Body for appropriate planning and investment for infrastructure and quality open space in areas impacted by growth and intensification e.g. Whenuapai.
- Advocate to the Governing Body for the Development Contributions Policy to be expanded to include Whenuapai to ensure funding for the delivery of appropriate infrastructure in the area.
- Advocate to Auckland Transport and the Supporting Growth Alliance to proactively deliver safe connections across Upper Harbour, particularly in areas of intensification and new developments.
- Advocate to the Governing Body for the retention of the Local Board Transport Capital Fund.
- Advocate to Auckland Transport 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 Auckland Transport to fund programmes and to invest in infrastructure that promotes both using multiple modes of transport and supports the community in moving towards active modes of transport.



Albany Bus Bridge



William Pickering Drive, Rosedale

# Tā Tātou Ōhanga

## Our economy

As the Upper Harbour area continues to grow and develop, we recognise the importance of supporting our local businesses and communities to create a thriving, resilient and sustainable economy. We believe that a strong local economy can benefit everyone in our community.

Addressing the impacts of climate change and promoting sustainability is important. Our goal is to create resilient and sustainable local industry and we aim to support local businesses to reduce waste, become carbon neutral and climate resilient.

We recognise the challenges of providing quality, sustainable employment opportunities that match residents' skills. As the population of skilled workers grows, so does the need for local employment opportunities to reduce the need to commute. We will continue to work with local businesses and organisations, Business North Harbour, the council and Auckland Transport to support initiatives that provide access to local quality employment opportunities.

We understand that young people and rangatahi Māori face barriers to employment such as minimal work experience and limited networks. By investing in initiatives that provide mentoring and work experience we aim to equip young people and rangatahi Māori with the tools and knowledge they need to succeed in the workforce.



## Challenges

- We have a strong local economy and skilled labour force, but the number of knowledge intensive jobs in our area remains below the regional average, meaning people are travelling to find work that matches their skills.
- As the population of skilled workers living in our area grows, so does the need for local skilled employment opportunities to reduce the need to commute.

## Opportunities

- North Harbour is a strong and growing employment zone. Supported by Business North Harbour, it can develop as a resilient and environmentally sustainable employment zone serving the north of Auckland.
- Completion of the Northern busway extension makes areas more accessible by rapid public transport.
- Our Business Improvement District is well placed to promote local initiatives and encourage sustainable business practices.
- Supporting local businesses to adapt to the effects of climate change and to transition into a low-carbon economy.
- Supporting initiatives that improve the amenity of the public areas around local businesses such as additional seating in local parks.

## Our draft plan

What we want to achieve (Objectives)	What we will deliver in the next 3 years (Key initiatives)	What success looks like (Measure of success)
Our local businesses and industry are resilient and sustainable	Work with council departments and Business North Harbour to support local businesses to engage in initiatives to reduce waste, and become low carbon and climate resilient	More businesses are sustainable and are resilient to the impacts of climate change
	Support businesses, groups, and event organisers to produce safe and sustainable events and activities that deliver local benefits, cater for local participation, and increase visitors to the area	Increased number of sustainable events and activities
Our skilled workforce has ease of access to local quality employment opportunities	Support Business North Harbour and community groups to build new skills and deliver projects which support businesses and employment growth	Increased number of initiatives that benefit local businesses





	Support Business North Harbour and community groups to encourage social and local procurement and retail opportunities that contribute to a successful economy	Increased local employment opportunities
Young people including rangatahi Māori have the skills and training needed for quality, sustainable employment	Support initiatives that provide access to business mentoring and work experience for young people including rangatahi Māori	Increased local employment opportunities for young people and rangatahi Māori

## Advocacy

- Advocate on behalf of Business North Harbour for support on environmental sustainability and business resilience and continuity.
- Advocate for land use planning to increase the number of quality employment opportunities within our growth areas.
- Advocate for appropriate transport options that would reduce the need for private vehicle use to access employment opportunities.
- Advocate for consideration of social procurement outcomes on all local projects.



Tenth year of Business North Harbour’s One Day Sale



# He kōrero take pūtea

## Funding information

The local board funding policy sets out how local boards are funded to meet the costs of providing local activities and administration support.

Local board funding is approved through the council's budget-setting process. This involves the council's Governing Body adopting a 10-year budget (long-term plan) every three years and an annual budget every year. Local board agreements, in which the local board and the Governing Body agree the local board budget for each year, make up part of the annual budget.

The council's budget-setting process involves allocating funding gathered through revenue sources such as rates and user charges. It also involves setting levels of service for council activities and corresponding performance targets.

The financial and levels of service statements in this plan are based on the information included in the 10-year Budget 2021-2031 and updated through subsequent annual plans. Updated financial information and levels of service will be adopted as part of the long-term plan which is due to be adopted in June 2024. The 10-year Budget 2024-2034 will be informed by the local board plans and may impact the initiatives in this local board plan.



# Kaupapa ā-rohe me ngā paerewa ā-mahi

## Local activities and levels of service

The current 10-year Budget 2021-2031 outlines local board responsibilities, provided for directly in legislation or allocated to boards, are summarised into local activities and levels of service statements. These are described in the table below.

More information regarding levels of services, including performance measures and performance targets, can be found in the Upper Harbour Local Board Agreement 2023/2024 and in the 10-year Budget 2021-2031 (Vol 2 section 2.6). This is available on the council website.

Local Activities	Level of service statements
<b>Local Community Services</b>	
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>Provide safe, reliable, and accessible social infrastructure for Aucklanders that contributes to placemaking and thriving communities</p> <p>Utilising the Empowered Communities Approach, we support Aucklanders to create thriving, connected and inclusive communities</p> <p>We provide safe and accessible parks, reserves, beaches, recreation programmes, opportunities and facilitates to get Aucklanders more active, more often</p> <p>We showcase Auckland's Māori identity and vibrant Māori culture</p> <p>We fund, enable, and deliver services, programmes, and facilities (art facilities, community centres, hire venues, and libraries) that enhance identity, connect people, and support Aucklanders to participate in community and civic life</p>
<b>Local Planning and Development</b>	
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	We help attract investment, businesses and a skilled workforce to Auckland
<b>Local Environmental Management</b>	
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.	We work with Aucklanders to manage the natural environment and enable low carbon lifestyles to build resilience to the effects of climate change





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## Local Governance

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.

The measures for this group of activities are covered under the Regional Governance group of activities in the Long-term Plan which determine participation with Auckland Council decision making in general. This includes local decision-making

# Tirohanga take pūtea whānui

## Financial overview

Revenue, expenditure and capital investment by local activities for the Upper Harbour Local Board for the period 1 July 2023 to 30 June 2024.



Annual Plan Financials		2023/2024 (\$000s)
<b>Operating revenue</b>		
Local community services		3,371
Local planning and development		-
Local environment management		-
<b>Total operating revenue</b>		<b>3,371</b>
<b>Operating expenditure</b>		
Local community services		14,329
Local planning and development		785
Local environment management		157
Local governance		921
<b>Total operating expenditure</b>		<b>16,192</b>
<b>Net operating expenditure</b>		<b>12,821</b>
<b>Capital expenditure</b>		
Local community services		7,723
Local planning and development		-
Local environment management		-
Local governance		-
<b>Total capital expenditure</b>		<b>7,723</b>



# Ngā Mema o tō Poari ā-Rohe o Upper Harbour

## Your Upper Harbour Local Board members



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### Find out more



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