MASTERPLAN DELIVERY
THE DELIVERY FRAMEWORK FOR THE MASTERPLAN IS SET OUT ACROSS FIVE AREAS:

1. WORKING IN PARTNERSHIP
2. EMBEDDING THE MASTERPLAN IN THE STATUTORY PLANNING PROCESS
3. MASTERPLAN INTERDEPENDENCIES AND TIMING
4. MASTERPLAN 10-YEAR PRIORITIES AND FUNDING
5. MONITORING AND REVIEW.
WORKING IN PARTNERSHIP

The masterplan is not just Auckland Council’s vision for the city centre, but is owned by a range of public and private sector organisations. This is important, as its implementation requires the public and private sectors to work together. We will achieve this by:

- Strengthening links with the private sector. The City Transformation Projects Team will support significant private sector schemes, to ensure timeliness in the statutory processes.
- Embracing the co-governance model, where Auckland Council works closely with the Waitakere, Albert-Eden and Devonport-Takapuna Local Boards.
- Increasing partnership with the CBD Advisory Board to achieve value-added expenditure of the targeted rate and council funds on city centre projects.
- Partnering with Auckland Tourism, Events and Economic Development (ATEED) to market the masterplan as a whole, and to market its opportunities to investment markets.
- Partnering with Heart of the City to attract more quality retailers, (who will deliver the desired retail outcomes), and investigate schemes for shop front improvements and incentivising new investment.
- Coordinating public sector investment via Auckland Council’s City Transformation Team.
- Using property assets owned by the Council and council-controlled organisations effectively, guided by a city centre taskforce comprising Auckland Council Property Limited, Auckland Transport Property Department and Waterfront Auckland, working with private sector developers and investors.
- Raising the standards of architecture and heritage protection by working closely with the Urban Design Panel, the Auckland Council's Heritage Panel, and the Major Projects Design Review Team, and reviewing design guidance to ensure it continues to raise standards.
- Partnering with The University of Auckland and Auckland University of Technology, through the Tertiary Education Network Partnering Agreement, and with the polytechnics and wananga through the development of the Auckland Tertiary Education Cluster.
- Auckland Transport, Auckland Council and the New Zealand Transport Agency working together to deliver the Integrated Transport Plan.
- Forming a sustainable partnership with Māori as part of the Māori Relationship Framework (discussed in the Auckland Plan), and engaging Māori in realising the vision for the city centre.

Auckland Council will be responsive to the needs of the private and tertiary education sectors, and create an environment of certainty and streamlined processes.

The Council is committed to the following high-level principles for a workable masterplan, developed in discussion with the private sector:

- The city centre is a business-friendly place.
- Cultural change is focused on collaboration and ‘making things happen’.
- Realistic and prioritised expectations are set.
- There are clear investment plans with clear delivery time frames.
- There is good decision-making capability.
- Resources are not spread too thinly.
- The approach to public transport and major projects is holistic and integrated.
- There is collaboration on legislative interventions.
This masterplan will be embedded into the Unitary Plan, to guide the form and function of development in the city centre. The broad outcomes identified here will help to inform the objectives and policies for the city centre. These will include details on zoning, bonus schemes, height restrictions, view lines, and design standards.
MASTERPLAN INTERDEPENDENCIES AND TIMING

Delivery of the masterplan’s transformational moves and projects will occur in overlapping ‘episodes’ that take account of the identified place-shaping factors (page 41), particularly the changing economic picture.

The timing of the episodes will be influenced by the sequencing and interdependencies between projects, by the consequential impacts of one major intervention on another; for example, how they relate to the City Rail Link, which will have interim and long-term impacts on the transport network.

The most critical transport projects, designed to support city centre economic activity and growth, and achieve the masterplan’s vision, are presented in detail in the Auckland Transport Integrated Transport Plan (which can be found at http://www.aucklandtransport.govt.nz).

TRANSPORT INTERDEPENDENCIES

Wellesley Street Corridor Upgrade
Quay Street Harbour Edge (Phase 1)
Britomart West Development Framework
Victoria Street Linear Park (Phase 1)
Hobson & Nelson Streets (Phase 1)

Regional Bus Network Restructure
Port Access Study & Corridor Improvements
Slow Speed Zones
Pedestrian Signal & Intersection Improvements

Shared Spaces
Gateway Enhancements
Wynyard Quarter Projects
Parking Management Changes

Quay Street Harbour Edge (Phase 2)
Victoria Street Linear Park (Phase 2)
Hobson & Nelson Streets (Phase 2)
Queen Elizabeth Square Upgrade

Pre-CRL Projects

Ongoing and Independent Projects

Queen Street
Federal Street
Wyndham Street

Post-CRL Projects
**Based on the Economic Picture (Page 42), and the Interdependencies (Page 195), the following episodes are proposed:**

Transformational moves focused on energising the Engine Room, realising the Water City (including the Wynyard Quarter) and emphasising the Aotea Quarter as the civic and cultural heart of the city centre will be advanced first. The area from harbour’s edge to mid-town will be reinforced through the City Rail Link with a new station at Aotea. Associated moves will create the necessary impetus for change elsewhere in the city centre.

This episode will also respond to other planned investment activity in the city centre; for example, the New Zealand International Convention Centre, scheduled to open in 2016, and the ultra-fast broadband rollout.

**2. Episode 2 (2020–2032)**
Episode 2 will see further consolidation of Episode 1. Its primary focus will be on the growth potential around the new City Rail Link stations at Karangahape Road and Newton, and better connecting the city fringe to the city centre.

**3. Episode 3 (2025–2042)**
Delivery of the moves needs to be in step with the demand for development, so this episode’s transformational moves, around the Victoria Quarter and Quay Park, will coincide with favourable market conditions. Both areas are to an extent dependent upon significant long-term infrastructure projects to catalyse transformation, i.e. the Victoria Quarter will be shaped by the proposed additional Waitemata harbour crossing off-ramp on Cook Street, and Quay Park by changes to the existing rail line and strategic road connections.
This masterplan has been prepared against a backdrop of significant demands on public sector funding. Without substantial public sector investment the city centre’s full potential will not be realised.

Significant public expenditure is needed to fund the City Rail Link (total cost about $2.86 billion as at 2012), an additional Waitematā harbour crossing of a combined road/rail tunnel (total cost $4.2 to $4.7 billion), and redevelopment of the waterfront (total cost about $2 billion).

Some of this public sector cost will be paid for through general and targeted rates and development contributions, but additional measures will need to be explored to meet the full cost. The Auckland Plan identifies future funding mechanisms the Council is exploring to support the masterplan and other transformational programmes.

Auckland Council’s Long-term Plan (LTP) 2012-22 allocates $130 million to delivering the City Centre Masterplan over the next 10 years. It is possible that this will be supplemented by up to $200 million of city centre targeted rates and $325 million in private sector funding over the same period. The Council’s investment can leverage private sector investment to achieve transformational change in the area.

Prioritisation criteria used to determine the LTP budget allocated to the masterplan were:

- The extent to which the masterplan strategy of transforming the Harbour Edge/Engine Room and energising the Aotea Quarter as the civic and cultural hub is supported
- The ability to attract and increase significant private investment
- The fit with the masterplan’s identified interdependencies; specifically, the extent to which delivery of the City Rail Link (CRL) is supported, or at least not hindered
- The contribution to the Auckland Plan’s and the masterplan’s outcomes
- The extent of support from public and key stakeholders.

Based on these key priorities, the Council’s $130 million direct masterplan funding for capital works is to be spent on five broad investment packages, each comprising a number of complementary projects. The five packages in priority order are outlined on the following pages.
01 Engine Room/Harbour Edge (LTP funding – $37.4 million, private funding $200 million)
   - Phase 1 of Quay Street upgrade (pre-CRL)
   - Lower Hobson flyover demolition (post-CRL)
   - Redevelopment opportunities of Britomart West sites, including the Downtown Car Park (post-CRL)
   - Start of Phase 2 Quay Street upgrade (post-CRL)
   - Emily Place public space upgrade (independent of CRL)
   - Beach Road public space upgrade (independent of CRL)
   - Queen Street enhancement and retail action plan (independent of CRL).

02 East-West Stitch (LTP funding – $37.9 million, private funding $50 million)
   - Federal Street Shared Space between Wellesley and Victoria Streets (independent of CRL)
   - Hobson Street and Nelson Street upgrade between Victoria and Fanshawe Streets (post-CRL work on Albert Street, timed to coincide with the completion of the New Zealand International Convention Centre)
   - Federal Street upgrade between St Patrick’s Square and Fanshawe Street (independent of CRL)
   - Federal Street upgrade between Victoria Street and St Patrick’s Square (independent of CRL).

03 Aotea Quarter (LTP funding – $20.2 million, private funding $50 million)
   - Bledisloe Lane upgrade (independent of CRL)
   - Upper Queen Street enhancements (independent of CRL)
   - Myers Park upgrade (independent of CRL)
   - Redevelopment opportunities (Council site/buildings related to CRL or its accommodation strategy)
   - St James Theatre restoration investigation (independent of CRL).
Cycleways and Connections (LTP funding - $2.8 million, NZTA funding $10 million)

- Cycleway link from northwestern cycle path along Grafton Gully (independent of CRL)
- Nelson Street disused motorway ramp (independent of CRL)
- Upper Queen Street bridge enhancement (independent of CRL)
- Wi-Fi city centre zone created (independent of CRL).

Victoria Street (LTP funding - $31.7 million, private funding $15 million)

- Upgrade of Victoria Street between Nelson and Queen Streets (timing to be determined to fit CRL construction constraints)
- Upgrade of Victoria Street between Albert Park and Queen Street (timing to be determined to fit CRL construction constraints).
Masterplan 10-year priorities and funding (continued)

The LTP 2012-22 has allocated significant funding for the city centre over the 10-year period, additional to the masterplan budget. Other budget lines totalling over $2 billion include the City Rail Link, public transport improvements (bus and ferry), road maintenance and renewals, parks and reserve maintenance and enhancement, social infrastructure projects, and tourism- and marketing-related activity.

The LTP also allocates $160 million of additional funds to Waterfront Auckland. Together with an expected $1.5 billion in private investment, the waterfront - particularly the Wynyard Quarter - will continue to be revitalised. Improvements will be carried out as follows:

1. Wynyard Quarter headland, marine, Jellicoe and Central Precinct
2. Wynyard Point heritage yacht basin
3. Queens Wharf public space and cruise facility
4. Integrated public transport solution linking the Wynyard Quarter to Britomart
5. Watemata Plaza upgrade.

In addition to the new LTP 2012-22 projects, the following masterplan-related projects under the previous LTP will be completed by 2015:

- Fort Street area upgrade ($9.4 million)
- Lorne Street stage 2 upgrade ($2.4 million)
- O’Connell Street upgrade ($4.3 million)
- Khartoum Place upgrade ($1 million).

A detailed breakdown of all projects identified in the masterplan, including those to be delivered beyond 2022, can be found in the Implementation Addendum to the Auckland Plan, which will be updated annually.
The outcome targets set out on page 38 will be monitored every two years to chart progress and, where necessary, take corrective action.

The masterplan will be subject to formal reviews every six years to include engagement with key stakeholders and the public. This will be aligned with the Long-term Plan (LTP) process, to allow consideration of any necessary changes to funding. The next review will take place in 2018, and allow for an assessment against progress on the City Rail Link.

Regular updates on masterplan progress can be found on the Auckland Council website at www.aucklandcouncil.govt.nz.