

About this plan

This 10-year plan prioritises projects that will help achieve future goals for the city.

Under the Local Government Act 2002, Auckland City Council, like all other councils, must produce a 10-year plan every three years showing what the council does and how it will work towards achieving what the community wants for the future. These are called community outcomes (see the appendices in volume 1 for more information).

Auckland City Council's 10-year Plan 2009-2019 is our third 10-year plan and it is published in three volumes.

What's in each volume

There are three volumes:

- Volume 1: Our vision and strategic direction
- Volume 2: Our strategies and activities
- Volume 3: Policies and statements.

The 10-year plan is available at www.aucklandcity.govt.nz/tenyearplan or see page 83 of volume 1 for how to obtain a printed copy.

As a requirement of the Local Government Act 2002, this document has been audited. Audit New Zealand's audit report can be found in the appendices to volume 1. The financial figures found in the text of volumes 1, 2 and 3 and any projections included in the document have been inflated using the inflation indicators as detailed under the Significant assumptions section in volume 3.

Volume 1: Our vision and strategic direction

This volume outlines our vision and strategic direction for the city. It explains where we are heading and the key initiatives we could undertake in the next 10 years to help us achieve our vision. It describes how we are keeping our promise on balancing the importance of affordable rates with delivering the essential progress needed for the city to grow and prosper. This plan has been put together in very uncertain economic times with a deepening global recession and a change in Auckland's governance structure. It will be revised over time as economic conditions alter and regional governance is implemented.

Volume 2: Our strategies and activities

In volume 2 you'll find detailed information on what Auckland City Council does and how it plans to contribute to achieving community outcomes. These details are given under each of the council's seven strategies. Here you can read about our plans for the next 10 years, how much we expect them to cost and how we'll measure our progress. This volume includes information on how we'll finance planned capital and operating expenditure.

Volume 3: Policies and statements

Volume 3 includes assumptions, financial statements and financial and funding policies. These policies are required for us to run an efficient organisation that is prudent in its financial management and transparent in what it does. The Local Government Act 2002 also requires us to have them. We have amended some of these policies, such as revenue and finance, treasury management, development contributions, and our policy on significance to bring them up-to-date.

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Part 1

Executive summary

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Mayor's message



The citizens of Auckland gave this council the opportunity to lead on the commitment of affordable progress.

Our promise was to keep the average increase in rates to the council's level of inflation. Our focus is on giving people value for money.

There is no time more important to keep this promise than now. These are difficult times with an uncertain future. In plain language, this means that families are reconsidering their budgets, and

businesses are laying off staff and are fixated on costs.

At Auckland City Council, we are clearly going to take a value for money approach to all of our expenditure, so that we can deliver affordable progress across the city. Of course, this means that some projects will be delayed and others may be shelved. But it is about ordering priorities and balancing best benefits and value for the city.

While we are making substantial savings, resulting in a reduction of capital spend over the next 10 years from \$5.3 billion to \$3.4 billion, we are also spending our biggest ever amount on capital projects in a single year—about \$480 million next year – and building and acquiring \$1.9 billion of new assets for the city over the next 10 years.

A key project will be the redevelopment of Queens Wharf. It has long been the wish of our citizens to have greater access to the waterfront. We now have the opportunity to develop this historic location, creating a venue for activities to celebrate the Rugby World Cup in 2011, and also to ensure a legacy benefit for the people of Auckland and the many visitors to our city.

We are also committed to being an efficient organisation and have reviewed all our operating costs. We have an established record of achieving one-off and ongoing savings and have included total savings of more than \$202 million in operating costs. These savings have been achieved by setting efficiency targets

in our 10-year plan. In the 2009/2010 year we will save \$4.6 million, with savings rising to about \$28 million in 2018/2019.

We will also have a reduced level of borrowings compared with the levels projected in the 2006-2016 plan. This is a result of the pared back capital programme. The council's borrowings will peak at \$1.4 billion (2017/2018) compared with a peak of \$1.7 billion projected in the previous amended plan.

We have had to take a hard look at all of our activities over the next decade and what was promised by the last council. It is a priority for this council to do the right things, and to do things right for the city. We have had to make some difficult decisions, but that is what is required at this time.

The next 18 months will see significant change in Auckland's governance as the unitary Auckland Council is established. During this period of change we will continue providing value-for-money services each day and our capital programme will continue to deliver affordable progress for the people of Auckland city.

Our 10-year plan will provide Auckland City Council's input into the new council and their 10-year plan. I am confident that as we move into the transition, our facilities, assets and services will be well positioned to ensure that the new council serves the people of Auckland well as we enter a period of unprecedented change.

A handwritten signature in black ink, appearing to read 'John Banks'. The signature is stylized and cursive, written over a white background.

Hon. John Banks
Mayor – Auckland city

Chief executive's message



During the next 10 years, the council will continue to improve Auckland city as a great place to live, visit, work and do business.

We want to invest in the future of our communities and maintain the standards of our day-to-day services. But in the current financial climate the challenge we face is stark: how do we find the money to do everything we want to do?

The council's last 10-year plan (2006-2016) doubled the rate of historic capital investment, funding it through rates increases above the council's rate of inflation. The council remains committed to achieving its vision of Auckland as First City of the Pacific. To keep rates increases at the council's rate of inflation, the funding for some capital projects needs to be reduced, deferred or not proceed during this 10-year plan.

Despite this, capital investment remains high by historical standards. Next year the organisation plans to invest about \$480 million in capital works, our largest programme ever. During the 10-year plan, investment will average about \$340 million each year. We will continue to maintain the many assets we already have, and are reviewing operating expenditure and seeking more value when purchasing goods and services.

Some of the key projects planned for the next 10 years include:

- completing the Auckland Art Gallery and Aotea Square, and completing the Central Connector to give quicker and more reliable bus travel between the CBD and Newmarket
- continuing opening up the waterfront for all Aucklanders to enjoy by providing public spaces on Wynyard Point in partnership with Auckland Regional Holdings and contributing to the costs of redeveloping Queens Wharf for public space, developing the Marine Events Precinct centre, and Te Wero bridge.

- improving the transport network and helping to revitalise the Tamaki area. Some of these initiatives include diverting traffic away from the Panmure roundabout by creating a new two-lane road connecting Mt Wellington Highway to Merton Road, providing additional bus lanes on Lagoon Drive and Ellerslie Panmure Highway, walking and cycling facilities, and developing land around the existing Panmure railway station
- installing new stormwater pipes, replacing old footpaths and improving the local road network
- investing in a range of projects for Rugby World Cup 2011 to make it an event that all Aucklanders can be proud of, be involved in and leave a legacy for Aucklanders to enjoy for many years to come

The Government's decision to establish a single unitary council for the region in November 2010 is a positive step for Auckland and one that the council advocated in its submission to the Royal Commission.

Our focus over the next 16 months is to work in partnership with the Auckland Transition Agency to successfully transfer the council's services and assets into the Auckland Council. We will continue to lift our customer service in providing these services to you on a daily basis and ensure we provide value for money by continuing to generate savings from efficiencies.

In November 2010, our 10-year plan, and the budgets within it, will be handed over to the new Auckland Council. The council wishes to hand over to those elected representatives a plan that balances the desire to make Auckland a great place, while keeping rates affordable. I am confident it will greatly assist the new council in forming a single 10-year plan for the region in 2012.

David Rankin
Chief executive – Auckland City Council

Having your say

Auckland City Council's 10-year plan 2009-2019 provides details of the investment we will make in day-to-day services and projects across the city, and the context in which we developed this plan. You have previously told us what is important to you through the community outcomes process, and through a range of research and consultation we have carried out over the last three years. Over the month in which we encouraged you to have your say on this plan, you responded with a total of 428 submissions. During this time we also held 14 community and stakeholder forums and conducted an online survey to assist us in the decision-making process.

In developing the draft plan, we considered the key issues facing the city such as the need to improve productivity, population growth and the increasing pressure on infrastructure. The rapidly deteriorating economic situation and deepening global recession were the overriding factors. The council has promised to balance the importance of keeping rates affordable with delivering the essential progress needed for the city to grow and prosper. The focus is on giving people value for money.

Since releasing the draft plan for consultation, we have reviewed our financial forecasts in light of more up-to-date information and assumptions in the changing economic and business climate. We have made good progress on identifying where we can make the specific savings needed to achieve the targets included in the draft plan. We plan to identify further potential savings which would help us to deliver projects and services to you in a more efficient manner. This has resulted in a change to the timing and cost of some projects and also to changes to some operating costs. The net impact of the changes is neutral and has no impact on the average rate increase of 2 per cent that was proposed in the draft plan for 2009/2010. See the appendices for more detail.

Immediately before the council adopted this 10-year plan, central government and the Auckland Regional Council reached an agreement to purchase Queens Wharf from Ports of Auckland for \$20 million each. This presented the council with a significant opportunity to bring forward the plans for the development of the wharf and a cruise-ship terminal. The draft plan provided for the development of the wharf at the end of the 10-year planning period. It is anticipated that the wharf will now be open for public use in time for Rugby World Cup 2011.

Development of Auckland's CBD waterfront is a key aspect of the council's long-term strategic planning, and the location of Queens Wharf between Queen Street and the harbour makes this wharf a key part of this planning. Locating a cruise-ship terminal in the CBD brings huge economic benefits to the region as passengers embark and disembark and the ships are reprovisioned. Queens Wharf provides a unique opportunity to develop a high-quality public facility, leverage the benefits of Rugby World Cup 2011, and provide a legacy for future generations.

The project budget is currently \$84 million (in today's dollars) \$35 million of which is already budgeted for in the plan. It is anticipated there will also be a contribution of around \$30 million from external sources. Affordable progress is defined as keeping rates at or below the council's rate of inflation. Developing Queens Wharf as public open space and as a terminal provides assets that will benefit the city for decades to come. The council's share of the development cost will be funded from debt enabling the cost to be borne by future generations, not just current ratepayers.

The once-in-a-lifetime opportunity we have to develop Queens Wharf and contribute to Rugby World Cup 2011 means the rate increase in 2011/2012 will be greater than the council's inflation. The increase in 2012/2013 is forecast to be below inflation as the Rugby World Cup funding is required for one year only. Over the full 10 years, our rate increase is in line with inflation (an average inflation rate of 2.62 per cent and an average annual rate increase of 2.68 per cent).

Your feedback, the work we have undertaken to update our assumptions and forecasts to reflect the changed economic climate, the opportunity that has recently arisen with respect to Queens Wharf, and the start of the transition to the new Auckland local governance structure as described below, have all been considerations in this final 10-year plan. We believe this is a plan that will take Auckland forward positively into the future.

For more detail on how we consulted with you see the consultation report in the appendices of this volume.

Auckland Transition Agency

While we were consulting you on this 10-year plan, the government made its initial decisions on the recommendations of the Royal Commission on Auckland's governance. As a result, this plan must now be confirmed by the Auckland Transition Agency before it comes into effect. The plan will be important information and a starting framework for the new Auckland Council and will help it develop a single 10-year plan for the region. During the transition to the new governance arrangements which include the establishment of local boards and a new Auckland Council, we remain committed to delivering our strategic objectives and to focusing on providing day-to-day services and improving customer service. We will also assist the Auckland Transition Agency to make the change on 1 November 2010 as smooth as possible. This includes advising and seeking approval on significant decisions, and approving the adoption of this 10-year plan. It is essential that we continue to plan for the coming year and set the rates accordingly. Working with the transition agency may incur additional costs for Auckland City Council. There is no provision for these costs in this plan.

Auckland: a global city

Auckland city's enviable lifestyle, and its place as New Zealand's economic centre and gateway to the world, positions it as a global city. It consistently ranks among the top five cities in international lifestyle surveys. The natural landscape gives the city its unique identity and contributes to our pride in Auckland and sense of belonging. Our neighbourhoods and centres have their own special characteristics that make us feel at home and contribute to the strength of our communities.

The waterfront is a superb asset near New Zealand's main business centre, the Auckland CBD. Auckland's city centre offers career, business, investment, education, living and leisure opportunities unique in New Zealand. Our profile as an international city attracts tourists, migrants and businesses, and enables us to experience world-class events. We have an enormous range of arts, culture and sporting experiences available to us.

We want to build on these strengths to achieve our vision of being First City of the Pacific where people choose to live, do business in or visit.

Over the next 10 years, we will invest \$3.4 billion in the city, about half of which will be allocated to building and acquiring new assets and the other half to renewing existing assets. Through this investment, we will continue to focus on major projects that take us closer to our vision, such as opening up access to the waterfront, redeveloping Auckland Art Gallery, preparing the city to successfully host Rugby World Cup 2011, revitalising our network of streets and open spaces – including a new civic square for the city centre, and an internationally recognised science and technology park at Tamaki that will encourage business innovation.

We will continue to provide day-to-day services for Aucklanders, such as recycling, footpath upgrades, street cleaning, community facilities and maintaining parks and open spaces.

A city that works

Auckland city's population continues to grow rapidly; faster than the rest of New Zealand. This growth requires long-term planning for the continued delivery of critical day-to-day services that make your lives easier, as well as planning for infrastructure and land use.

When planning for future population and economic growth, we need to ensure that the actions we take result in a high-quality city in all respects. We must ensure that we have significant land available for businesses, parks and open spaces. There needs to be a variety of housing styles for residents to choose from and transport choices for residents and businesses alike. The increasing diversity of our communities means we must support community activities in ways that best meet the community's needs and builds on their strengths. Good urban design ensures that we create a city that not only looks good but works for people who use it and live here.

For Auckland to become a great city, we must be proactive and plan for future development and land use. We are working on our Future Planning Framework, which will set the right context for providing quality long-term sustainable development of the city and for developing the reviewed isthmus district plan rules. The district plan is our main regulatory tool for managing land use.

Affordable progress in challenging economic times

The council has promised to balance the importance of keeping rates affordable with delivering the essential progress needed for the city to grow and prosper. The focus is on giving people value for money.

We have put together a budget with priorities for the next 10 years at a time when the world is experiencing its most severe economic crisis in decades and New Zealand has entered a recession of uncertain depth and duration. This economic climate makes a commitment to affordability more relevant than ever.

How affordable progress will affect your rates

We have defined “affordable” as keeping the average increase in rates at or below the council’s rate of inflation. This rate of inflation refers to the increase in costs that the council faces to fund the current activities it provides at existing levels of service, projected at 2.5 per cent for 2009/2010. For 2009/2010, we have set an average increase in rates of 2 per cent. This excludes the impact of the CBD and Mainstreet targeted rates and is possible as there is no budget set for staff salary increases. Note that the council’s rate of inflation may differ from inflation calculated under the Consumer Price Index and by other councils with different ranges of goods and services purchased.

It is important to note that this is an average rates increase of 2 per cent and not a 2 per cent rates increase for all ratepayers. Your rates increase may be greater or less than 2 per cent, depending on the recent property revaluations, the increase in the uniform annual general charge (UAGC), the application of the next step in the rates adjustment between residential and non-residential ratepayers (known as the long-term general rate differential strategy), and the council’s targeted rates.

In the draft consultation plan, we disclosed contributing \$6.9 million to Rugby World Cup 2011 activities in the city. Since then an opportunity has arisen to open up Queens Wharf for public use in time for Rugby World Cup 2011, and to construct a cruise-ship terminal. These significant projects will require a rate increase greater than the council’s rate of inflation for 2011/2012. From

2012/2013, rates increases are projected to be lower than the council’s cost of inflation.

The effects of the uniform annual general charge and value-based rates

The total rates revenue required for the council to fund its services is separated into general rates (the UAGC and value-based rates) and targeted rates (refuse collection, Mainstreet organisations, CBD for residential and non-residential properties, and the recycling targeted rate for additional services).

This year, the council has increased the UAGC from \$162 to \$250 per household. As this is a fixed charge per household, the UAGC increase will have a higher percentage impact on lower value properties than on higher value properties. The UAGC provides a more equitable distribution of some costs as it reflects the fact that services received by individual households may be similar, irrespective of the value of the property.

Uniform charges include the UAGC, refuse collection targeted rate and the CBD targeted rate for residential units in the CBD. The Local Government (Rating) Act 2002 allows local authorities to set up to 30 per cent of a council’s rates take as uniform charges. The change means about 16.8 per cent of the council’s rates revenue will be collected from uniform charges. Auckland City Council’s uniform charges are lower than those of other councils within the Auckland region.

The balance of the general rates collection after the UAGC is made up from rates based on the value of your property. See the appendices to this volume for the impact of rates-related changes on sample properties.

All Auckland city properties received new annual, land and capital values in October 2008 as part of a three-yearly revaluation cycle. The new values will be used to calculate the rates from 2009/2010 to 2012/2013.

The council does not generate any additional revenue through the property revaluation process. Instead, the revaluations shift the distribution of rates between ratepayers, depending on how the value of their property changes relative to the city-wide average.

Rates adjustment between residential and non-residential ratepayers

Auckland City Council has a long-standing policy of gradually reducing the imbalance in general rates paid by residential and non-residential ratepayers. Historically, non-residential ratepayers have paid a significantly higher proportion than residential ratepayers. This transfer will have an impact on the rates you pay. See the long-term differential strategy in the funding impact statement in volume 3.

Metro Water Ltd charitable receipts

Under the arrangement by which charitable receipts are received from Metro Water Ltd, the council is restricted to applying these funds to stormwater capital expenditure and other charitable purposes. With the reduction in the council's rate of inflation we have revisited our assumptions around the levels of payment and final dates for the charitable receipts programme. We are assuming there will be one final charitable receipt in the 2009/2010 year and then nothing for the rest of the plan period (Metro Water Ltd makes the payment to the council the year after profit to fund it is earned).

Auckland's global and local context

Planning for the city's future takes place in the context of a constantly changing external environment. We need to be able to respond to issues such as increasing global competition and the worldwide economic turmoil as a result of the recession. Major economies around the world are now entering recession. Despite significant attempts by governments to support their banking systems and stimulate their economies, there is significant uncertainty about the depth and duration of the recession.

The impacts of the global economic crisis are now clearly being felt in Auckland city. As credit has become more constrained, confidence and investment intentions have dropped to record low levels among businesses in the city and unemployment levels have continued to rise. Demand for goods and services is contracting at both a global and local level which is having an impact on a broad range of economic sectors in which Auckland city has strengths.

In addition to these change to the external environment, we must still be able to respond to the ongoing pressures of urban growth, government initiatives with respect to climate change, and the changes planned for Auckland's governance structures.

Without doubt Auckland city is a great place to live, and we consistently score highly on international quality of life surveys. Our economic performance, however, has not been as good, with our GDP per capita (or income levels) slipping well below that of other international cities. Lifting productivity is key to residents achieving per capita incomes comparable to those living in competitor cities. This requires investment in skills, technology, research and infrastructure.

Our economic challenge is compounded by ever increasing global competition for talent. As the baby boomer generation ages and the growth in working-age populations in the developed world slows, cities will increasingly compete for educated, skilled and younger workers.

Auckland city continues to face the opportunities and challenges associated with a rapidly growing population characterised by high turnover and increasing diversity. A growing population is placing more pressure on our transport system, housing affordability and social services. Auckland's future development needs to be sustainable, based on long-term economic growth, social inclusion and an environment that is valued and protected.

What happens in Auckland city is very much influenced by central government policy, whether this is taxation, migration, social policy or spending on transport infrastructure. Since the government was elected in November 2008, it has proposed reforms of some major pieces of legislation affecting local government. These include the Resource Management Act 2002, the Local Government Act 2002, the Building Act 2004 and the Affordable Housing: Enabling Territorial Authorities Act 2008. It has signalled a greater role for central government in infrastructure planning and funding.

Auckland's future governance arrangements

In October 2007, a Royal Commission was established by the government to make recommendations on Auckland's governance arrangements. Following receipt of the Royal Commission report, the government released its decisions on Auckland's governance arrangements in April 2009.

The key decisions include one unitary Auckland Council since implemented by legislation, and propose approximately 20 to 30 local boards across the region, one mayor for Auckland elected at large by the region's residents and ratepayers, and 20 councillors to sit on the Auckland Council (eight elected at large and 12 elected from wards). The new structure will be in place for the 2010 local government elections.

Central government has asked the Local Government Commission to determine the final number of local boards, and the boundaries of the Auckland Council wards and local boards. Central government has already decided that the communities of Great Barrier and Waiheke islands will have local board representation.

The government's decision to establish a single unitary council for the region is a positive step for Auckland, making for stronger regional leadership and direction than our current governance arrangements. Auckland City Council advocated for this in its submission to the Royal Commission. As part of our submission process, we conducted research with ratepayers and businesses which reaffirmed the importance you place on being able to access local government decision-makers at a community and neighbourhood level. The second tier of governance in the new governance model comprising local boards needs to allow for local decision-making and accountability.

The governance change is on a scale never seen before in local government in New Zealand and has an ambitious implementation timeframe. On 1 November 2010, the new Auckland Council will be in place and the Auckland Regional Council and the seven territorial authorities (including Auckland City Council) will be dissolved. The change presents many opportunities for the region.

In May, the government introduced two bills to enable the transition to the new governance arrangements. The first bill has already passed into law as the Local Government (Tamaki Makaurau Reorganisation) Act 2009. It has established the Auckland Transition Agency which will be responsible for rationalisation and transition to the new governance arrangements. The act constrains the decision-making powers of existing Auckland councils and their subsidiaries during this transition period. The second bill, Local Government (Auckland Council) Bill, when enacted will provide for the high level framework for the structure of the Auckland Council and local boards, including their high level functions. It will empower the Local Government Commission to determine the boundaries of the wards of the Auckland Council and the local boards, and

the boards and their membership; and provide for the integration of Auckland's water infrastructure. The bill will proceed through a select committee process ending in September this year. The third bill will provide for the ongoing governance structure, functions, roles and powers of Auckland Council and local boards, and detailed legislative framework for governance arrangements.

The Auckland Transition Agency will pave the way for establishing the new council. Our priority over the next 16 months is to remain focused on providing day-to-day services and to continue to improve our customer service. Another priority is to deliver on projects contained in this plan that we said we would do in 2009/2010. Preparing a 10-year plan every three years is essential as it enables us to plan for the coming year and the longer term, and set the rates accordingly. It is also a statutory requirement. Our 10-year plan, and the budgets and financial information within it, will be invaluable information for the new Auckland Council and help it form a single 10-year plan for the region.

For more information on the governance changes, see www.auckland.govt.nz

Strategic approach

The budget and priorities for the council and city over the next 10 years have been developed within the framework of our seven strategic areas as described below. These strategic areas are designed to guide us towards achieving our vision of Auckland as First City of the Pacific. They have been influenced by the outcomes that you have told us are important to you, and by our understanding of the issues and challenges facing the city. The strategies provide the overall direction for the council and are underpinned by our urban design-led approach. This approach to planning and landscape engineering recognises the importance of our built environment in retaining Auckland's international reputation for quality of life.

Economic development strategy

We will continue to make sure we create an environment and infrastructure that enables economic growth, and delivers jobs and an improved standard of living.

Lifestyle choices strategy

We will continue to ensure that Auckland is a dynamic, exciting and distinctive city, and encourage and provide recreational, arts, sports and cultural activities including world-class programmes and events.

Quality built environment strategy

We will continue to manage our city's growth, ensure high-quality urban development design that retains our city's character and heritage, create vibrant neighbourhoods and invest in a world-class central business district and waterfront.

Quality natural environment strategy

We will continue to work to protect and improve the quality of our unique landscape, ecology and biodiversity, so we can enjoy a clean, healthy and sustainable city with world-class beaches and parks.

Strong and healthy communities strategy

We will continue to provide safe communities, places and events for Aucklanders to have fun and learn.

Transport choices strategy

We will continue to provide transport choices that result in a connected city, in particular a sustainable transport network that makes it convenient for business, enables people to get around safely and efficiently, and minimises negative effects on the environment.

Efficient, capable and user-friendly council strategy

We will work to ensure that you have confidence in our leadership, experience quality customer service, and appreciate the value for money that the council delivers to Auckland.

Investment in the city – reviewing our spending

The previous 10-year plan (2006-2016), amended through the 2008/2009 annual plan, includes significant investment in projects and initiatives aimed at making progress towards our vision for the city and delivering a range of benefits for you. This investment is a key driver of increases in rates. In the 2006-2016 10-year plan, rates were projected to increase by more than the council's forecasted rate of inflation. The 2008/2009 annual plan signalled rate increases that were on average 6 per cent more than the council's forecasted rate of inflation for 2009/2010 to 2011/2012.

Capital projects (which involve either buying or building assets for the city) have many related and ongoing costs on top of the initial project costs. These include interest, depreciation and operating costs, all of which must be taken into account and funded by rates. Deferring capital projects provides the greatest savings overall, enabling us to deliver affordable progress.

In order to meet our commitment to affordable progress, we carried out a review of all our planned capital investment and changed the level of investment in some projects and/or the speed at which they will be delivered in our 2009-2019 plan.

This plan still represents an extensive capital works programme, with spending of \$3.4 billion on capital works over the next 10 years, including building and acquiring \$1.9 billion of new assets for the city. Next year alone we will spend about \$480 million – the biggest single-year expenditure in the council's history.

While capital investment is the main driver of rates increases, we have reviewed, and will continue to review, all our operating costs. We have identified total savings targets of over \$202 million in this area. The targets start at \$4.6 million for the 2009/2010 year, increasing gradually over the 10-year period to about \$28 million in the 2018/2019 year. We are making good progress in identifying specific savings needed to achieve these targets.

Meeting our obligations and taking care of assets

The role of the council is to promote the social, economic, environmental and cultural wellbeing of our communities. Since it is not possible to do everything, we have focused on those projects and initiatives that will provide the greatest benefit to you.

We must ensure that we meet our statutory and contractual obligations. We will take appropriate care of our assets, and make sensible business decisions on those things that may require some investment up front, but will save money in the longer term.

Setting priorities for discretionary investment

In developing this plan, we ensured that we first met our obligations, as described above. All other investment was considered to be discretionary. This means that, while the city may have benefited from the investment, it was necessary to reconsider whether or not the project or initiative was still a priority for the next 10 years. If a priority, we considered whether we needed to either slow down the speed at which we initially planned to deliver the project or initiative, or to decrease the level of investment in the project overall.

While the seven strategies describe how we will achieve the council's vision and aspirations for the city, the council also identified a set of strategic goals that were used to provide further guidance in prioritising this discretionary expenditure.

Our plan includes projects or initiatives that meet the following strategic goals.

- Facilitate the economic development of Auckland city by promoting town centres as places to live and work, providing infrastructure that supports economic growth, and supporting events and tourism.
- Care for what makes us special and distinctive as a city, including volcanoes, beaches, heritage, parks, harbours, and waterfronts.
- Keep our city clean, safe and well maintained so that people are proud of their local neighbourhood and town centres.

- Be a lively city, offering a variety of lifestyles and a vibrant arts, entertainment, events and sports sector.
- Support and encourage an inclusive, healthy and involved community by developing effective relationships with government, business and voluntary agencies.
- Ensure it is easy to do business with the council by having processes that are fast and simple.

Key projects and initiatives

We will invest \$3.4 billion in capital projects in the city over the next 10 years. Around half of this will be spent on maintaining existing assets and half on acquiring new assets.

Major projects include:

- redevelopment of libraries on Waiheke Island (combined with service centre), Otahuhu and Mt Roskill for about \$15 million, and an investment of \$42 million in refreshing library collections across the city
- residents and visitors will be able to visit, play in and enjoy \$77 million of new and developed parks and reserves including Grey Lynn Park and walkways on Great Barrier Island, and a further \$70 million will be invested in upgrading existing parks and playgrounds
- visitors will be able to see New Zealand land and sea creatures with \$15 million invested in the Te Wao Nui precinct at Auckland Zoo
- investment of about \$31 million (around \$22 million over the period of this plan) in transport and infrastructure upgrades around Eden Park and other citywide projects in preparation for hosting Rugby World Cup 2011 making it an event that all Aucklanders can be proud of, be involved in and benefit from long-term, and that will demonstrate to the world our ability to stage successful, safe and spectacular major global events
- a \$381 million investment during the next 10 years that continues our portion of the Auckland-Manukau Eastern Transport Initiative to help support business and residential growth planned for Glen Innes, Panmure, Mt Wellington and Sylvia Park, by improving roads, bus lanes, walking and cycling facilities and enabling freight and business vehicles to move more easily with good connections to ports, airports and motorways

- the waterfront will continue to be opened up for all Aucklanders to enjoy with an investment of about \$275 million, which includes development of the marine events precinct and Te Wero Bridge; and development of an international cruise-ship terminal and open Queens Wharf to the public currently budgeted at \$84 million
- people in Auckland will be able to enjoy more of the nation's biggest art collection and dedicated education, child and family spaces at the Auckland Art Gallery after a multi-million dollar restoration and expansion. The council is committing \$121 million towards the development, about \$69 million will be incurred over the period of this plan
- Aotea Square is being developed as a modern venue for major public events and everyday activity, driven by the essential repairs required to the Civic car park roof underneath the square. The total project investment, including the car park roof and alterations to the front of the Aotea Centre is \$82 million (\$61 million within the period of this plan)
- Auckland will have a new performing arts venue, with the council contributing over \$8.7 million towards Q Theatre
- the city's unique volcanic landscape will continue to be protected and conserved with \$6 million to improve the management and facilities of the cones
- the Onehunga foreshore will be developed into a high-quality open space and coastal environment with a \$10 million investment, and a further \$10 million will go towards city beach restoration projects which will provide better and easier access in coastal areas
- we will spend \$253 million to continue developing our stormwater infrastructure, which aims to alleviate flooding and improve the quality of stormwater that drains into the sea.
- walking will be safer and easier with \$240 million invested to maintain the safety and standards of footpaths across Auckland. This continues the renewal programme that has been carried out for the past three years
- there will be \$46 million invested in works to improve the safety of the city's roads and a further \$33 million for school safety initiatives; this is in addition to the \$458 million in ongoing renewals and improvements to the city's road network
- community centres, halls and other facilities are tailored to the local community's needs through \$13 million of renewals and redevelopments across the city
- public conveniences are accessible and of high quality with \$17 million of improvements, in particular at Blockhouse Bay and Captain Springs Reserve
- the Auckland Town Hall and the Aotea Centre will be refurbished, with \$89 million allocated to preserve them as the region's premier convention, performing arts and entertainment facilities.

Other initiatives

The council plays a key role in enabling and regulating development in the city. The organisation's urban design group reviews and recommends capital investment to ensure that any development contributes to a high-quality urban environment. Significant resource consents are also reviewed by the Urban Design Panel.

Improving our customer service so that you have consistently high-quality experiences when you deal with the council is a high priority for the organisation. One of the specific ways we are doing this is through improvements to our consenting, licensing, and property information services.

Auckland City Council has significant existing assets that must be managed to achieve the best value for ratepayers. The investment over the next 10 years will ensure that we both add to the value of our assets and take appropriate care of them for future generations.

Asset renewals represent around half of the capital investment budget. Investing in asset renewal during the next 10 years will ensure that:

What's happening in your area

Citywide

As well as day-to-day services already provided by the council (eg, rubbish and recycling collections, stormwater provision, road maintenance, library services and cleaning streets and public toilets), over the next few years we will be creating many new assets and renewing existing assets across the city. The services provided by these assets will benefit all Auckland residents no matter where they live, as well as people living in other parts of the region.

Key projects over the next 10 years are discussed in more detail elsewhere in this document and include the Wynyard Quarter and Queens Wharf developments, the Marine Events Centre, the development of Auckland Art Gallery, Q Theatre and the redevelopment of Aotea Square, the city's civic and cultural heart.

The council owns, maintains and upgrades a range of citywide and regional facilities such as Auckland Zoo, Central City Library and Westhaven Marina. It also contributes to the development of regional facilities which it does not own such as Auckland War Memorial Museum and Motat. Many of these facilities are discussed elsewhere in this plan.

To ensure that we continue to meet the city's needs, a large portion of our budget is also allocated to taking care of our buildings (halls, libraries, and community and recreation centres), facilities (swimming pools, sports fields and library collections) and heritage sites such as the volcanic cones. Auckland City Council owns or supports 19 community centres, runs 29 community halls, owns two community offices, and has 17 public libraries and one mobile library.

Each ward is allocated funding for small local area improvements, where the community can apply for funding for projects which will improve their local area.

Hobson

All Auckland residents gain benefits from the council's many citywide initiatives, services and assets (see Citywide). Specific initiatives for Hobson residents are described below.

In 2006, the central Hobson ward was home to 18 per cent (74,400) of the city's residents and Hobson has experienced the strongest population growth (24 per cent) of all wards in the preceding five years.

The ward is made up of the CBD, Parnell, Newmarket and Remuera business and shopping centres. The council works with the Mainstreet organisations in these areas to help promote events and create dynamic town centres that support their local communities. The council is in partnership with The University of Auckland and AUT University to build on opportunities arising from having two of the country's most important universities in the economic heart of the city. The Learning Quarter plan aims to establish a distinctive urban hub of learning, teaching and research in Auckland city and raise the profile of the area in the city, region, country and the world.

The council also supports a range of large and small community events throughout the year in this ward, including the Farmers Santa Parade, Diwali Festival of Lights, and Coca-Cola Christmas in the Park held in the Auckland Domain.

The council will continue to maintain and upgrade the ward's community centres and halls, as well as the Parnell Baths and Tepid Baths. The council will also continue with its street and lane upgrade programme. Upgrades to the central area's open spaces will include St Patrick's Square, Aotea Square, improving the paving in Albert Park and developing open spaces in Wynyard Quarter.

We will be looking at ways to improve access into the CBD, as well as implementing cycling and pedestrian improvements as part of the university travel plan. We are also working with large businesses in the CBD on travel planning for their staff. Another key transport project is improving the CBD airport link along Manukau Road.

In recent times, both Queen Street and Broadway at Newmarket have undergone significant facelifts, and we have started upgrading Britomart and the surrounding precinct. Construction of the Central Connector is well under way. The Central Connector is a dedicated bus route that will improve travel between the CBD and Newmarket and link to the Northern Busway at Britomart.

Visit <http://www.aucklandcity.govt.nz/tenyearplan> for further details of what is happening in your ward.

Eastern Bays

All Auckland residents gain benefits from the council's many citywide initiatives, services and assets (see Citywide). Specific initiatives for Eastern Bays residents are described below.

In 2006, Eastern Bays was home to 11 per cent (45,800) of the city's residents and has grown by 8 per cent over the preceding five years. Significant population growth is expected in the ward over the next 10 years with the development of the Stonefields residential area. The council will be working to provide both open space and heritage improvements on the Stonefields site. Improvements to Churchill Park including fencing, tree planting and pedestrian access are scheduled over the next three years.

The council is working with the Ministry of Economic Development and The University of Auckland to develop a new science and research park in the Tamaki Innovation Precinct (see part 2 of this volume for more detail). This will help to attract businesses into the area and provide opportunities for Eastern Bays residents.

Along the waterfront we will continue to support the Round the Bays fun run, improve access to the Waitemata Harbour and provide recreational opportunities through improvements to The Landing, at Okahu Bay. With the assistance of Ngati Whatua, improvements to Bastion Point including upgrades to the car park and road will occur.

We will continue to work with the St Heliers Mainstreet programme to improve the business area. Asset renewals are planned for the Meadowbank and Orakei community centres.

In recent times we have completed work to stabilise the cliff on Cliff Road and Achilles Point in St Heliers – making it safer for motorists, cyclists, and pedestrians who use the area, as well as for residents. A boardwalk along St Heliers Bay was completed in 2008, incorporating heritage seats, memorial picnic tables and new rubbish bins. The park-and-ride facility at Orakei rail station has been completed.

Visit <http://www.aucklandcity.govt.nz/tenyearplan> for further details of what is happening in your ward.

Western Bays

All Auckland residents gain benefits from the council's many citywide initiatives, services and assets (see Citywide). Specific initiatives for Western Bays residents are described below.

Western Bays is the smallest of the isthmus wards, with 9 per cent (37,700) of the city's population in 2006. It is the slowest growing ward with just over 2 per cent growth in the preceding five years.

The Western Bays ward is home to Auckland Zoo, Motat, Western Springs Stadium, the Grey Lynn Community Library and the Leys Institute (Ponsonby) Community Library. We will continue to support these activities and maintain the community centres and halls.

A significant upgrade to the Grey Lynn Park recreation precinct is scheduled, including improvements to the Elgin Street and Williamson Avenue entrances, upgrades to the playgrounds and installation of a fitness zone. The Western Springs park grounds will be enhanced with improved lighting and field maintenance.

We will continue to support the annual Pasifika Festival, which celebrates Auckland's unique identity and Pacific culture, as well as the Grey Lynn Festival, which contributes to promoting a strong sense of place and community in the ward.

Construction of the Arch Hill scenic mountain bike trail will provide a much longed for inner-city recreational facility for residents and visitors. We will be undertaking pedestrian safety and access improvements as part of the Grey Lynn neighbourhood accessibility plan.

Residents can now enjoy more recreational space at some of the city's Western Bay beaches thanks to resanding projects completed at the Pt Chevalier, Hamilton, Sentinel and Herne Bay beaches. Around 1700 trees were planted on Meola Reef Reserve as part of the council's commitment to sustainability. The council is currently improving the number one playing field in Cox's Bay Reserve to provide greater recreational opportunities.

Visit <http://www.aucklandcity.govt.nz/tenyearplan> for further details of what is happening in your ward.

Avondale/Roskill

All Auckland residents gain benefits from the council's many citywide initiatives, services and assets (see Citywide). Specific initiatives for Avondale/Roskill residents are described below.

The Avondale/Roskill ward had the largest share of Auckland's population with more than 22 per cent (90,500) of the city's residents in 2006. The ward is experiencing strong population growth with a rise of 10 per cent over the 2001-2006 census period.

Over the next 10 years, the council will be focusing on refurbishing and protecting the Wesley, Blockhouse Bay and Avondale community centres and the Mt Roskill War Memorial Hall. Expansion is planned for our community centres and halls in this area to cater for expected population growth and we will be refurbishing the Pah Homestead. We will be redeveloping the Mt Roskill library and renewing the changing rooms at the Cameron Pool facility.

Young people will have a new, safe space to meet, participate in programmes and access a range of services with the development of a new youth space at the Wesley Community Centre.

The council will keep working in partnership with Avondale College, renting their indoor sports stadium for public and community use outside school hours and commitments. We will work with local schools to provide the Akozone after-school learning programme at the Mt Roskill and Avondale libraries.

We will continue to work with the Rosebank Business Association to help implement the Rosebank Business Precinct plan, which aims to retain and grow businesses and employment in the area, and the Rosebank neighbourhood

access plan, which looks at local transport improvement initiatives to improve safety and access.

Another major transport initiative in the ward is the extension of State Highway 20. The council will be working with other agencies such as the NZ Transport Agency to ensure that the city's and ward's best interests are taken into account in planning for this extension.

We will support the Blockhouse Bay business association with new initiatives such as the local farmers' market. Our work with the Blockhouse Bay and Avondale business associations is aimed at helping to achieve vibrant, distinctive and local town centres that reflect their community and their needs.

In recent times, the council completed a new 1.3km cycle and walkway through Walmsley and Underwood parks in Mt Roskill. The pathway creates a safe walking and cycling route between Sandringham Road Extension and Richardson Road and allows people to walk through the park to get to the Wesley Community Centre or the Owairaka shops. We have completed the master plans for Monte Cecilia Park, Auckland city's newest premier park and upgraded streetscapes in Avondale and started construction of a new youth space at the Lynfield Recreation Centre. We upgraded the sports field training lights at Blockhouse Bay Recreation Reserve and completed resanding projects at Blockhouse Bay and Taylors Bay beaches.

Visit <http://www.aucklandcity.govt.nz/tenyearplan> for further details of what is happening in your ward.

Tamaki/Maungakiekie

All Auckland residents gain benefits from the council's many citywide initiatives, services and assets (see Citywide). Specific initiatives for Tamaki/Maungakiekie residents are described below.

Tamaki/Maungakiekie is the second most populous ward with just under 22 per cent (88,000) of the city's population in 2006. The ward grew by 7 per cent over the preceding census period. This is one of the city's more diverse wards, with higher numbers of Maori and Pacific peoples living there.

A key project in this ward is the Auckland-Manukau Eastern Transport Initiative. A number of smaller safety and access improvements for pedestrians and cyclists will be undertaken in the Glen Innes area.

As part of its programme to open up access to the city's harbours, the council will work with others to develop the Onehunga Bay foreshore into a high-quality open space and coastal environment. Cycle improvements will be carried out around the Onehunga town centre and on Queenstown Road as part of the Manukau Harbour crossing link.

The Tamaki/Maungakiekie ward has some fantastic parks and reserves, such as One Tree Hill and Pt England Reserve, which the city maintains and preserves. To improve access to these facilities, a new car park will be built in Pt England reserve and we will develop the sports field at Michaels Avenue reserve.

Over the next 10 years, the council will continue to run and upgrade the five community centres and six halls in this ward, with plans to redevelop the Riverside Community Centre and the Jordan Recreation Centre in Onehunga. We will refurbish the Onehunga and Lagoon swimming pools and carry out renewals for the Eilerslie Recreation Sports Club.

We will redevelop Otahuhu Community Library and continue to support the popular te reo Maori story time programmes and Akozone learning centre programmes at the Glen Innes, Panmure and Onehunga community libraries.

In recent times, we have improved stormwater management in Glen Innes and Panmure to reduce the risk of flooding and environmental damage. The new Materials Recovery Facility in Onehunga has been key in helping us reduce waste and the planned Galway recycling facility will build on our goal to improve environmental standards within our city. Project Greenlane has been completed improving traffic flow and making the local roads safer for pedestrians and cyclists and we have undertaken safety initiatives in Otahuhu. Children can now enjoy using the newly upgraded playground in Eilerslie's Celtic Reserve Park.

Visit <http://www.aucklandcity.govt.nz/tenyearplan> for further details of what is happening in your ward.

Eden/Albert

All Auckland residents gain benefits from the council's many citywide initiatives, services and assets (see Citywide). Specific initiatives for Eden/Albert residents are described below.

In 2006, the Eden/Albert ward was home to 15 per cent (59,500) of the city's residents, and the ward grew by 7.5 per cent over the preceding five years. This ward has the highest share of employed people who use public transport to go to work. Over the next 10 years, the council will continue its Dominion Road improvements by purchasing land and finalising the design for a rapid transit corridor. We will enhance cycle access with improvement to Ian McKinnon Drive.

Rugby World Cup 2011 is a key event for the city and this ward in particular. Along with others, the council will invest in Eden Park transport and infrastructure projects in and around the area to upgrade and improve access to the park. This includes work to realign Sandringham Road.

We have increased our budget for improving the standard and value of Mt Albert town centre.

The council also owns and maintains the Chamberlain Park Public Golf Course in the ward.

Our volcanic cones programme seeks to improve visitor experiences to Maungawhau-Mt Eden, while protecting the integrity of the volcanic cone. In more recent times the community has worked with the council to develop the Mt Albert Mural outside the Mt Albert Community and Recreation centre. A new park in Owairaka Avenue has been created as a place for the community to gather and recreate. The Clear Harbour Alliance project which will separate wastewater and stormwater from the combined drainage system of 936 properties in Kingsland, Eden Terrace, Mt Eden and Morningside started in January 2008. This work which is scheduled for completion in mid 2010 will close 30 overflow points that contaminate the Waitemata Harbour around Westmere.

Visit <http://www.aucklandcity.govt.nz/tenyearplan> for further details of what is happening in your ward.

Hauraki Gulf Islands

All Auckland residents gain benefits from the council's many citywide initiatives, services and assets (see Citywide). Specific initiatives for Hauraki Gulf islands residents are described below,

This Hauraki Gulf Islands ward has a considerably smaller population than the other wards in Auckland city, with 2 per cent (8,600) of the city's population in 2006. The Hauraki Gulf Islands ward grew by 4 per cent between 2001 and 2006.

On Waiheke Island, we will redevelop and enlarge the community library along with the service centre on combined premises at Oneroa. We will improve traffic in Matiatia with the development of a Matiatia traffic improvement plan.

Initiatives to improve waste minimisation and management such as reviewing waste and recycling collection methods will enhance the island's environment.

On Great Barrier and Waiheke islands, we will improve the safety, quality and accessibility of roading by carrying out road seal extensions. On Great Barrier Island we will be developing the wharf at Tryphena and continuing to develop coastal walkways.

We will continue to support the popular biennial Sculpture on the Gulf.

In recent times, the Park Point coastal track through prime Waiheke coastline was opened, freeing up what was previously inaccessible coastline to recreational walkers. The council worked successfully with the Onetangi Coast Care Group to protect the Waiheke coastline with work on sand dunes along the Onetangi coast. On Great Barrier Island we have widened the ramp at Whangaparapara Wharf.

Visit <http://www.aucklandcity.govt.nz/tenyearplan> for further details of what is happening in your ward.

Projects happening across the city



Aotea Square

Q Theatre

Wynyard Quarter

Marine Events Centre

Great Barrier Island walkway

Waiheke library and service centre

Learning Quarter

Auckland Art Gallery

New Zealand innovation precinct

Central Connector

Auckland Zoo, Te Wao Nui

Rugby World Cup 2011

Volcanic cones

Galway recycling facility

AMETI

Wesley youth space

Waitakere city

Mt Albert town centre

Dominion Road

Otahuhu library

Onehunga foreshore

Manukau city

Key
 CBD area
 Note: The map is not to scale and is indicative only.

Changes from the council's 2006-2016 long-term plan

The 2006-2016 long-term plan

During the preparation of the 2006-2016 long-term plan we consulted widely to find out what type of city Aucklanders wanted to live in. There was agreement Auckland should be First City of the Pacific. To achieve this we identified our natural landscape (the twin harbours, Hauraki Gulf islands and the volcanic cones) and our diverse communities as our point of difference to be a world leader.

Leveraging our advantages (lifestyle, the waterfront and CBD, creativity and innovation, pride in the city, being a smart sustainable economy and vibrant local centres) would make us world class.

These would be achieved without sacrificing the basic needs expected of a big city (protecting the natural and built environment, infrastructure that works for people and business, access to community and social facilities and a good transport system).

The plan set out operating initiatives and a capital programme to achieve this vision. Operating costs totalled \$7 billion over the 10 years of the plan. The capital programme \$5.2 billion.

Funding this required a 10-year compound rate increase of 6.2 per cent per annum, a real rate increase above council's rate of inflation.

Auckland City Council operates in a dynamic economic, social and political environment. During the preparation of the 2007/2008 and 2008/2009 annual plans, changes in the economic environment necessitated amendments to the 2006-2016 10-year plan. To help understand the changes between the 2006-2016 and 2009-2019 plans we have used the original Auckland City Council's Long-term Plan 2006-2016 (published in July 2006) as the starting point. This means some of the changes highlighted in this document were subject to public consultation and adoption by the council during the past two years.

Reviewing the plan

The council remains committed to achieving its vision of Auckland as First City of the Pacific. What has changed is the speed with which we will make progress.

Public feedback on the 2006-2016 plan told us continued rate increases beyond the rate of inflation were not acceptable and were making home ownership a financial hardship for low and fixed income households.

Recent turmoil in the international economy and the inevitable flow-on to New Zealand has accentuated the issue of rates affordability.

What has changed?

For the reasons above, the council has introduced a policy of affordable progress which it has defined as average rate increases no greater than the council's rate of inflation. This excludes the impact of the CBD rates and Mainstreet rates. The targeted rate for the one-off Rugby World Cup 2011 and re-development of Queens Wharf are on top of council's rate of inflation, but add only 0.06 per cent to the average rate increase, (average inflation 2.62 per cent, average rate increase 2.68 per cent). To achieve lower rate increases than forecast in the 2006-2016 plan means that some capital projects or operating initiatives planned in the 2006-2016 plan have been reduced, deferred or will not proceed.

These steps have:

- limited the capital spend to \$3.4 billion
- reduced the 10-year compound rate increase to 2.7 per cent per annum.

The investment in replacing and building new assets remains high by historical standards. We will continue to look after the assets we have, but some projects to build new assets required for growth and service improvement will not be done as quickly as previously intended.

Targeted rates

The 2006-2016 plan built on the four targeted rates that existed at that time: transport, open space and volcanic cones; heritage and urban design; and community development. It introduced a fifth rate: city development. These five targeted rates funded the new projects adopted in the 10-year plan to progress the city towards its long-term vision.

With the review of the projects the need for the targeted rates has diminished and they are now all discontinued after public consultation in 2008/2009. Funds collected under each targeted rate were ring fenced and applied towards the projects for which they were levied.

New projects introduced in the 2006-2016 plan

The plan introduced and funded 16 new projects. These were summarised in volume 1 of Auckland City Council's Long-term Plan 2006-2016, pages 29 to 38.

There have been changes to the timing and scope of many of these projects.

Table of changes from the 2006-2016 plan

Project name and description from 2006-2016 plan	Projected cost in 2006-2016 plan \$ million	2009-2019 status
<p>AMETI</p> <p>Buying land and carrying out construction work to develop a better road network between Auckland and Manukau.</p>	800	The council will invest \$381 million over the next 10 years. The project has been re-scoped and broken into three stages. Stage 1 (Panmure phase) will be largely completed during the term of this plan. The remaining budget is deferred beyond 2019.
<p>Stormwater initiatives</p> <ul style="list-style-type: none"> Carrying out stormwater work to cater for growth and reduce flood risk: We will invest an additional \$44 million in our stormwater system to reduce flooding and cater for expected population growth. Improving water quality through additional stormwater works \$18 million: Metrowater and Watercare have expanded their programmes to reduce sewer overflows into the city's harbours and waterways by separating wastewater and stormwater pipes, and trapping contaminants at or near their source. This much smaller programme of stormwater works will complement that work and help ensure the best possible environmental outcome for Auckland's harbours and waterways. 	62	The additional budget for the two specific stormwater projects has been removed from 2009/2010 and beyond. The council will continue with the flood alleviation programme, but at a slower rate, and will work with Metrowater to improve the quality of water discharges into watercourses and harbours. The work will now be funded from the overall stormwater network budget, where the council is planning to invest \$253 million over the next 10 years.
<p>Upgrading footpaths</p> <p>Replace all condition 4 and 5 footpaths and vehicle crossings over the next 10 years at a cost of \$50 million over and above current budgets.</p> <p>Replace a quarter of the condition 3 footpaths at an additional cost of \$33 million.</p>	83	<p>Of the \$83 million, the council spent \$35 million and cleared approximately 50 per cent of the backlog. The rest of the additional budget has since been removed from the 2009-2019 budget.</p> <p>The council will continue to spend approximately \$24 million each year on the footpaths programme, albeit at a slower rate than indicated in the 2006-2016 plan.</p>
<p>Building new swimming pools in Otahuhu and Avondale</p>	20	These projects have been deferred beyond 10 years.

Project name and description from 2006-2016 plan	Projected cost in 2006-2016 plan \$ million	2009-2019 status
<p>Hauraki Gulf islands: developing ecotourism infrastructure and upgrading the transport network.</p>	<p>12</p>	<p>The council has increased investment to \$35 million over the next 10 years on various Hauraki Gulf islands infrastructure projects.</p> <ul style="list-style-type: none"> • New wharves: The council improved the Orapui and Matiatia wharves on Waiheke Island, and widened the ramp at Whangaparapara wharf. Options and prices have been obtained for Browns and Motuihe islands. • Great Barrier Island: <ul style="list-style-type: none"> – Seal extensions are ongoing. The council sealed 2km of Aotea Road in 2008/2009. – Claris Airfield works are currently being procured with construction due to start in May 2009. • Waiheke Island: <ul style="list-style-type: none"> – Road upgrades are ongoing with 0.5km of road upgrades completed in 2008/2009. – Seal extensions are ongoing with 0.5km of seal extensions delivered on Lannan Road in 2008/2009. – The Strand/Esplanade protection works will be completed this year.
<p>Making our land safer</p> <p>The additional capital works funding will be spent on improving high-priority sites.</p>	<p>5</p>	<ul style="list-style-type: none"> • The additional \$5 million budget was allocated for “safer land initiatives”, specifically to improve high-priority sites. • The closed landfill/contaminated land budgets have been reallocated for the 2009-2019 plan. The \$440,000 average per annum urban soils budget has been retained, but the \$150,000 per annum for closed landfills deleted. • In addition: <ul style="list-style-type: none"> – \$11 million has been added for targeted remediation of three high-priority closed landfill sites from 2009-2019. These are: Newmarket Park (\$5 million), Waikowhai Park (\$4 million) and Meola Reef (\$2 million). – \$5.5 million has been allowed. This is primarily targeted towards consents acquisition/consultation for the major earthworks required for the three high-priority sites, as well as any capital works required for the 44 other closed landfills owned by the council.

Project name and description from 2006-2016 plan	Projected cost in 2006-2016 plan \$ million	2009-2019 status
Promoting diversity and migrant settlement	1.5 per year	The community development and housing targeted rate was split into a number of streams. In 2008 the community development projects were reviewed and reduced. Funding for the remaining projects will be phased out by 2010/2011. The housing targeted rate was allocated to the assisted home ownership programme to be provided by the New Zealand Housing Foundation.
Developing the CBD waterfront (including the Wynyard Point tank farm) Developing public spaces at Westhaven Marina	358	The scheme for the redevelopment of the CBD waterfront has been reviewed along with timing of individual projects. We have spent approximately \$80 million on land acquisitions, design work and infrastructure construction. We plan to spend over \$358 million over the next 10 years on Wynyard Quarter public spaces, governance and land acquisition; Te Wero Bridge; Westhaven premier park; the Marine Events Centre; and the Queens Wharf development. Remaining land acquisitions, Fanshawe Street work and other pedestrian bridge work has been deferred beyond 2019.
Facilitating high-quality urban developments (Development with Vision)	425	\$52 million was invested in years 2006/2007-2007/2008. The 10-year budget has been reduced to \$121 million. Funding has been retained for developments at Avondale, Panmure and Otahuhu, and the Britomart heritage precinct.
Restoring Pah Homestead	5	The 10-year budget has been increased to \$7.9 million to provide for the full restoration of Pah Homestead. The council invested \$200,000 during 2008/2009.
Contributing to regional, national and international facilities (such as a redeveloped Eden Park and/or a convention centre)	100	The council is not budgeting for any contribution to the redevelopment of Eden Park or to the construction of a convention centre.

Project name and description from 2006-2016 plan	Projected cost in 2006-2016 plan \$ million	2009-2019 status
<p>Improving access to the harbours and waterfront</p> <ul style="list-style-type: none"> Land purchases and development to create new parks around the harbours. Extending existing parks on the Manukau Harbour waterfront. Developing harbour walkways, such as a new walkway from Blockhouse Bay to Onehunga. Continuing development of the Whenua Rangatira (Bastion Point) reserve in conjunction with Ngati Whatua o Orakei. 	56	<p>During 2006-2009 the council spent \$400,000 on planning, planting and providing new car park and toilet facilities at Whenua Rangatira.</p> <p>During 2009/2010-2010/2011 the council will spend:</p> <ul style="list-style-type: none"> \$3.7 million on Whenua Rangatira management plan implementation. \$10 million on the Onehunga waterfront. The timing of the Onehunga foreshore development project is being brought forward by two years to coincide with the NZ Transport Agency programme of work on SH20. \$10 million for citywide beach upgrades – Judges Bay, Orakei Basin walkway, Blockhouse Bay to Onehunga walkway, Herne Bay reserve, Achilles Point and Pt England beach re-sanding. <p>The remainder of the fund has been deferred beyond 2019.</p>
<p>Making community facilities more accessible</p> <p>The project provided a \$2 million annual budget to be allocated to a range of projects that improved our network of community facilities. This budget funded a number of operational projects in addition to capital projects such as the Lynfield Recreation Centre and Onehunga Pool upgrades, and the new Wesley Youth Space.</p>	20	<p>The 2008/2009 budget was reviewed and \$1.5 million retained. This is being used to part-fund the Wesley Youth Space project. Free internet access at public libraries has been retained. There is no budget beyond 2008/2009 for other projects.</p>
<p>Undertaking additional transport initiatives</p> <ul style="list-style-type: none"> Upgrade transport infrastructure around Eden Park. Develop dedicated cycling and walking facilities. Upgrade Neilson Street between Gloucester Park Road SH20 interchange and Church Street. 	142	<p>The budget for Eden Park precinct and Rugby World Cup 2011 capital projects has been reduced to about \$31 million, of which about \$23 million is for infrastructure around the Eden Park precinct (Link Lane connector, Sandringham Road realignment and Eden Park precinct).</p> <p>This budget provided additional funding for the cycling and walking programme. The 2009-2019 budget for the whole programme has been reduced and some cycling and walking projects planned in the 2006-2016 10-year plan have been deferred beyond the current 10-year plan.</p> <p>Budget deferred beyond 10 years.</p>

Project name and description from 2006-2016 plan	Projected cost in 2006-2016 plan \$ million	2009-2019 status
<ul style="list-style-type: none"> Upgrade Richardson Road and Woodward Avenue corridor to better cope with traffic from SH20 extension. 	15	Budget deferred beyond 10 years.
<ul style="list-style-type: none"> Add new lanes to section of St Lukes Road between Great North and New North roads. 	6	Budget deferred beyond 10 years.
<ul style="list-style-type: none"> Provide grade-separated intersections on south-eastern arterial with Great South Road and Carbine Road. 	40	Carbine Road section will be delivered as a part of the AMETI project in the 2009-2019 plan. The Great South Road section has been deferred beyond 10 years.
<ul style="list-style-type: none"> Intersection safety programme. 	15	Intersection safety is an ongoing programme; however the specific budget has been deleted and will be funded through reprioritisation of other road safety programme budgets.
<ul style="list-style-type: none"> Complete a western bypass of Otahuhu commercial area. 	3	Budget deferred beyond 10 years.
Improving school transport safety	10	
<ul style="list-style-type: none"> \$400,000 per annum on initiatives such as the Walking School Bus programme, developing Travelwise for school programmes and introducing safer routes to school. Apply the capital works portion of \$6 million to improving infrastructure associated with school zones and pedestrian crossings. 		<p>The two projects for school safety initiatives and school travel plans have been combined into the main school safety programme.</p> <p>We plan to spend \$33 million over the next 10 years on the school safety programme. School speed zones and infrastructure for walking school buses will be prioritised within this budget.</p>
Further developing Tamaki Edge	30	
<ul style="list-style-type: none"> Developing newly acquired reserves alongside the housing developments happening in the Lunn Avenue Quarry subdivision. Design and project management work to ensure the highest quality development takes place, particularly in Lunn Avenue Quarry. Stage 2 of the Glen Innes town centre work, to support overall revitalisation of the business areas with residential areas. 	10 5	<p>The timing and scope of the Tamaki Edge project has been revised. The council is investing \$7.5 million in the Stonefields (Lunn Avenue) open spaces over the next 10-year period and \$800,000 for the Lunn Avenue project. The remaining planned works have been deferred beyond the 10 years of the plan.</p> <p>The project has been deferred beyond 10 years.</p>

Project name and description from 2006-2016 plan	Projected cost in 2006-2016 plan \$ million	2009-2019 status
<ul style="list-style-type: none"> Upgrading the public areas of the business precinct next to the University of Auckland's Tamaki campus and Lunn Avenue Quarry. 	6	The Tamaki Transformation project will determine the extent of the work required and what work has been deferred outside the 10-year planning period.
<ul style="list-style-type: none"> Developing a local music and arts centre in Glen Innes. 	5	This project has been deferred beyond 10 years. The council is working with the community and considering programmes that could be run in existing facilities to meet the previously identified demand.
<ul style="list-style-type: none"> Enhancing the streetscape and amenities in the Sylvia Park surrounds. 	4	The project has been deferred beyond 10 years.
Protecting and enhancing local centres	17	
<ul style="list-style-type: none"> \$100,000 per annum on working with local centres to protect their unique character and heritage. \$16 million on capital works to enhance local centres, specifically streetscape works. 		<p>The council has upgraded Panmure, Newmarket and Avondale streetscapes and introduced additional cleaning and maintenance services.</p> <p>In the 2009-2019 plan there is budget for a \$4.1 million upgrade of the Mt Albert town centre. Kingsland town centre will also be refreshed as part of the Rugby World Cup 2011 project.</p> <p>The remaining projects have been deferred beyond 2019.</p>
Building a new library in Otahuhu	11	The scope and timing has been revised. We are planning to invest \$15 million in library redevelopments for Waiheke Island, Otahuhu and Mt Roskill over the next 10 years.
First stages of a New Zealand precinct for Auckland Zoo	7.5	The scope of Te Wao Nui project has been revised, increasing the cost to \$15 million over 2009-2012. Of this investment, nearly \$7 million is expected from third-party grants and assistance.

Summary of key rates-related policy changes for 2009/2010

The council is increasing rates by an average of 2 per cent (excluding the impacts of the CBD, Mainstreet and additional recycling targeted rates, as they only apply to some ratepayers) to reflect the tough economic conditions facing ratepayers.

The 2 per cent increase will be implemented by increasing the uniform annual general charge from \$162 per each separately used or inhabited part of a property to \$250, and reducing the refuse collection targeted rate from \$210 per service to \$183.

The council will also:

- continue with its long-term differential strategy which reduces the imbalance of general rates paid by residential and non-residential ratepayers
- increase the CBD targeted rate for CBD non-residential ratepayers in line with the reduction in their general rates from the differential strategy
- increase the CBD targeted rate in line with inflation from \$55 to \$57 for each residential unit in the CBD
- introduce a new targeted rate for people who want additional recycling services above what is already provided through the council's refuse services
- change the rating differential names for rural 1, rural 2, and rural 3 to "farming and open space", "limited access", and "remote islands" respectively
- extend the "farming and open space" rating differential to include vacant land and bush blocks (including those with a residence) greater than 4ha
- change the residential differential definition to include all vacant land on Waiheke, Great Barrier and Rakino islands, as this reflects the most likely development under the Hauraki Gulf islands section of the district plan.

The council intends to introduce two new targeted rates in 2011/2012 to fund around \$6.9 million of the operating costs for Rugby World Cup 2011.

The council has kept its current rates assistance schemes (remission, postponement, rebate and discount schemes) for 2009/2010, although it extended the 100 per cent remission for privately covenanted land under the Queen Elizabeth II National Trust Act 1977 to include privately covenanted land

under the Reserves Act 1977, provided property owners have a management plan that meets the council's criteria.

The following table shows the council's projected inflation rate and the projected rates increases from 2009/2010 to 2018/2019.

Projected inflation rates and average rates increases 2009-2019

Year	Projected rate of inflation	Projected average rates increase ¹
2009/2010	2.5	2.0
2010/2011	2.5	2.5
2011/2012	2.5	6.1 ^{2,3,4}
2012/2013	2.6	1.0 ^{3,4}
2013/2014	2.6	2.5 ⁴
2014/2015	2.6	2.5 ⁴
2015/2016	2.7	2.6 ⁴
2016/2017	2.7	2.6 ⁴
2017/2018	2.7	2.4 ⁴
2018/2019	2.8	2.6 ⁴
Average	2.62	2.68

Notes to table

- 1 Excludes the impact of the growth in rating base, and CBD, Mainstreet, additional recycling service targeted rates.
- 2 The impact of new targeted rates in 2011/2012 is a 3.6 per cent increase in rates.
- 3 The council intends to introduce two new targeted rates to help fund council's operating costs for Rugby World Cup 2011. This will result in a rates increase in 2011/2012 that is 1.6 per cent higher than council's projected rate of inflation. However, in 2012/2013 the rates increase will be 1.6 per cent lower than the council's projected rate of inflation.
- 4 The council will develop the Queens Wharf to provide public open space, international cruise-ship terminal, as well as a number of other new activities and attractions. The cost of this development is currently budgeted at around \$84 million dollars, which requires a rate increase of 2 per cent on top of the council's rate of inflation and the 1.6 per cent increase for the Rugby World Cup 2011. However, from 2012/2013 rate increases will be lower than council's rate of inflation.

Summary of other policy changes

As part of the 2009-2019 10-year plan, the council consulted on the following policies:

- Establishing a holding company and subsidiaries
- Establishing a council-controlled organisation to manage Auckland City Council's marina assets
- Auckland Airport shares policy
- development contributions policy
- fees and charges
- partnerships with the private sector
- revenue and financing policy
- significance policy
- Treasury management policy (also outlines the council's sustainable debt policy).

The council is changing some of these policies and a summary of the key changes are outlined below.

For more information on these changes, including the new charges, see volume 3.

Establishing a holding company and subsidiaries

Auckland City Council has decided to establish a holding company (and subsidiaries) to govern some of its assets and activities that have commercial objectives. This holding company (and any subsidiaries established) will be a council-controlled organisation. Implementing this decision will be deferred to allow the council and the Auckland Transition Authority to maintain flexibility during transition to the new Auckland Council.

Establishing a council-controlled organisation to manage Auckland City Council's marina assets

Auckland City Council has decided that Westhaven Marina will be operated as a council-controlled organisation, owned by a council holding company. However, implementing this decision will be deferred to allow the council and the Auckland Transition Authority to maintain flexibility during transition to the new Auckland Council. This will ensure that the establishment of a council-controlled organisation for the marina operations will be done in a way that is consistent with other council-controlled organisations in the region – allowing smooth integration into the new Auckland Council or one of its subsidiaries.

Auckland Airport shares policy

The council has changed the policy to allow it greater flexibility to buy additional shares in Auckland International Airport Ltd (AIAL) where it may enhance the council's strategic position through increasing its voting power or mitigate threats, such as reducing its shareholding if AIAL issues more shares. All decisions to purchase additional shares would require council approval.

Development contributions policy

We have updated the charges on all of our development contribution activities to take into account the capital programme included in the 10-year plan and current information on the level of development activity across the city. The policy has been updated to reflect recent case law. The policy provides that the transport charge will now apply to residential and non-residential developments right across the city, including on the Hauraki Gulf islands.

Fees and charges

From 1 July 2009, we will increase fees to enable full cost recovery in light of increases in operating costs. Auckland City Council has a policy of full cost recovery for services with a private benefit. Services are assessed on a private benefit and public good basis with the private benefit being funded through fees and charges and the public good component funded through general rates. As examples, the full cost of property information reports is recovered through fees and charges as this service is assessed as being 100 per cent private benefit. However, 80 per cent of the cost of building consents is recovered through fees and charges, with the remaining 20 per cent deemed as a public good.

Partnerships with the private sector policy

There are no changes as the current policy still remains relevant and appropriate.

Revenue and financing policy

The revenue and financing policy has been updated to reflect the council's new operating and capital expenditure (including deferred or cancelled projects), sources of funding (such as the changes to the level of rates and the council's charges), and its level of debt. Full details of the policy changes are in volume 3.

Significance policy

The policy sets out the council's approach to determining significance of proposals and decisions. It includes the assets that the council considers are strategic to ratepayers. The intent of the policy remains unchanged. However, the council made some changes to improve its relevance, readability and conciseness by:

- having clearer criteria to determine significance
- outlining the level of consultation required when a decision is significant
- removing redundant sections.

Treasury management policy

The Treasury management policy includes the council's sustainable debt policy as well as policies on how the council will manage its investments, borrowings and other liabilities. The council made the following key changes to the policy.

- Allowing the council to borrow to fund the renewal of commercial assets, such as car parking buildings or the marina berths. The borrowings would be repaid from the revenue from the asset (that is by the users of the asset), rather than being funded by ratepayers through their rates.
- Allowing the council to borrow to meet the operational costs associated with discovered liabilities such as payments for weathertightness claims, remediation of closed landfills or other contaminated sites. Debt is an appropriate tool to fund this expenditure and promote intergenerational equity, as funding this type of expenditure directly from rates would impose a significant and inappropriate burden on current ratepayers.
- Removing the "interest expense to total income" prudent limit as it is very similar to the prudent limit "operating cash flow (before interest) to interest expense". The prudent limit "operating cash flow (before interest) to interest expense" is more appropriate as it better reflects the council's ability to service the borrowings.
- Transferring the detailed liquidity management risk limits from the Treasury management policy to the Treasury operating manual as these limits are operational risk limits rather than strategic limits that should be in this policy.

Financials at a glance

Affordable progress

We committed to affordable progress and limiting the average increase in rates to the council's rate of inflation. Where significant opportunities arise such as the Queens Wharf development, rates increases above the council's rate of inflation will be required. In order to meet this commitment we reviewed our planned capital expenditure and made changes to the level of investment in some projects and deferred the spend on others. We have reviewed our operating expenditure and have achieved savings targets of approximately 1 per cent for the first three years.

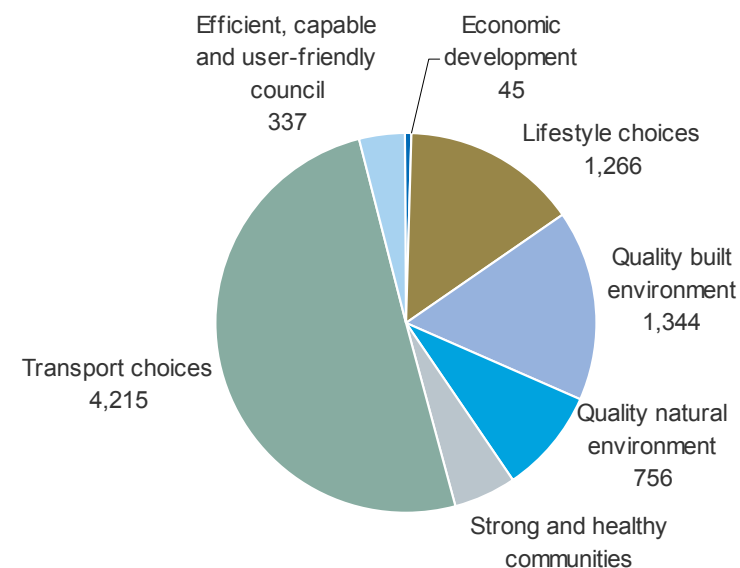
In these challenging economic times, it is important for large public bodies to show leadership. Central government has announced it will not fund increased labour costs for government departments in the 2009/2010 year. This budget has been prepared with no overall budget provision for staff wage or salary increases in 2009/2010. In subsequent years, staff costs are increased at the council's rate of inflation.

This enables the council to limit the increase in average rates in 2009/2010 to only 2.0 per cent, which is below the council's forecast rate of inflation of 2.5 per cent. This excludes the impact of the CBD and Mainstreet targeted rates.

Current investment in your city

Aucklanders have invested more than \$8.4 billion in their city from art collections to buildings, roads and the zoo. Our first priority is the maintenance of these assets to meet the needs of future generations.

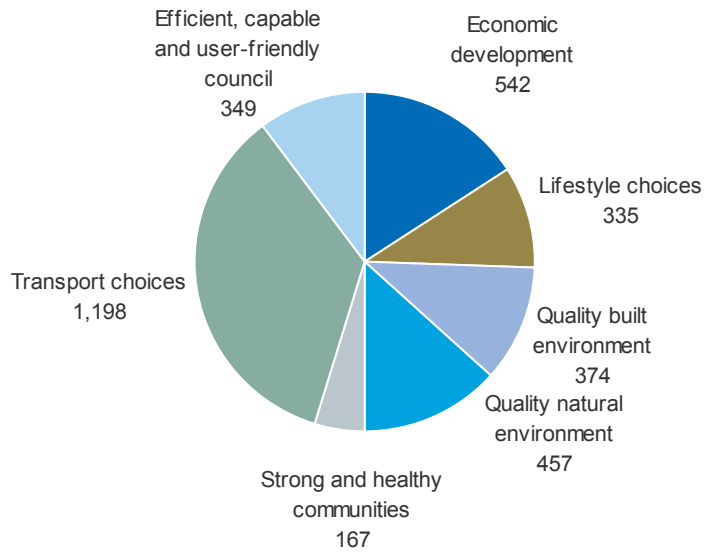
Capital investment in assets at 30 June 2008
\$8.4 billion (in \$ millions)



Planned investment in assets

Over the next 10 years we will invest more than \$3.4 billion replacing assets and acquiring new ones to meet Auckland’s growing population and residents demand for improved services.

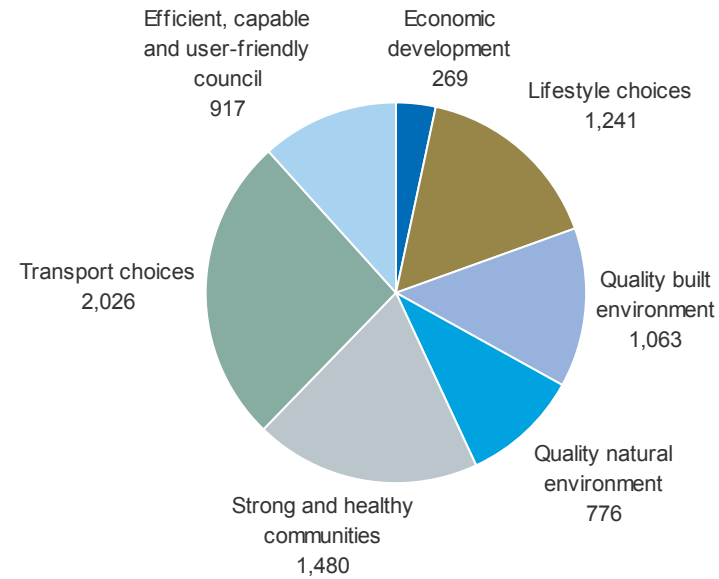
Planned capital investment in assets over 10 years \$3.4 billion (in \$ millions)



Total gross operating expenditure

During the 10 years to 2019, we plan to spend \$7.7 billion on operations to provide the levels of services required of an international city.

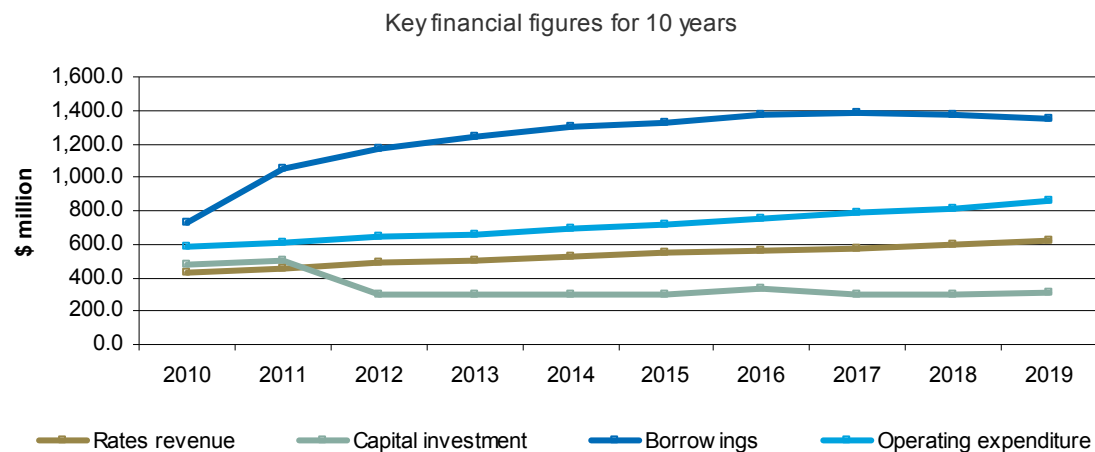
Split of planned total gross operating expenditure over 10 years \$7.7 billion (in \$ millions)



Key financial figures

Over the 10-year plan period our forecasts show:

- planned capital investment will range between \$294 million and \$505 million each year
- total borrowings will increase from \$727 million to \$1.4 billion
- total rates revenue will increase from \$435 million to \$624 million
- operating expenditure will increase from \$590 million to \$854 million.



Summary of key financial figures

For year ended 30 June

\$000	Budget 2009	Budget 2010	Projection 2011	Projection 2012	Projection 2013	Projection 2014	Projection 2015	Projection 2016	Projection 2017	Projection 2018	Projection 2019
Rates revenue	419,098	434,520	454,072	489,686	503,743	523,639	544,345	566,731	576,788	599,368	624,050
Other operating revenue	185,365	179,498	191,516	209,013	213,334	231,548	238,380	246,506	256,182	264,893	276,343
Total operating revenue	604,463	614,018	645,588	698,699	717,077	755,187	782,725	813,237	832,970	864,261	900,393
Total operating expenses	590,259	590,225	608,915	647,375	658,837	688,350	714,579	748,116	792,961	816,549	854,272
Operating surplus	5,210	13,769	9,524	10,165	15,061	25,278	27,613	28,233	4,237	13,085	14,463
Total assets	9,846,901	10,727,829	11,323,309	11,693,977	12,034,661	12,360,789	12,643,333	12,964,031	13,235,164	13,513,624	13,788,649
Total borrowings	499,868	726,625	1,045,154	1,168,980	1,244,206	1,298,537	1,330,862	1,374,691	1,386,021	1,374,348	1,353,678
Capital investment	409,352	481,183	505,062	298,534	301,212	297,942	296,834	337,107	294,176	303,620	306,844
Total ratepayers' equity	8,861,567	9,482,397	9,776,432	10,060,533	10,348,423	10,649,587	10,943,914	11,241,173	11,518,955	11,814,550	12,134,340
Council rate of inflation	5.1%	2.5%	2.5%	2.5%	2.6%	2.6%	2.6%	2.7%	2.7%	2.7%	2.8%
Average rate increases ¹	5.1%	2.0%	2.5%	6.1%^{2,3,4}	1.0%^{3,4}	2.5%⁴	2.5%⁴	2.6%⁴	2.6%⁴	2.4%⁴	2.6%⁴

Notes to table

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- 3 The council intends to introduce two new targeted rates to help fund the council's operating costs for Rugby World Cup 2011. This will result in a rates increase in 2011/2012 that is 1.6 per cent higher than the council's projected rate of inflation. However, in 2012/2013 the rates increase will be 1.6 per cent lower than the council's projected rate of inflation.
- 4 The council will develop Queens Wharf to provide open spaces, an international cruise-ship terminal as well as a number of other new activities and attractions. This development requires a rate increase of 2 per cent on top of the council's rate of inflation and the 1.6 per cent increase for Rugby World Cup 2011. However, from 2012/2013 rate increases will be lower than the council's rate of inflation.

Part 2

Our vision and strategic direction

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Our vision

First City of the Pacific

Auckland is a great city. It has 23 dramatic volcanic cones, picturesque harbours, stunning beaches, more than 50 islands and a superb waterfront. Our strong Maori heritage and blend of Maori, Pacific, Asian and European cultures, adds to Auckland's vibrant and unique identity. As New Zealand's main retail and commercial centre, the city offers career, business and investment opportunities not found elsewhere in the country. It is the gateway to New Zealand for tourism and immigration.

Our climate, access to beaches, and wealth of leisure and recreational activities, contribute to Auckland consistently ranking among the top five cities in international lifestyle surveys.

The vision for Auckland city, developed by the council and Aucklanders, is to be First City of the Pacific – a city where people choose to live, work and visit.

Under this vision, Auckland will compete for global business, investment, tourism, jobs and an improved standard of living for everyone. Aucklanders will live and work in a dynamic, exciting city with access to a diverse range of recreational, arts, sports and cultural activities. Our city will be clean, healthy and beautiful, and offer a superior quality of life. We will have access to world-class parks and beaches.

Auckland will celebrate its distinctive character and heritage. It will be an easy city to get around in, with a variety of transport options, balancing the needs of a growing population with efficient resource use. Our neighbourhoods will be safe, welcoming places and we will share a sense of pride in our city.

Our vision is the council's ultimate goal and provides a framework for all the council's strategic decisions. The council has developed seven strategies which set out the direction for achieving the vision. Sustainability and urban design principles underpin all of these.

What is important to Auckland and Aucklanders

Our strategic direction is based on our understanding of the city and on what you tell us is important to you. Through our consultation and research on specific projects and issues, we commonly hear that both private and public space, convenient and affordable transport, safety, a diverse range of events and activities, and a clean environment are all important to you.

Auckland City Council has also worked with Aucklanders to identify outcomes that are important to the community. Twenty-one community outcomes were identified (refer to the appendices for more detail on the full set of community outcomes and how we will monitor them and report on progress). The six highest ranking outcomes are that:

- Auckland is safe
- Aucklanders have real transport choices
- Auckland is interesting and enjoyable
- Aucklanders are healthy
- Auckland is beautiful and clean
- Aucklanders have the right work skills.

The process to identify these outcomes provides an opportunity for communities to define their desired outcomes in terms of their present and future social, economic, environmental, and cultural well-being. These outcomes help to shape our vision and strategic direction. They belong to and are the responsibility of the whole community. Successful collaboration between all community groups and organisations is key to realising Auckland city's collective aspirations.

Strategic approach

Our vision, the outcomes you have told us are important to you, our understanding of Auckland's strengths and the issues affecting the city have all influenced our strategic approach. The council has identified seven strategic areas that encapsulate the qualities and characteristics the council seeks for the city. They are used to establish our priorities and allocate resources. All planned investment in the city will need to contribute to one or more of these seven strategic areas.

The strategies are listed below. See the following pages for more detail.

Economic development

We will continue to make sure we create an environment and infrastructure that enables economic growth, and delivers jobs and an improved standard of living.

Lifestyle choices

We will continue to ensure that Auckland is a dynamic, exciting and distinctive city, and encourage and provide recreational, arts, sports and cultural activities, including world-class programmes and events.

Quality built environment

We will continue to manage our city's growth, ensure high-quality urban development design that retains our city's character and heritage, create vibrant neighbourhoods and invest in a world-class central business district and waterfront.

Quality natural environment

We will continue to work to protect and improve the quality of our unique landscape, ecology and biodiversity, so we can enjoy a clean, healthy and sustainable city with world-class beaches and parks.

Strong and healthy communities

We will continue to provide safe communities, places and events for Aucklanders to have fun and learn.

Transport choices

We will continue to provide transport choices that result in a connected city, in particular a sustainable transport network that makes it convenient for business, enables people to get around safely and efficiently, and minimises negative effects on the environment.

Efficient, capable and user-friendly council

We will work to ensure that you have confidence in our leadership, experience quality customer service and receive value for money in the services that the council delivers to Auckland.

Reviewing progress

Each strategy contains objectives and priorities that build on our current strengths and create a city that will stand us in good stead for the future.

The council will review these strategies each year and monitor our success against the identified measures to make sure that we are on track and making good progress. See page 63 for more detail on these measures.

Working with others

We cannot achieve our vision of becoming First City of the Pacific on our own. We are working together with a wide cross-section of people, community groups, organisations and agencies.

The council actively seeks input from experts through its advisory groups, which include the CBD Board, Property Enterprise Board, Urban Design Panel, the Tangata Whenua Consultative Committee, and the Pacific Islands Board Auckland City.

We advocate for Auckland city at a national level by actively working with government agencies, members of parliament and government ministers, and by making submissions to central government.

The council is committed to working collaboratively with other councils in the Auckland region on regional issues and priorities.

We are participating in the Regional Sustainable Development Forum (RSDF), which brings councils, central government and tangata whenua together. The RSDF partners have been working on a plan for the Auckland region. One Plan for Auckland (One Plan), is a joint vision and plan of action for regional priorities designed to make sure that Auckland develops in a more coordinated and sustainable way. Working together has allowed us to function more efficiently as a region, share knowledge and experiences, avoid duplicating services and plan large-scale programmes and projects to benefit the Auckland region.

The seven programmes of action included in the first version of One Plan are:

- improving public transport, which aims to implement a world-class public transport system
- completing the roading network, which focuses on enhancing access throughout the region to make it easier for people and freight to move between centres along the Western Ring Route and beyond
- Digital Auckland, which aims to accelerate the delivery of high speed open access fibre infrastructure, and affordable unconstrained broadband content and services
- Destination Auckland, which aims to develop the region as a global destination and major events location
- CBD/waterfront, which is about creating a world-class CBD and waterfront worthy of the Auckland region
- Building communities, which focuses on improving well-being for people living in communities of need where people are supported to achieve their full potential
- Growth through skills, which supports the national skills strategy and the evolving regional skills action plan.

Projects within these programmes of action include Rugby World Cup 2011, the development of the New Zealand Innovation Centre and the Auckland-Manukau Eastern Transport Initiative (AMETI).

These programmes are all important to Auckland's future and will continue to be developed in the context of Auckland's new governance arrangements.

Visit the One Plan for the Auckland Region website at <http://www.aucklandoneplan.org.nz/> for further information on these programmes and projects.

The seven strategies

The following pages provide more information on each of the council's seven strategies. This includes an overview of the strategy, a statement of the objectives and priorities within each strategy, and a profile of a couple of key projects that we are planning under each strategy.

It is important to note that each of the seven strategies work together to achieve the desired outcomes for the city. The strategies are not aligned to specific Auckland City Council functions. Instead, they help us to ensure that we work across the organisation to achieve our desired results.

Economic development strategy

Globally competitive cities are successful in attracting business, investment, tourism and skilled people. These cities have high levels of employment, greater productivity and higher wages, which improve the standard of living for residents and, in turn, improve the quality of life the city offers and its ability to attract and retain skilled people.

Auckland City Council plays a leading role in facilitating growing an economy that delivers jobs, higher incomes and an improved standard of living for Aucklanders. The council is focused on fostering growth in our key economic sectors. This involves a variety of initiatives, including working in partnerships with industry organisations and sponsoring business events. These initiatives attract further investment in the sectors and create more sustainable business growth.

To help raise our international profile, we will continue to develop economic initiatives with our international partnerships around the world.

The council influences the development of key business locations by planning appropriate infrastructure and amenities to attract new businesses, resulting in greater concentrations of businesses in those areas. Growth in business activity is important for our economic future. As part of the Rosebank 2030 business precinct plan, the council will invest in infrastructure and work with businesses to improve the attractiveness of the Rosebank area for business development. We are investing \$74 million in various parts of the CBD to

upgrade streets and retail areas to create a more exciting and dynamic city centre, including the redevelopment of Aotea and St Patrick's squares.

Opening Queens Wharf for public use and the construction of a cruise-ship terminal will leverage the economic benefits to the city from tourism. A high-quality facility and Auckland's status as a cruise-ship hub will result in visitors staying longer in the region, the raising of our international profile, and the flow-on effects to our tourism, retail and business sectors. Completing this development before Rugby World Cup 2011 leverages further benefits from the thousands of visitors expected. The council expects external sources to contribute around \$30 million towards the currently budgeted \$84 million wharf development.

The council is actively involved in working with other parties on projects to improve the city's infrastructure, such as the Auckland-Manukau Eastern Transport Initiative. See key projects and initiatives on the following pages for more detail. Our planned capital investment for this project (\$381 million for the period of the 10-year plan) will support the substantial investment that the council has already made in Panmure town centre and catalyse revitalising the Tamaki area.

This revitalisation includes development work the council has already started on the New Zealand Innovation Centre (NZIC), a science and technology park located near The University of Auckland's Tamaki campus. We have identified land valued worth more than \$20 million that may be contributed to this joint facility being developed by the council, the university and the Ministry of Economic Development. The NZIC will provide greater job opportunities in industries requiring high skill levels and will foster a more innovative environment that attracts business and investment.

Auckland city's tertiary institutions are part of our competitive edge and play a fundamental role in the city's economic future. The council works with these institutions in a number of ways including the Learning Quarter project which aims to maximise the benefits of New Zealand's leading tertiary institutes being located in Auckland's CBD. Our capital investment of around \$0.8 million in the Learning Quarter will, among other things, enable the city to benefit from opportunities for the commercialisation of research.

Where we will focus our resources

The economic development strategy has three main objectives. We will focus on key priority areas under each of these objectives to achieve our vision for Auckland to be First City of the Pacific.

A globally and nationally connected economy (ED1)*

Our priorities are to influence, regulate and invest to:

- attract and grow globally competitive business, investment and tourism
- deliver infrastructure that enables economic growth.

Skilled, adaptable and educated people (ED2)

Our priorities are to influence, regulate and invest to:

- ensure the city's labour force meets the economy's needs
- attract and retain skilled people through our quality of life.

Productive, dedicated business areas linked to a strong CBD hub (ED3)

Our priorities are to influence, regulate and invest to:

- enhance Auckland's CBD as New Zealand's commercial hub
- grow productive business areas with high employment
- support productive and vibrant town centres.

* These abbreviated references are used in the tables under each activity in volume 2.

Key projects

Tamaki

Tamaki will be a significant focus point over the next 10 years as Auckland City Council and central government agencies drive transformational change in the area. In particular, Glen Innes, Point England and Panmure have been identified as key areas of growth where the council is working with others to bring together a range of social and economic development initiatives. These initiatives include providing quality housing options to give families and individuals a choice of living arrangements, and matching skills and training to business requirements to assist in raising participation levels in the labour force.

Transport initiatives will provide greater linkages between Tamaki and key locations across Auckland, and enable more convenient movement of people and freight. (See below for details of the Auckland-Manukau Eastern Transport Initiative.) This will not only increase productivity but will encourage more businesses to locate in the area.

The New Zealand Innovation Centre (NZIC) is located in the Tamaki Innovation Precinct along with The University of Auckland's Tamaki campus. The NZIC will provide a facility where innovative companies can cluster and benefit from concentrated access to research providers, technical equipment and business development services. The precinct supports the council's aspiration for Auckland to be an innovative, internationally competitive city. By 2030 it is planned to generate at least 10,000 jobs. This project is subject to funding, but its scale anticipates public and private sector investment over the duration of the 10-year plan.

Auckland-Manukau Eastern Transport Initiative

The Auckland-Manukau Eastern Transport Initiative (AMETI) is a joint project between Manukau and Auckland city councils and the Auckland Regional Transport Authority. By improving passenger transport infrastructure, the project will create economic growth resulting in more jobs and an improved standard of living. The first stage of AMETI will support population and economic growth in Panmure and help to revitalise the Tamaki area, including the Panmure town centre through changes to the roundabout. Over the next 10 years, the council

will invest \$381 million to advance the plan in the area located between Merton Road (in the north), Triangle Road (in the south), Panmure Bridge (in the east) and Mt Wellington Highway (in the west). It will provide 13km of new bus lanes that will help ARTA to deliver its passenger transport network plan.

Attracting business and tourism

Through the economic development strategy, the council encourages growth in the city by working with key economic sectors such as the creative and biotechnology sectors. The council provides support and sponsorship to business events and innovative organisations in these sectors, including ART Venture, an accelerator programme for creative entrepreneurs; NZBio Auckland, the biotechnology industry body; and The Icehouse (International Centre for Entrepreneurship) programme, a not-for-profit business growth initiative. Support and sponsorship of these programmes and organisations provides long-term economic benefits to the city from increased investment and an increase in the numbers of skilled and adaptable people attracted to the city, as well as an increase in productivity and sustainable business growth.

To raise Auckland's profile around the world, the council has established formal international partnerships with many other cities: Busan, Brisbane, Fukuoka, Guangzhou, Hamburg, Los Angeles, Shinagawa and Tomioka. The council will invest \$5 million over the next 10 years in these partnerships which provide a vehicle for attracting migrants, investment and tourists to the city.

Auckland City Council is the main funder of Tourism Auckland, the region's tourism promotion agency. The council provides funding to help build a greater international profile for the city.

Lifestyle choices strategy

Lifestyle choices available in Auckland enable residents and visitors to make the most of our exciting, sophisticated and vibrant city. Whether living in Auckland, working here or just visiting, we all have opportunities to experience its unique character, liveliness and the huge range of recreation and leisure choices that are available to us.

The council provides a number of activities and facilities that attract visitors to the city and enhance lifestyle choices for residents and visitors. These include the Auckland Art Gallery, Auckland Zoo, marinas and recreation facilities. The council organises more than 60 free community events and sponsors or invests in up to 30 more. These events attract close to 1.5 million Aucklanders each year. Such events include Pasifika Festival, Air NZ Fashion Week and Coca-Cola Christmas in the Park. The council led the development of the Vector Arena by providing the principal funding. This venue helps to attract major international events to Auckland.

Our focus over the next 10 years will be to ensure that we make Auckland an even more attractive place to live, visit and work. We have placed a high priority on projects and initiatives that will help create a city and lifestyle Aucklanders can be proud of, that will attract more people to the city and that will contribute to the city's economic prosperity. Development and expansion of our art gallery is a good example of our priority projects, as is the new Q Theatre which will fill a gap in the city's current performing arts venues. Te Wao Nui, a major new exhibit at the zoo, will enable visitors to experience New Zealand's animals, landscapes and taonga in a unique way. The council also wishes to maintain a herd of elephants at Auckland Zoo in the future and provision has been made in 2009/2010 to work on the best way to attract the required external funding from public and private sources.

We will have more opportunity to celebrate and value who we are as Aucklanders, by participating in a wide range of arts, cultural, recreation, sporting and leisure activities, and by attending world-class events hosted in Auckland such as Rugby World Cup 2011. Our investment in Rugby World Cup 2011 will result in long-term lifestyle benefits from upgrades to public space and related infrastructure. Auckland will be better positioned to host more rugby and other events on this scale and of this calibre.

We will renew and refurbish the Auckland Town Hall and the Aotea Centre, preserving their status as the region's premier convention, performing arts and entertainment facilities. The Aotea Square redevelopment (see Economic development strategy) will restore the square to its former status as the city's leading public open space and events venue. There will be room for everyday activity such as busking, family picnics and various forms of recreation.

Our planned upgrades to public space and support of both major and community events mean that the city will be a more enjoyable and inspiring place to spend time in. The CBD and waterfront area will come together as the centre of street life, arts, culture and entertainment, acting as a key attraction for locals and visitors alike.

Auckland's continued population growth, increasing cultural diversity and changing lifestyles provide challenges for existing services and facilities. The amount of leisure time people have, and the way they choose to use it, may affect the types of facilities we provide, the range of recreation and leisure options we offer, and the events we support. In some cases we will need to provide additional facilities to meet growing demand. The council currently owns and operates nine swimming pools and 11 recreation centres, and makes many other buildings available for sports clubs to lease. In addition we are investing \$21 million over the next 10 years to partner with and/or give grants to organisations to provide recreation facilities. This will not only increase the number and range of facilities available but also provide a more diverse range of activities for our changing communities.

Where we will focus our resources

The lifestyle choices strategy has four main objectives. We will be focusing on key priority areas under each of these objectives to achieve our vision for Auckland to be First City of the Pacific.

Celebrate and value who we are (LSC1)*

Our priorities are to:

- reflect Auckland's character through public buildings, exhibitions and events
- develop and deliver a world-class public arts programme.

A wide range of recreation and leisure opportunities (LSC2)

Our priorities are to:

- increase the supply of sports fields
- work in partnership with others to invest in sports, recreation, and arts groups and facilities
- inform people about the events, facilities and opportunities that are available
- meet demands that arise from new ways in which people use their leisure time, including new types of activities, eg, mountain biking.

The CBD is the centre of street life, arts, culture and entertainment (LSC3)

Our priorities are to:

- address the performing arts venue gaps in the Aotea Quarter (our unique arts, cultural and entertainment hub covering the area around Aotea Square)
- improve the quality of the street environment in the CBD
- assist in creating a lively city with street life, cafes and restaurants, and a choice of entertainment.

Enhance Auckland as a unique arts, culture, sports and events destination in Australasia (LSC4)

Our priorities are to:

- prepare Auckland for Rugby World Cup 2011 and to host other international events
- support and attract world-class events to Auckland
- assist in providing world-class venues and spaces.

* These abbreviated references are used in the tables under each activity in volume 2.

Key projects

Auckland Art Gallery development

The Auckland Art Gallery will undergo a multi-million dollar development that will significantly expand the role it plays in building and defining Auckland's cultural and community identity. The gallery will be modernised and extended, enabling a greater number of key works to be displayed in more innovative ways.

The development will see an important and beautiful heritage building restored and earthquake-proofed. It will link the gallery to Albert Park, a heritage area, and will result in an additional modern, world-class space for collections and exhibitions. A new wing will provide an added attraction for visitors.

The project is already under way and will cost a total of \$121 million, about \$69 million will be incurred over the period of this plan. The main gallery is due to reopen in 2011.

Te Wao Nui

Auckland Zoo is creating a uniquely New Zealand experience in Te Wao Nui (the living realm), a purpose-built environment that will cover almost a third of the zoo's footprint.

The landmark facility will have an ecological protection and conservation focus. It will ensure the preservation of native wildlife, and plants housing more than 175 species of native flora and fauna. Visitors will be able to experience New Zealand animals, landscapes and taonga in a unique way. By providing interesting and varied experiences such as these, the zoo will attract more local and international visitors.

Auckland Zoo is working in partnership with Ngati Whatua o Orakei in the development. Maori interpretation and art works will provide a genealogical and cultural perspective, identifying the connection between land, animals and people.

The project will cost \$15 million and will be completed in 2012.

Rugby World Cup 2011

Hosting Rugby World Cup 2011 will provide a unique opportunity for visitors to see the best Auckland has to offer and to recognise the region's potential as an international events destination. For this reason, we are working with key organisations from throughout the Auckland region to prepare the city for Rugby World Cup 2011.

Auckland City Council has already invested about \$9 million on transport and infrastructure upgrades around Eden Park and on upgrading public spaces and sports and recreation venues. A further \$22 million will be invested during the period of this plan to provide improved facilities and a legacy to the growing population of Auckland. Eight million dollars of this investment will be contributed by other parties.

We have allocated about \$29 million to delivering services, events and initiatives to showcase the city, provide opportunities for residents to participate in the Rugby World Cup 2011 festival, and demonstrate our ability to stage successful major global events. This investment will be critical in realising the economic benefits of hosting the event. \$4 million of operational expenditure will be from sponsors.

The development of Queens Wharf as part of the city's strategy for the waterfront, will be carried-out before 2011 to add to the quality open space available to host activities that celebrate Rugby World Cup 2011.

Quality built environment strategy

Many factors contribute to the quality of Auckland city's built environment. The council's major contribution includes planning the best way to protect the city's heritage and character sites and buildings, regulating development, and influencing the delivery of more sustainable urban development. Effective planning is the key to achieving high urban design standards. Quality urban design results in more vibrant, higher intensity mixed-use centres. These centres are a combination of businesses, shops, dwellings, schools, community facilities and open spaces. The council has a multi-disciplinary urban design panel to champion and lead best practice urban design in the city.

The quality of the built environment is affected by the security of supply of utilities, including stormwater, electricity, telecommunications, gas and water supply services. The council has a key role to play in ensuring utility providers are planning for a growing city. Through liaison with these providers, we ensure that their plans not only meet the needs of the city today, but that they are focused on the future needs of businesses and residents. The council coordinates the development of Auckland's water supply, wastewater and stormwater services. It owns and operates the stormwater system and through its wholly owned subsidiary Metro Water Ltd provides water and wastewater services.

Growth is a significant issue in Auckland city and the wider region. The council works with regional partners to manage growth in the city in a way that takes into account regional factors. This includes planning for the demands of additional social, community and physical infrastructure that will result from an expected population increase within Auckland city.

Our focus over the next 10 years will be to build on Auckland's current strengths to create a city that will function effectively in the future. This includes planning for more housing choice, and locating retail, employment and recreation activities closer to our residential areas, which will reduce our need to travel and lead to a healthier and more varied lifestyle. A key challenge for the city will be providing the right mix of regulations to achieve the desired change.

We are currently working on our Future Planning Framework which will set the context for the review of the isthmus district plan rules. The district plan is our main regulatory tool for managing the long-term growth and development of the city in an appropriate way. It enables land, which is a limited resource in Auckland city, to be used more efficiently. It ensures that developments are considered within the social, environmental, cultural, and economic context, and that any potential adverse effects of developments are avoided or mitigated.

The council has established a property enterprise board through our Development with Vision programme. This enables the council to take a proactive leadership role in shaping the city's future development. Over the next 10 years, we will be investing \$121 million in acquiring, planning and developing strategic sites across the city, including the Britomart heritage precinct. We will also be purchasing land for high-quality development in Avondale, Panmure and Otahuhu. These initiatives are designed to attract people and investment to the communities.

Our waterfront programme covering the coastal areas fronting and adjacent to the CBD will benefit from our investment of about \$275 million over the next 10 years. This will result in more quality open space for Aucklanders and visitors to enjoy as well as significant economic benefits for the city. In addition there will be investment in a high-quality public facility and international cruise-ship terminal at Queens Wharf, currently budgeted at \$84 million. This is a unique opportunity for a pre-eminent waterfront development adjacent to the central business and retail district. We will carry out the development in time for the Rugby World Cup 2011.

Improving the city's stormwater networks is a priority over the next 10 years. We are planning to invest \$253 million to reduce sewage overflows during periods of heavy rainfall, and to protect flood-prone areas and buildings. This investment will reduce the discharge of pollutants into the city's waterways, protecting the natural environment and people's health.

Where we will focus our resources

The quality built environment strategy has five main objectives. We will be focusing on key priority areas under each of these objectives to achieve our vision for Auckland to be First City of the Pacific.

Achieve a more sustainable urban built environment (QBE1) *

Our priorities are to:

- establish a planning framework for the city that provides areas for growth and employment and protects the character of our neighbourhoods
- work together with central government on the Tamaki Transformation project which seeks to develop a safe and environmentally sustainable urban community that will provide good access to employment and community facilities
- provide a stormwater network which increases capacity and efficiency. Ensure that the appropriate infrastructure is in place to meet the requirements of a growing city.

Raise the design quality of buildings, spaces and developments (QBE2)

Our priorities are to:

- show leadership by ensuring that all the council capital works projects meet urban design principles
- work in partnership with private and public agencies to undertake projects that demonstrate quality urban design
- celebrate good urban design through sponsorship of awards, eg, Mayoral Urban Design Awards and National Property Council Awards
- increase awareness of high-quality urban design by publishing clear guidelines.

Support a built environment that is responsive to the Auckland character (QBE3)

Our priorities are to:

- ensure a robust and integrated approach to natural and cultural heritage and character protection across the city
- build an understanding of the city's heritage through education programmes
- celebrate Auckland's heritage and character through events and public art.

Develop a world-class mixed-use CBD and waterfront (QBE4)

Our priorities are to:

- improve and enhance public access to and along the CBD and waterfront
- ensure urban design principles influence future planning outcomes for the CBD
- encourage the development of world-class buildings in the CBD
- build on the strategic relationship with AUT University and The University of Auckland to provide a high-quality environment. This will support the universities' needs and showcase Auckland as a great city for education
- ensure that the council's regulatory framework facilitates investment.

Foster the further development of vibrant centres and successful neighbourhoods (QB5)

Our priorities are to:

- encourage mixed-use centres (areas with a combination of businesses, shops, dwellings, schools, community facilities and open spaces) and apartment living, in and around existing town centres, to support and enhance the vitality of these centres
- ensure there is a choice in the types of housing available across the city by identifying areas where growth will be encouraged – some areas will have more stand-alone housing and others more townhouses and apartments
- incorporate provisions in the district plan to recognise and enhance a neighbourhood's character and sense of place
- develop plans for key town centres, underpinned by urban design principles, that identify the streetscape, transport and development improvements required to enhance the centres' viability and vitality.

* These abbreviated references are used in the tables under each activity in volume 2.

Key projects

Waterfront

Auckland's CBD waterfront which covers the coastal areas fronting and adjacent to the CBD is one of Auckland's greatest assets.

The waterfront plays a major role in the region's economy. The port and the marine and fishing industries have helped to shape the economic success of Auckland. They will continue to be vital to the region's economy in the future. The waterfront is the region's gateway to the Waitemata Harbour, the Hauraki Gulf and its islands.

We need an integrated approach to future development of the area to realise the potential of the waterfront. To achieve this, we formed a partnership with the Auckland Regional Council, and have worked closely with Ports of Auckland Ltd.

The vision for the waterfront is of a world-class destination that celebrates our Pacific culture and maritime history. It supports commercially successful and innovative businesses and is a place rich in character and activities that link people to the city and sea.

Over the next 10 years we will be investing over \$358 million in a range of projects to create more public and open space, including redevelopment of the Wynyard Quarter. We will be developing the Harbour Bridge Park and building the Marine Events Centre on Halsey Street wharf. This will form part of a marine precinct that will help attract major international events to Auckland and showcase our marine capabilities. The project, currently budgeted at \$84 million, will open up Queens Wharf for public use and to construct a cruise-ship terminal will provide long-term economic and social benefits.

The benefits of this investment in the waterfront include ensuring that the city's key waterfront assets are secured and developed in a sustainable way.

Future Planning Framework

Auckland City Council is currently developing the Future Planning Framework which seeks to provide a blueprint for managing existing community values and achieving sustainable urban development. Integral to this framework is reviewing the district plan which is the main regulatory tool for managing land use within the city and achieving improvements in the quality of the urban environment.

Area plans for each part of the Auckland isthmus (excluding the CBD and the Hauraki Gulf islands) are at the core of the framework. These plans will define the best possible outcomes for each area and provide a link between local and citywide outcomes. Area plans provide a means for integrating on-the-ground projects and outcomes that are being led by the council or other agencies.

Area plans and the Future Planning Framework will be given effect through further local planning and the reviewed district plan, and through the council's bylaws, services and capital works programmes.

Quality natural environment strategy

Our harbours, coasts, beaches, volcanic landscape, parks and islands are intrinsic to Auckland's identity. The council protects and enhances our natural environment and ecology through a range of policy initiatives. Our commitment to sustainability means that not only do we develop and implement strategies to make the natural environment more sustainable, we apply a sustainable approach to all our internal operations.

The council looks after a diverse range of parks and reserves for you to enjoy, providing the open space needed for the growing population and enhancing the city's biodiversity by providing clean habitats for native animals and plants. Over the next 10 years, we will be investing \$77 million in acquiring and developing new parks and reserves. In addition we will invest \$6 million to preserve the city's volcanic cones for future generations and to provide greater enjoyment for residents and visitors. Safeguarding a clean, green environment will require balancing the need to protect our unique natural features, such as the Hauraki Gulf islands, with the desire of the tourism industry, business and recreational users to have reasonable access. Over the next two years, we will be developing the Hauraki Gulf islands district plan which sets out the regulatory framework for land use development within the islands. The council also takes account of the Hauraki Gulf Marine Park Act 2000.

Continuing population growth and changing lifestyles will require new dwellings and new types of dwellings to be developed within the city, placing further

pressure on our natural landscapes. The isthmus district plan review will help to ensure that we identify, protect and enhance our significant ecological areas, habitats and green corridors, while providing for urban development.

To enhance the quality of our land and water we will improve the quality of our stormwater networks. The council will continue with its programme to separate the old combined stormwater and wastewater systems. Other initiatives include reducing the levels of pollutants such as zinc that make their way into stormwater, and treating and removing sediments once they have entered the stormwater network.

Over the next few years, we will work with you to reduce the quantity of solid waste sent to landfills. The council will investigate opportunities to develop a resource recovery centre (Galway recycling facility). An investment of \$5 million will result in less waste being disposed to landfill and will help the council to achieve its waste minimisation plan (see summary in volume 3).

We will invest \$21 million over the next 10 years in remediation works at closed landfill sites. This investment not only reduces health risks but also rehabilitates the landfill sites so that they can be used as open space for recreation, for wildlife refuges or, in some cases, for business land.

Where we will focus our resources

The quality natural environment strategy has five main objectives. We will be focusing on key priority areas under each of these objectives to achieve our vision for Auckland to be First City of the Pacific.

Protect and celebrate our unique landscapes and features (QNE1)*

Our priorities are to:

- identify, celebrate and protect key landscapes and features, including volcanoes and the viewshafts to and from volcanoes, and the harbours, cliff lines, beaches and coastal margins
- celebrate our heritage and culture by enhancing views and access to the volcanic cones and features.

Protect, enhance and sustain our natural environment and ecology for the future (QNE2)

Our priorities are to:

- use the district plan to identify, protect and enhance significant ecological areas, habitats and corridors. Build understanding among residents with significant ecological sites on their properties to help them make informed choices about protecting the city's environment
- conserve the urban forest (trees and vegetation) in privately and publicly-owned land across Auckland city
- maintain and enhance the city's biodiversity by increasing the amount and variety of trees, plants and wildlife across the city's public open spaces.

Link people to the waterfront, coast and parks (QNE3)

Our priorities are to:

- provide continuous access around the Auckland city coastline (walking and cycling), including continuous walkways on both harbours
- provide an integrated network of green spaces across the city, including parks, reserves, coastal reserves and green corridors such as planted streams
- develop and enhance our major parks to reflect Auckland's unique environment and identity.

Enhance the quality of our land and water (QNE4)

Our priorities are to:

- gain a robust understanding of and manage the effects that climate change may have on the city
- improve the quality of our stormwater networks to achieve clean and healthy waterways
- reduce the quantity of solid waste sent to landfills through reduction, reuse and recycling
- identify and monitor any council-owned contaminated land to reduce adverse impacts on public health and the environment.

Protect and celebrate the unique natural environment of the Hauraki Gulf islands (QNE5)

Our priorities are to:

- upgrade wharves (subject to funding) and provide basic visitor facilities to improve access to the inner islands, such as Motuihe, for recreational purposes
- encourage tourism initiatives that seek to educate people about, and protect and conserve the unique natural environment of the Hauraki Gulf islands (in particular Waiheke and Great Barrier islands)
- continue to identify and protect sites of ecological significance on the islands
- develop and maintain the Great Walk on Great Barrier Island in partnership with the Department of Conservation.

* These abbreviated references are used in the tables under each activity in volume 2.

Key projects

Volcanic experience

The volcanic origin of Auckland's landscape has left a unique legacy for the council to manage and sustain for the future use and enjoyment of everyone. The volcanic features are recognised by Aucklanders, New Zealanders, and visitors, as a unique natural and cultural inheritance.

As the Auckland region grows, placing greater pressure on the city's iconic volcanic cones, protection, conservation and management will ensure their preservation for current and future users and visitors. The volcanic experience work programme will design, develop and implement improved management and facilities on the volcanic features of Auckland.

Two key initiatives are the development of improved visitor facilities on Maungawhau-Mt Eden, and research and trialling of alternative ground covers to support a reduction of grazing.

The programme of work has been allocated an overall budget of \$6 million over a 10-year period.

Harbours

The NZ Transport Agency (NZTA) motorway expansion project for the State Highway 20 Manukau Harbour crossing has provided the council with the opportunity to develop the Onehunga foreshore into a high-quality open space and coastal environment. This will result in improved connectivity to and along the foreshore and, in turn, generate greater community use. Auckland City Council is working with the NZTA, Auckland Regional Council and community stakeholders to progress the foreshore development. A budget of \$10 million over the next 10 years has been allocated for the development.

The council plans to enhance the city's coastal environment through an investment of \$10 million. We will undertake several beach restoration projects which will provide Aucklanders with better and easier access to coastal areas.

Strong and healthy communities strategy

Aucklanders feel a sense of belonging to our neighbourhoods and pride in our city when our communities are strong and healthy. Cities with strong communities cope well with the changes that result from cities growing and evolving, and have safer neighbourhoods with less crime. Building community spirit and capability is vital to maintaining our levels of volunteers. The more people participate in community life, the more connected they feel to their city and its welfare.

The council is actively involved in providing community services and libraries, taking care of the street environment and town centres, and ensuring public and environmental health and safety. The council has statutory roles in emergency and waste management. More information on these key activities can be found in part 1 of volume 2.

We aim to provide opportunities for neighbourhoods to come together for a wide range of social and recreational events during the next 10 years. We will invest about \$13 million to renew and redevelop community centres, halls and other facilities across the city.

Our libraries continue to act as important community hubs. As well as providing valued community facilities and meeting spaces, they enable people to meet, exchange ideas, and gain skills and information that are essential to them participating fully in the community. The council takes good care of its library assets and has set aside \$42 million to refresh the libraries' collections and a further \$18 million to renew the library buildings, furniture and fittings. Additional budget of \$8.5 million is set aside for library redevelopments in Otahuhu and Mt Roskill, to be completed in 2014/2015 and 2018/2019 respectively. A further \$6.6 million will see the redevelopment and enlargement of the Waiheke Island library and service centre on combined premises at Oneroa. The planned completion date is 2011/2012.

Our town centres are an important indicator of the strength of our communities. Town centres with well-cared-for streets should function as the heart of our neighbourhoods, attracting people to come together to see events, shop and meet friends. Graffiti vandalism detracts from the safe and clean street environment and welcoming centres that the council and communities work hard to achieve. The council is therefore boosting funding in this area with \$22 million

allocated over the next 10 years for graffiti removal and preventative public education programmes.

Auckland city's rapidly growing population has led to turnover and change in our neighbourhoods and our city. Increasing numbers of our residents are born outside New Zealand. Their different values, cultures and practices have led to some sectors of our communities feeling isolated and disadvantaged in terms of services and access to opportunities. Over the next 10 years, we will be targeting specific sectors of the community to strengthen their feeling of belonging. For example, we will invest \$2.6 million in the Wesley Youth Space. This project will improve the quality of life for young people in the area.

Supporting projects that provide facilities and activities to keep young people productively occupied, such as our exercise and school holiday programmes, and that promote healthy lifestyle choices will be an important aspect of this strategy. We will partner with others to improve our coordination and response to Auckland's safety issues through activities such as the Safer Auckland City programme. Areas of the city and facilities used by the public will be safe, healthy, clean and tidy.

The council ensures the safety of the community in a range of other ways, including managing and monitoring food hygiene and liquor licences, providing a rural fire service for the Hauraki Gulf islands, and our Safe Swim Programme so that residents and visitors can be confident of safe, clean places to swim.

Critical to a community's strength are opportunities for residents to have their say. The council will continue to ensure local communities have the autonomy and funding to deliver specific initiatives that they believe will improve their own areas. We plan to invest about \$38 million through community boards to fund small projects that will improve local areas. By choosing to participate in civic life and the future planning of their city, local residents will feel a more integral part of the wider community.

Where we will focus our resources

The strong and healthy communities strategy has five main objectives. We will be focusing on key priority areas under each of these objectives to achieve our vision for Auckland to be First City of the Pacific.

Foster connected communities (SHC1)*

Our priorities are to:

- encourage and motivate residents to take responsibility for and pride in the appearance and safety of their neighbourhoods
- support networking partnerships and joint programmes between council, schools, churches, government agencies and community groups
- grow the skills and participation levels of the community in volunteer work.

Foster a sense of pride and belonging (SHC2)

Our priorities are to:

- provide opportunities for communities and neighbourhoods to get together informally for celebration, social and recreational events
- provide effective responses for clean, tidy and well-cared-for public places.

Make places for people (SHC3)

Our priorities are to:

- enhance facilities and town centres to become accessible and welcoming community hubs.

Support safe communities (SHC4)

Our priorities are to:

- remove graffiti and prosecute graffiti vandals
- design features in public areas and facilities to minimise crime.

* These abbreviated references are used in the tables under each activity in volume 2.

Support healthy communities (SHC5)

Our priorities are to:

- partner to provide programmes that promote physical activity and healthy lifestyle choices
- use council regulation to minimise harm from gambling, alcohol and vice, and to protect public health.

Key projects

Graffiti programme

Graffiti vandalism or tagging is a community issue and Auckland City Council's anti-graffiti programme is based on a zero tolerance approach. Graffiti vandalism lowers property values and encourages more vandalism and other types of crime. This, in turn, can make the community feel unsafe and take less pride in their neighbourhood.

The council offers a free graffiti removal service for residential and small business property owners unable to cope with the problem themselves. We have developed a graffiti awareness education programme for primary schools which has received a positive response. More than 50 schools have become involved in the programme which aims to make children aware of the consequences of tagging. The programme rewards them for adopting areas in their neighbourhood or street to keep clean. This is designed to act as a deterrent to younger vandals by making them aware that they will be held accountable for the damage they cause.

The council plans to spend around \$22 million over the next 10 years through these initiatives.

Libraries development

Aucklanders can gain skills and information, explore and exchange ideas and extend their own and other people's knowledge through our network of libraries. A thriving library network is a crucial part of building resilient and inclusive communities where people can get involved and feel they belong.

As well as the extensive range of library services that the council provides on an ongoing basis, we are planning to invest \$15 million (includes Waiheke service centre budget) in library redevelopments for Waiheke Island, Otahuhu and Mt Roskill over the next 10 years.

The redeveloped and enlarged library planned for Waiheke Island will be completed in 2010/2011 and will help to accommodate the very high number of visitors to the library, and increase the opportunities to provide a greater range of services and a more extensive collection. We will develop this alongside the service centre on combined premises at Oneroa. (See Efficient, capable and user-friendly council strategy).

The plan for Otahuhu is to relocate the library to the recreation precinct to facilitate its learning centre role and enable more effective provision of services to Maori, Pacific Island and Asian communities. The relocation project will be completed in 2014/2015.

Transport choices strategy

A city that offers good transport options is more attractive to residents, businesses and visitors. Auckland city will become more appealing as a place to live, work, visit, study and get around in, due to transport improvements delivered under this strategy. Businesses will be able to move their goods around the city more efficiently and better travel options will make travel times more consistent.

Our environment will be healthier due to reduced carbon emissions as more people walk, cycle, carpool or use public transport. This healthier environment will have a positive impact on the health and well-being of Auckland residents.

Investing in transport and network planning will foster economic growth. Transport options are a key deciding factor in where businesses choose to locate their premises. The council will make it easy for people to travel across the city and between key business areas, such as the port and airport. Enabling efficient movement of freight and people will help to open up further opportunities.

In delivering improved transport choices for our residents, business and visitors, the council carries out a number of transport infrastructure projects, ranging from cycling initiatives to intersection improvements.

We carry out major roading schemes such as the Auckland-Manukau Eastern Transport Initiative and work with the NZ Transport Agency (NZTA) on the State Highway 20 extensions.

Significant population growth in Auckland continues to place pressure on our roads and public transport. The transport choices strategy aims to improve safety around schools, and an efficient and affordable transport network that provides sustainable travel choices. Upgrading existing roads and streetscapes and making it easier for people to move around using a variety of transport

options will result in a more connected city. We plan to invest \$458 million to improve and renew the city's road network. This will ensure that the roads are of a high standard, safe, and effective. We will improve the quality of the footpaths citywide through an investment of \$240 million. This will improve accessibility and encourage more people to walk. During the next three years, more than \$5 million is set aside for improvements to cycleways and walkways, providing more options for getting around the city.

The council is involved in managing on- and off-street parking. This helps to ensure that the traffic on our roads keeps flowing and that residents, workers and visitors have a range of safe, affordable and convenient parking options available to them.

Auckland is faced with a range of challenges in providing an integrated and affordable transport service. We are not responsible for the delivery of all of your transport needs and must work with a number of agencies, such as the NZTA and the Auckland Regional Transport Authority, to advocate for the best possible solutions.

Our transport planning also has to take account of other factors. These include the supply and funding of transport services, reliability of fuel sources and fluctuating oil prices.

Developing and maintaining a safe and secure transport system is essential to increasing public safety and to making people feel more secure in using local transport facilities. Over the next 10 years we will improve areas of safety concern by investing approximately \$46 million in the city's roads. This will lead to fewer crashes and injuries. We plan to invest approximately \$33 million in school safety initiatives.

Where we will focus our resources

The transport choices strategy has five main objectives. We will be focusing on key priority areas under each of these objectives to achieve our vision for Auckland to be First City of the Pacific.

Efficient and sustainable (TC1)*

An efficient transport network that provides sustainable travel choices.

Our priorities are to:

- develop an efficient and affordable transport network that works toward balancing the needs of all users to ensure that more sustainable travel choices are available
- invest in infrastructure to support public transport use, other alternative modes of transport (such as cycling and walking) and travel demand management measures (such as travel plan and parking management)
- invest to improve the efficient operation and capacity of the existing transport network and promote changes in travel behaviour to reduce the need to build new transport infrastructure.

Safe and secure (TC2)

A safe and secure transport system.

Our priorities are to:

- design transport improvements and operate the system in a way that prevents crime and makes people feel safer and more secure in their use of local transport facilities
- undertake safety initiatives to address specific safety concerns, such as in areas with a high number of crash incidents
- provide education to schools, businesses and the community about safe cycling or walking to and from school, tertiary institutions or work.

Quality of life (TC3)

Transport provision enhances quality of life and reduces adverse impacts on the built and natural environment.

Our priorities are to:

- provide transport improvements and developments that work toward enhancing access to a complete range of lifestyle opportunities, including social, economic, educational, health, leisure and recreation
- provide innovative, comprehensive and effective transport solutions citywide to support Auckland city's aim to become a successful international city. This includes affordable and accessible public transport, and a transport safety infrastructure. It also includes cycling and pedestrian facilities, and associated services such as cycle stands and lockers, and the ability to carry cycles on public transport
- manage the negative impacts of all transport developments
- ensure town centres and other destination points have places for people to gather.

Economic growth (TC4)

Transport investment provides a catalyst for economic growth.

Our priorities are to:

- improve cross-city connections by developing transport initiatives that enable the efficient movement of freight and people between business hubs
- ensure network planning includes improving freight movement between business areas, the airport and port
- work with a wide range of road and sea carriers and rail operators (including Ontrack, the trucking industry, Auckland International Airport, Ports of Auckland and NZ Transport Agency) to develop efficient, economical and sustainable freight transport.

Integration (TC5)

An integrated approach to transport planning, delivery and operation.

Our priorities are to:

- work with regional and central agencies and neighbouring regions to deliver on strategic transport directions for Auckland city and the region
- work with other agencies to deliver projects that support and add value to their investment in motorways and public transport
- explore alternative revenue sources, including road pricing to fund transport initiatives and to influence transport behaviour.

* These abbreviated references are used in the tables under each activity in volume 2.

Key projects

A safe and secure transport system

A safe and secure transport system is a key objective of the transport choices strategy. The council will invest \$79 million over the next 10 years in ongoing works to improve the safety of the city's roads, including school safety initiatives. This will lead to fewer crashes and injuries, and safer travel options for residents and visitors.

A key aspect of transport safety is appropriate maintenance of the existing infrastructure. An investment of \$458 million in renewals and improvements to the city's road network will contribute to the value and effectiveness of the roads. An additional \$10 million will be used to seal currently unsealed roads on the Hauraki Gulf islands. This will improve the quality, safety and accessibility of roads on the islands.

Footpaths across Auckland will be of a higher standard, safer and better maintained with an investment of \$240 million over the next 10 years. This work will improve access and encourage more people to walk, and is on top of renewals completed in recent years.

An integrated approach to transport

Auckland City Council works with others, including the Auckland Regional Council and the NZ Transport Agency (NZTA), to improve access within and throughout the region to make it easier for people and freight to move to and between centres within the region. We need to work regionally to integrate plans around state highway construction, in order to maximise the economic and social benefits to surrounding communities and businesses. For example, the council has been proactive in working with NZTA on the most appropriate route for the Waterview section of State Highway 20 (western ring route). We are working with Ontrack to manage the roading and bridge impacts associated with their rail electrification works.

There are a number of major projects that we will continue to advance over the next 10 years through this integrated approach. Subject to funding approval, the western ring route, which will provide a single motorway linking Manukau, Auckland, Waitakere and North Shore cities, will be completed by 2015.

Efficient, capable and user-friendly council strategy

The efficient, capable and user-friendly council strategy is fundamental to achieving the council's vision and all our other strategies. It is critical to achieving Auckland's aspiration of being an attractive city in which people choose to live, play, visit, and conduct their business – a city where everyone feels safe and secure, and people and goods can move freely.

As we provide day-to-day services to Aucklanders and deliver significant projects for the city, we will continue to place emphasis on effective and inspirational leadership that provides clear vision and direction. A clear vision enables us to manage risks and opportunities responsibly, and make effective decisions.

Under this strategy, we will continue to improve leadership, management and technical capabilities within Auckland City Council, giving you increased confidence in the council's performance, and greater satisfaction with the way we deliver our services. Our ability to deliver a more effective service to residents and ratepayers enables a more transparent and accessible democratic process.

Over the next three years, we will focus on our Customer First programme which will make available the best tools for delivering excellent service to our customers and constituents. The programme will foster a greater customer service culture within the organisation. This will ensure that you receive a consistently high standard of service from every area of the council, which not only meets your expectations but exceeds them. By having the right systems and processes in place, we aim to make it faster and easier for you to do business with us.

Increasing our staff capability and efficiency will lead to better decision-making, resulting in ratepayers' money being spent more effectively. We have introduced a programme to improve the commercial performance of the organisation. Improvements to the efficiency and quality of our performance will increase public confidence in our leadership and staff.

The council may from time-to-time buy, sell or dispose of assets (including land and interests in land) in the normal course of business, to facilitate the activities described in this 10-year plan, including the transfer of assets to trust or similar governance arrangements. The power to do so may be delegated by the council.

The council does not operate alone. We will continue to strengthen partnerships with iwi and Pacific peoples, as well as work with regional stakeholders such as the Auckland Regional Council and Auckland Regional Transport Authority.

As Auckland's population has grown in numbers and diversity, the council has been called upon to do more to meet the new demands of this growing city. Our challenge as an organisation is to plan effectively for this change.

Where we will focus our resources

The efficient, capable and user-friendly council strategy has six main objectives. We will be focusing on key priority areas under each of these objectives to achieve our vision for Auckland to be First City of the Pacific.

Our customers and constituents (ECC1)*

We have high credibility with our customers and constituents through the value we provide, resulting in an improved reputation.

Our priorities are to:

- improve Auckland City Council's reputation through clear communication, and reflect a strong, positive and consistent identity so Aucklanders can understand and appreciate the value of what the council is providing
- develop a customer-focused service culture at the council and provide tools and technology to help staff to lift their performance.

Our partners (ECC2)

We have mutually beneficial relationships with a network of partners.

Our priorities are to:

- identify, develop and maintain relationships with key stakeholders and partners
- enhance our regional leadership role
- enhance the value of council-controlled organisations, eg Metro Water Ltd, by providing good governance for and getting better value from investing in these organisations
- continue to strengthen partnerships with iwi and Pacific peoples by providing opportunities for them to participate in Auckland City Council activities.

Our organisation (ECC3)

We have an efficient and effective structure, systems, policies and processes.

Our priorities are to:

- design systems and processes that are quick and easy for customers and constituents to access
- improve capital planning and management of capital investments and assets
- achieve operational excellence
- improve operational performance through productivity gains, system investment and competitive processes.

Our culture (ECC4)

We have a great culture, which cultivates an environment that brings out the best in our people, partners and customers.

Our priorities are to:

- foster an environment through our culture, that brings out the best in our people partners and customers
- motivate our staff to achieve the organisation's vision.

Our leadership (ECC5)

We have an inspiring leadership, which provides quality advice in the context of a clear vision and direction.

Our priorities are to:

- implement an integrated means of planning, measuring and reporting
- manage risks and opportunities responsibly and make effective decisions that reflect our vision and direction
- provide strong leadership through quality advice aligned to our vision and direction
- deliver the greatest possible value through projects and programmes of work that are strategically aligned.

Our staff (ECC6)

We have motivated, capable and high-performing staff in the right positions.

Our priorities are to:

- plan for enhancing staff capability across the organisation
- implement management development programmes to build leadership capability
- recruit and appoint the right people to the right positions and provide the right environment to retain them, ie, become an employer of choice

actively manage talented individuals and provide further development opportunities for them.

* These abbreviated references are used in the tables under each activity in volume 2.

Key projects

Customer First programme

This programme will provide the council with a framework for monitoring and improving customer service. It will identify and make available the best tools for delivering excellent service to our customers. The programme will foster a customer service culture within the council.

Our customers will receive a consistently high-quality experience, regardless of which part of the council they are dealing with. We will be viewed as easy to do business with and providing good value for money. Our aim is for customers to view us as knowledgeable and focused on finding solutions. We will be using effective systems and tools to help us to deliver this improved customer service. We will manage our customers' complaints fairly and learn from these complaints to improve our customer service.

This project has been allocated an overall budget of \$24 million and will extend over a three-year period.

Strategic measures

The following strategic measures indicate how we are progressing towards achieving the objectives of each strategy.

Economic development

Measures

- GDP per capita of Auckland (region compared to other cities) as an overall measure of economic growth and living standards
- Businesses' perception of the city as a place to do business
- Employment growth in key business areas (eg, CBD, Tamaki, Rosebank, Newmarket, Penrose) relative to the rest of the city
- Employment growth in key sectors (creative, ITC, financial services, advanced business services).

Lifestyle choices

Measures

- The number of world-class events that Auckland City Council supports as an indicator of a dynamic and exciting city
- Residents' views about how Auckland celebrates its culture, history and heritage
- Residents' views about the opportunities to participate in sports, arts, recreational and leisure activities
- Number of significant public art works in the city.

Quality natural environment

Measures

- The number of days isthmus beaches are open as an indicator of our city's water quality
- Quantity of solid waste sent to landfill reduced per capita as a measure of sustainable environmental practices
- Percentage increase of Auckland city and Hauraki Gulf islands coastline accessible to the public
- Increasing levels of urban forest to enhance the city's biodiversity and indicate the value that the city places on the environment.

Quality built environment

Measures

- New dwellings in the areas earmarked for growth (compared to new dwellings outside of those growth areas) as an indicator of more efficient use of land
- Residents', businesses' and visitors' views on the overall quality of the built environment
- Percentage of residences that are within 10-minutes walk of a quality park as an indicator of appropriate open space in the city
- Amount and quality of public open space in the CBD.

Strong and healthy communities

Measures

- Number of incidences of graffiti as an indicator of the physical feel of the environment and the level of pride and belonging people experience as a result
- Level of satisfaction with Auckland City Council's community facilities (pools, parks, libraries and community services)
- Residents' views on safety
- Number of pedestrians in town centres and the CBD as an indicator of dynamic local centres that are the focal point for their community.

Transport choices

Measures

- Travel time on selected routes for cars, public transport, cycling, walking and freight
- Residents' and businesses' views on whether they have sufficient choice in moving around the city
- An increase in the number of cyclists on selected routes
- An increase in use of public transport into the CBD
- Crash statistics for vehicles, buses, pedestrians and cyclists.

Efficient, capable and user-friendly council

Measures

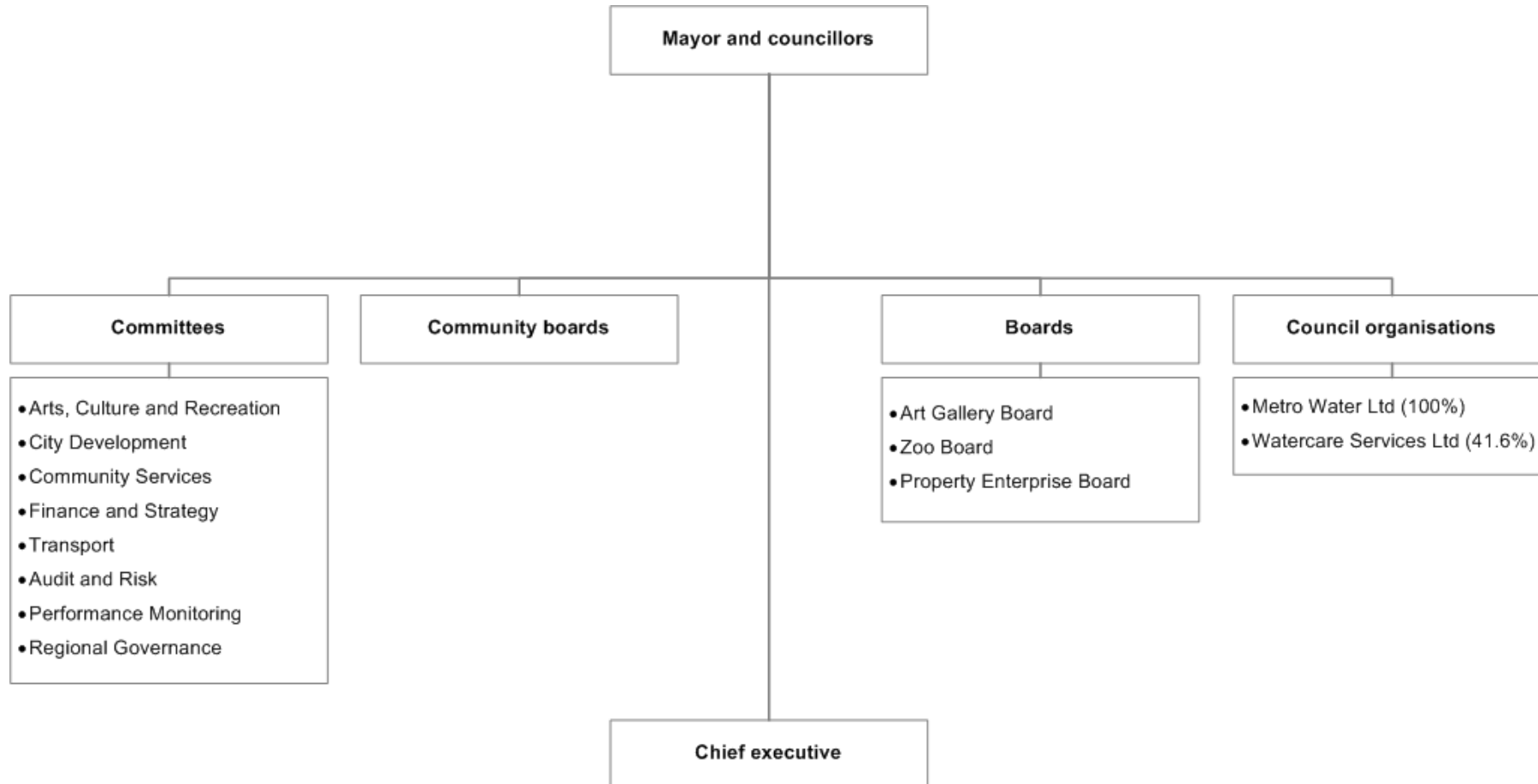
- Residents' and businesses' views on the value they receive from Auckland City Council
- Stakeholders' views on the value they receive from the council (including tangata whenua)
- Businesses' and residents' views about the non-financial cost of doing business with the council
- The percentage of results in organisation-wide customer experience surveys that are either good or excellent
- The council organisation meets the efficiency targets as outlined in the 10-year plan.

Part 3

Your council your say

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How the council is structured



Auckland City Council governs Auckland city and is a local authority as defined by the Local Government Act 2002. The council is the largest local authority in New Zealand with significant assets. The council consists of the mayor and 19 councillors. The councillors, including the deputy mayor, represent seven wards. The chief executive is the only direct employee of the elected council.

Auckland City Council is required to make decisions on a daily basis that promote the social, economic, environmental and cultural well-being of the city's communities for the present and the future. It is tasked with contributing to the good governance of its communities by:

- providing (or on behalf of central government) adequate, equitable and appropriate services to the community
- ensuring the services provided are managed efficiently and effectively
- exercising community leadership
- functioning in a manner that is consistent with and actively promoting the principles of good governance
- managing, protecting, developing, restoring, enhancing and conserving the environment
- accounting for and managing assets for which it is responsible
- facilitating the involvement of councillors, community board members, members of the public, users of facilities and services in the improvement and coordination of local government
- raising funds for local purposes by way of rates, charges, fees, investments and loans
- keeping the local community informed about its activities
- ensuring that in the exercise of its regulatory functions it acts without bias
- acting as a responsible employer.

These responsibilities and the decisions emanating from them touch many aspects of daily life in the city, including arts and recreation, transport, finance, city development and various other aspects of governance. Auckland City Council sets the bylaws and rates, as well as its long-term community plan and annual plan. It makes decisions regarding building control in the city, civil defence and environmental health, roading and transport, sewage, water and stormwater, and resource management through land planning and development control.

Auckland City Council focuses on issues from a citywide perspective. In order to deal with decision-making in local and specialised areas, the council establishes and delegates some of its functions to committees, boards and community boards.

The current council has established five committees and three minor committees with the following responsibilities.

Finance and Strategy Committee

The Finance and Strategy Committee is responsible for the overall development of financial policies for the council and for the direction of the city, balancing all strategic needs and monitoring process against the 10-year plan and annual plan. It reviews unbudgeted expenditure recommended by other committees, provides guidance for council corporate business, assets, commercial investments, and financial transactions, and monitors governance, performance of statements of intent for council-controlled organisations, including organisational robustness and the quality of boards and directors.

Arts Culture and Recreation Committee

The Arts Culture and Recreation Committee's purpose is to develop plans and policies for future recreational and leisure needs of growth at both a professional and community level in Auckland City. The committee approves plans and policies to enhance the passive and active, recreational, arts and cultural experience of living in Auckland, and determines the type of events and funding that contributes to a vibrant city.

Community Services Committee

The Community Services Committee determines policy for council involvement and/or advocacy on social issues, community development and community safety, helping the city meet the demands of growth and social change to respond appropriately to social conditions.

City Development Committee

The City Development Committee is tasked with leading and developing policy, strategy and monitoring of the council's regulatory responsibilities, business and tourism promotion, international relations, central area, business and tourism promotion, international relations, and hazard planning and response.

Transport Committee

The Transport Committee provides for the sustainable and efficient movement of people, goods and services in a modern, planned and integrated system in a manner that provides for Auckland's growth needs now and for future generations. The committee facilitates efficient and effective transport that responds to travel demand and provides for and manages multiple forms of transport, including travel by car, cycling, walking and public transport.

Minor committees

The council has three minor committees that deal specifically with the matter under their charge – Audit and Risk, Performance Monitoring and Regional Governance committees.

The council has 10 community boards. These boards play a key role in facilitating local democracy and developing the physical and social infrastructure of local communities. Community boards are the voice on local issues and provide a direct link between their community and Auckland City Council. They make decisions on local issues that are in the best interests of the community as a whole and act as a sounding board for the council on community matters. Community boards undertake responsibilities delegated to them by the council, including the allocation of funding to the community.

Listening to what you have to say

The council communicates and consults with you regularly to give you an opportunity to tell us what is important to you and get your ideas on how we might do things differently, better or more efficiently. This includes our programme of communication and engagement with those individuals and groups that we regularly work with, research on proposed council projects and initiatives, and consultation on key planning documents such as the community outcomes document and annual and district plans. We also communicate through our customer service centre, *City Scene* and Listening Post – the council's internet and email-based panel that receives regular information about matters affecting Auckland city.

The council recognises its responsibilities under the Treaty of Waitangi and has adopted a treaty-based relationship with Maori to ensure that the views of Maori communities are represented in governance, planning and decision-making. Meetings are held with iwi groups on the 10-year plan and annual planning processes to ensure there are additional opportunities for iwi to participate in these processes.

The council seeks to enhance relationships with Maori communities through the provision of specific Maori positions within the organisation. For example, in 2008, a new position – programme adviser: Maori – was established in the Arts, Community and Recreation group.

The council has reviewed processes that enable Maori to contribute to decision making. These include reviewing the Tangata Whenua Consultative Committee to ensure that it responds better to the needs of iwi and council staff. The committee comprises representatives from six of the eight local iwi groups and has been established to consider council projects that require resource consent and consultation with tangata whenua. The council has also reviewed iwi communication protocols so that they are more transparent and proactive. See volume 3 for further detail on Maori contribution to decision-making processes.

The most common way we seek and receive feedback is through elected councillors, community board members or both. Our elected representatives have many roles, one of which is to act as an advocate for the community to bring individual and community issues and concerns to the council.

Our elected representatives



The Hon.
John Banks QSO
Mayor



David Hay JP
Deputy mayor
Avondale/Roskill
Chairperson, Performance
Monitoring and Regional
Governance committees



Douglas Armstrong
QSO
Eastern Bays
Chairperson, Finance and
Strategy Committee



Ken Baguley
Hobson
Chairperson, Transport
Committee



Aaron Bhatnagar
Hobson
Chairperson, City
Development Committee



Leila Boyle
Tamaki/Maungakiekie



Cathy Casey
Eden/Albert



William Christian JP
Tamaki/Maungakiekie



Mark Donnelly
Eden/Albert



Graeme Easte
Western Bays



Glenda Fryer
Eden/Albert



Paul Goldsmith
Hobson
Chairperson, Community
Services Committee



John Lister OBE
Avondale/Roskill



Peseta Sam Lotu-iga MP
Tamaki/Maungakiekie



Toni Millar JP
Eastern Bays



Greg Moyle
Western Bays
Chairperson, Arts, Culture
and Recreation Committee



Graeme Mulholland JP
Avondale/Roskill
Chairperson, Zoo Board



Richard Northey ONZM
Tamaki/Maungakiekie
Chairperson, Audit and
Risk Committee



Noelene Raffills
Avondale/Roskill
Chairperson, Art Gallery
Board



Denise Roche
Hauraki Gulf islands

Mayor's and councillors' contact details

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Cr Noelene Raffills	828 1953
Duncan Macdonald JP (chairperson)	828 2098
Lily Ho (deputy chairperson)	828 5974
Kathryn Davie	828 9265
Paul Davie	828 9265
Catherine Farmer	828 2594

Eastern Bays

Cr Douglas Armstrong QSO	027 474 4245
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Helen Wallace (deputy chairperson)	575 6623
Kate Cooke	521 0357
Adriana Gunder JP	521 4851
David Robertson	521 5853

Eden/Albert

Cr Glenda Fryer	638 7712
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Cr Cathy Casey

Cr Mark Donnelly	630 8834
Christopher Dempsey (chairperson)	021 297 4078
Phillip Chase (deputy chairperson)	846 9392
Pauline Anderson	846 7402
Virginia Chong JP	630 6641
Ryan Hicks	820 9128
Simon Mitchell	623 3546

Great Barrier

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Izzy Fordham (deputy chairperson)	09 429 0145
Mickey O'Shea	09 429 0140
Richard Somerville-Ryan	09 429 0270
Christina Spence	09 429 0229

Hobson

Cr Ken Baguley	309 8811
Cr Aaron Bhatnagar	021 872 871
Cr Paul Goldsmith,	379 2020
Desley Simpson (chairperson)	522 1929
Clint Bowerman (deputy chairperson)	366 0131
Diane Gribben	523 1680
Hinu te Hau	379 2020
Tim Woolfield	630 7662
Frieda Yu	021 037 0215

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Brett Clark (deputy chairperson)	027 252 7543
Olga Brochner	021 102 7102
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Mt Roskill

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Arna Metcalfe	379 2020
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Tony Sears (chairperson)	372 3572
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Nobilangelo Ceramalus	372 2242
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Cr Gregory Moyle	376 0866
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Auckland's community outcomes

Auckland city has a set of community outcomes that define what Aucklanders want to see for their city. These are collectively known as Our Future Auckland community outcomes. The community outcomes are concerned with everything from what the city is like as a place to live, work, do business and get around in, to the types of lifestyle and recreational opportunities people want to be able to enjoy. Aucklanders identified these outcomes through a process that the council facilitated from 2003 to 2005. Every six years, the council is responsible under the Local Government Act 2002 for helping residents identify the outcomes they believe to be important for Auckland city's current and future well-being. This in turn helps to shape the council's long-term vision and priorities. The next review of the community outcomes is due in 2010/2011.

The community outcomes belong to, and are the responsibility of, the whole community, not just any one organisation. Successful collaboration between all community groups and organisations is key to realising Auckland city's collective aspirations.

The 2003 to 2005 process of identifying the community outcomes used surveys, focus groups and meetings with community organisations and interest groups including Maori, central government, community groups, other local authorities, volunteer organisations and business groups.

Through that process, Aucklanders identified 21 outcomes as being important for their city's future. The outcomes can be divided broadly into five areas of well-being: leadership, social, economic, environmental and cultural. Visit <http://www.aucklandcity.govt.nz/communityoutcomes> for a full description of the community outcomes.

The outcomes and measures are provided in the following tables.

Community outcomes and measures tables

Leadership

Where do we want to be? (community outcome)	Measures
Aucklanders have faith in the future	Aucklanders have a shared vision of the city's development. Residents' views of Auckland as a place to live, work, and enjoy life.
Aucklanders trust in leadership	Residents' views on how Auckland is governed. Residents believe that overall the council's decisions and expenditure are having a positive impact on Auckland.
Aucklanders participate	The level of voter participation in council elections. Residents are satisfied with the way the council involves people in key decisions. Residents know how to take part in decision-making.
Aucklanders work together	Examples of shared commitment to Auckland's future success.

Social well-being

Where do we want to be? (community outcome)	Measures
Auckland is safe	The amount of crime committed and resolved. Residents' views of the safety of our communities.
Auckland has successful neighbourhoods	Residents' views on how successful neighbourhoods are.
Aucklanders have affordable housing options	The amount that people spend on rent or mortgage payments. The percentage of people who own their own home. Residents' views on housing that meets people's needs.

Where do we want to be? (community outcome)	Measures
Aucklanders are healthy	<p>People's life expectancy.</p> <p>The number of general practitioners (full-time equivalent per 100,000 people) in Auckland city.</p> <p>The percentage of residents who wanted to visit a GP but have not done so in the past 12 months.</p> <p>Residents' views on access to social and health services.</p> <p>The percentage of children who get meningococcal disease.</p> <p>The percentage of people living in crowded houses.</p> <p>Residents' views of the health of Aucklanders.</p>
Auckland has strong communities	<p>Children and youth are supported and looked after.</p> <p>Disabled people are able to participate in the community.</p> <p>Older adults are able to participate in the community.</p> <p>Residents' views of the strength of communities.</p>
Aucklanders have opportunities to learn	<p>The percentage of children who go to preschool.</p> <p>The rate of children suspended, stood down or excluded from school.</p> <p>The percentage of people who leave school without any qualifications.</p> <p>The percentage of people with at least a secondary school qualification.</p> <p>The amount of industry training people do.</p>

Economic well-being

Where do we want to be? (community outcome)	Measures
Aucklanders have real transport choices	<p>The percentage of people using different types of transport.</p> <p>The level of congestion.</p> <p>Residents' views on efficient and integrated transport.</p> <p>Residents' views on the affordability, convenience, safety and accessibility of public transport.</p>
Aucklanders have the right work skills	<p>Personal income.</p> <p>Household income.</p> <p>The percentage of the population living in areas characterised by deprivation.</p> <p>The percentage of employment opportunities (labour force participation rate, unemployment rate).</p> <p>How well the city's economy is growing.</p> <p>The level of difficulty of finding labour.</p> <p>The percentage of people with at least a secondary school qualification.</p> <p>The amount of industry training people do.</p>
Auckland is a great place for business	<p>Growth in the number of businesses.</p> <p>How businesses feel about the general business situation.</p> <p>The number of New Zealand's top companies that are based in the city.</p> <p>Businesses' views on Auckland City Council encouraging businesses.</p>
Auckland has a thriving CBD and dynamic local centres	<p>Office vacancy and employment rates in the CBD.</p> <p>The number of visitors staying in the city.</p> <p>The amount of spending by visitors to the city.</p> <p>The number of events in the city's CBD.</p> <p>Residents' views on dynamic local centres.</p>

Environmental well-being

Where do we want to be? (community outcome)	Measures
Auckland is well cared for	<p>The amount of energy we use.</p> <p>The amount of rubbish we recycle or throw out.</p> <p>Residents' views on how well Aucklanders look after the natural environment.</p>
Auckland is beautiful and clean	<p>The amount of protected conservation land.</p> <p>The quality of the air.</p> <p>The quality of the beach water.</p> <p>Residents' views on Auckland having a beautiful natural environment.</p>
Auckland has a distinct identity	<p>Historically important places are managed and protected.</p> <p>Residents' views on how attractive Auckland is.</p> <p>Residents' views on Auckland having a distinctive identity.</p>
The Hauraki Gulf and its islands have a unique identity	<p>The quality of the beach water in the Hauraki Gulf islands.</p> <p>Residents' views on the unique identity of the gulf's environment.</p> <p>Conservation efforts in the Hauraki Gulf.</p>

Cultural well-being

Where do we want to be? (community outcome)	Measures
Auckland is interesting and enjoyable	<p>The percentage of people who play sport or take part in community and recreation activities.</p> <p>Residents' views on Auckland being interesting and enjoyable to live in.</p>
Aucklanders welcome diversity	<p>The number of Maori people who speak Maori (te Reo).</p> <p>The number of people from other ethnicities that settle in Auckland.</p> <p>Residents' views on welcoming diversity.</p> <p>The number of people who can speak more than one language including English.</p>
Auckland is creative and vibrant	<p>The percentage of people who actively take part in cultural activities.</p> <p>Residents' views on Auckland being creative and vibrant.</p> <p>The number of people employed in the creative sector in the city.</p> <p>The GDP contribution of Auckland city's creative sector.</p>

Our progress in achieving the outcomes

Auckland City Council works with Maori in a number of ways to achieve the outcomes above. This includes the council's urban design framework which provides guidelines to increase visibility of Maori culture and a sense of place in the built environment.

The council is responsible for monitoring and reporting progress on the community outcomes at least once every three years. By having the progress results every three years, the community knows where Auckland is on its journey to becoming the city its people want to see. The first progress report on the community outcomes was published in 2008. Visit <http://www.aucklandcity.govt.nz/communityoutcomes> to view the report.

The report tells us where the city has done well and areas where we can do better. There will be a final progress report in 2012, before the community reviews the set of current outcomes to see if they still reflect Aucklanders' views on what is important to them or need to be updated.

Highlights of the report are provided below.

Leadership

Auckland residents generally have a positive view of their city's future.

Most residents consider that Auckland city has reasonably good leadership, and that when it comes to decision-making and expenditure, the council does a good job in most areas.

Community participation in elections and understanding of council processes is low, but most residents want to have more of a say in the council.

Various efforts have been made at a regional and local level to work together for Auckland's progress, including the development of One Plan (a regional vision and plan of action) which will have a significant spin-off effect on Auckland city.

Social well-being

The rate of reported crime increased slightly (by 4 per cent) to 1381 incidents per 10,000 people in 2007. The percentage of resolved crimes increased over the same period.

Auckland residents view their neighbourhoods as being reasonably strong, although their sense of neighbourhood community has declined.

The proportion of net income that Auckland residents spend on housing has risen to 24 per cent, and 42 per cent of all households own their own homes (compared to the national home ownership rate of 55 per cent).

The percentage of Auckland residents reporting their health as good has reached 90 per cent. Life expectancy has increased and the percentage of children with meningococcal disease has fallen markedly.

Auckland residents consistently rate the city moderately well as a place where help is available for people in need and where people feel they belong.

Participation in learning opportunities has increased, with the percentage of people leaving school without qualifications falling, and the percentage of people with post-secondary school qualifications rising.

Economic well-being

Use of public transport in the region, particularly trips made into the CBD, has increased significantly, with 32,000 people travelling to the city during morning peak hours on buses, trains and ferries. Auckland residents rate the efficiency of the city's transport system as slightly below average and less than half believe that public transport is affordable and convenient.

Auckland city's labour force participation rate increased in the three years to June 2008. The annual average unemployment rate to June 2008 increased to 4.6 per cent, still historically low.

Growth in the number of businesses and employees in Auckland city has slowed. General business confidence has declined, with only 34 per cent of businesses feeling that the general business situation was the same or improved compared to the previous three months.

Commercial activity in the CBD remained strong, reflected in low office vacancy rates in the first half of 2008. The number of nights spent by tourists in Auckland city in commercial accommodation grew by over 443,000 in the three years to 2008. More than 300 public events were held in and around the CBD in 2008, contributing to the dynamic life of the city.

Environmental well-being

Auckland residents are recycling more and the amount of waste sent to landfill is just over 200kg per person per year.

Air quality is improving with fewer days exceeding air quality standards, and average beach water quality is well within official guidelines.

There are 87 ecological sites, 43 archaeological heritage sites, and a further 42 buildings and places of special value currently under special protection and management, which contribute to Auckland city's distinct identity. Auckland residents give the city a moderate rating as a place where there is a sense of history.

Various conservation efforts are under way in the Hauraki Gulf, including the restoration of Rangitoto and Motutapu islands to help preserve the gulf's unique identity. Beach water quality around Waiheke Island has improved.

Cultural well-being

Many Auckland residents are participating in the wide range of sporting and recreational opportunities that the city offers. Residents consistently rate the city positively as a place to live, work and enjoy life.

Auckland city is home to an increasing number of people of different cultures, and increasingly more residents are positive about the impact of diversity on their city.

Most Auckland residents take part in arts and cultural events and believe the city has a culturally rich and diverse arts scene. Auckland city's creative sector is strong, with the largest concentration of creative-sector employment in any New Zealand city.

Rates examples

The following table shows the impact of all rates-related changes on sample properties, assuming average valuation increases for each group.

Ratepayer group	Property value	Capital value ¹	Total rates for 2008/2009 ²	Total rates for 2009/2010 ³	Total dollar change from 2008/2009	Percentage change
Residential	Low value	\$326,000	\$1,059	\$1,098	\$39 increase	3.7 increase
	High value	\$652,000	\$1,746	\$1,764	\$17 increase	1.0 increase
CBD Residential	Low value	\$326,000	\$1,114	\$1,155	\$41 increase	3.7 increase
	High value	\$652,000	\$1,801	\$1,821	\$19 increase	1.1 increase
Non-residential	Low value	\$246,000	\$2,041	\$2,138	\$97 increase	4.8 increase
	High value	\$1,144,000	\$8,152	\$8,382	\$230 increase	2.8 increase
CBD non-residential	Low value	\$37,000	\$687	\$7768	\$81 increase	11.8 increase
	High value	\$348,000	\$3,364	\$3,612	\$248 increase	7.4 increase
Great Barrier Island non-residential	Low value	\$152,000	\$894	\$998	\$103 increase	11.5 increase
	High value	\$777,000	\$3,047	\$3,324	\$277 increase	9.1 increase
Farming and open space⁴	Low value	\$363,000	\$992	\$1,083	\$91 increase	9.2 increase
	High value	\$1,624,000	\$3,149	\$3,342	\$193 increase	6.1 increase
Limited access⁴	Low value	\$457,000	\$353	\$454	\$101 increase	28.6 increase
	High value	\$1,305,000	\$707	\$832	\$125 increase	17.7 increase

Notes to table

- 1 The rates impacts incorporate changes to capital value following the 2008 citywide property revaluations, and assumes the average valuation increase for each ratepayer group (see the Impacts of the 2008 revaluation section of the Funding impact statement in volume 3).
- 2 For 2008/2009, the level of the UAGC was \$162 per unit, the level of the refuse collection targeted rate was \$210 per service, the level of the CBD targeted rate for residential units in the CBD was \$55 per unit, and the targeted rate for CBD non-residential properties was set at a rate in the dollar of \$0.018440.
- 3 For 2009/2010, the projected level of the UAGC is \$250 per unit, the projected level of the refuse collection targeted rate is \$183 per service, the projected level of the CBD targeted rate for residential units in the CBD is \$57 per unit, and the projected targeted rate for CBD non-residential properties is a rate in the dollar charge of 0.019331.
- 4 "Farming and open space", "limited access", "remote islands" are currently known as rural 1, rural 2, and rural 3 respectively. The remote islands group is liable for the UAGC only, which is automatically remitted through a specific rates remission policy, and is not shown in this table.

Where to find more information

Auckland City Council's 10-year Plan 2009-2019 is available in the following ways:

- by visiting www.aucklandcity.govt.nz/tenyearplan
- as a printed copy at council libraries or service centres listed here
- by phoning 09 379 2020 to request a copy (large print available).

Internet

www.aucklandcity.govt.nz/tenyearplan

All Auckland City Council libraries provide free access to the council's website.

Customer services

For general enquiries, assistance and information, phone 09 379 2020 any time.

Service centres

Civic Administration Building

1 Greys Avenue

Central city

Graham Street

35 Graham Street

Central city

Waiheke Island

10 Belgium Street

Ostend

Waiheke Island

Great Barrier Island

75 Hector Sanderson Road

Claris

Great Barrier Island

Postal address

Any feedback on the 10-year plan or its process can be sent to:

Democracy adviser

Finance and Strategy Committee

Auckland City Council

Private Bag 92516

Wellesley Street

Auckland 1141

Community libraries

Avondale	93 Rosebank Road, Avondale
Blockhouse Bay	578 Blockhouse Bay Road, Blockhouse Bay
Central City	44-46 Lorne Street, central city
Epsom	195 Manukau Road, Epsom
Glen Innes	108 Line Road, Glen Innes
Grey Lynn	474 Great North Road, Grey Lynn
Leys Institute (Ponsonby)	20 St Marys Road, Ponsonby
Mt Albert	84 St Lukes Road, Mt Albert
Mt Roskill	546 Mt Albert Road, Mt Roskill
Onehunga	85 Church Street, Onehunga
Otahuhu	12-16 High Street, Otahuhu
Panmure	7-13 Pilkington Road, Panmure
Parnell	545 Parnell Road, Parnell
Pt Chevalier	Corner Great North and Pt Chevalier roads, Pt Chevalier
Remuera	429 Remuera Road, Remuera
St Heliers	32 St Heliers Bay Road, St Heliers
Waiheke Island	2 Korora Road, Oneroa

Consultation report

Auckland City Council has made the decisions in this 10-year plan after consulting with the public.

We released Auckland City Council's Draft 10-year Plan 2009-2019 on 17 April 2009 and gave people a month to provide feedback. You responded with 428 submissions on our proposals. As well as the submission process, 926 residents took part in an online survey. The results from this research also assisted the council in the decision-making process for the 10-year plan.

Getting feedback

During the consultation period, we encouraged you to have your say in a variety of ways. An eight-page summary of the draft 10-year plan, containing a submission form for feedback on the issues discussed, was distributed to residents of Auckland city with their edition of *City Scene* on 19 April 2008.

The full plan was available on the council's website and at libraries and service centres, along with submission forms. We randomly selected 10,000 ratepayers from council records, and sent them personal letters from the Mayor Hon. John Banks, highlighting the key topics of the draft 10-year plan and directing them to the various methods of submitting their feedback.

Fourteen consultation meetings were undertaken to promote the draft 10-year plan. These attracted 217 attendees. Six community consultation meetings were held, attended by a councillor and senior council officer and specific stakeholder forums for Ahi Kaa, Tangata Whenua, Pacific Island Advisory Board, the Youth Council and key stakeholders.

City Scene contained regular stories over the one-month submission period, highlighting key issues for feedback and reminders on how to submit feedback. These issues were also raised in regular media releases during the submission period. *City Scene* also contained notices of all associated public meetings.

The Auckland City Council website carried comprehensive and easy to read pages on all aspects of the 10-year plan and a quick and easy online submission form. People could use their address to search for projects happening in their area, download the summary and full draft plans from the website and view a video showing the main issues of the plan in a visual form.

The draft 10-year plan website had approximately 10,000 page visits, the majority being through the project search by address and the ward pages.

Considering submissions

The council received 428 submissions on the draft 10-year plan. These covered a wide range of issues, from transport and rubbish to the CBD and rates.

There were 109 people and organisations that chose to support their written submissions by appearing at oral hearings before councillors between 2 and 4 June.

All submissions can be viewed on request at the Civic Administration Building, 1 Greys Avenue, Auckland (phone 09 379 2020 to make an appointment) and on the council website, www.aucklandcity.govt.nz

How the process worked

- 17 April to 18 May – the draft 10-year plan, along with a summary, was published and available for consultation. Public meetings were held across Auckland.
- 18 May to 9 June – councillors and council officers analysed and considered submissions.
- 2 to 4 June – oral submissions were made to councillors at special public hearings.
- 25 June – councillors met to make their final decisions and adopt the 10-year plan.
- 17 July – the 10-year plan was published online at www.aucklandcity.govt.nz and available in print at council service centres and libraries.

The feedback we received from key stakeholders, submissions and public opinion research showed support for the proposal to keep rates as low as possible, to hold rates to the level of inflation even if it meant cutting some projects, and to retain a herd of elephants at Auckland Zoo. In general submitters and survey respondents did not support the idea of paying extra rates for extra services now or when the economic climate improves, changing the proportion of the uniform annual general charge, or paying a targeted rate for Rugby World Cup 2011.

Significant changes from the draft 10-year plan

In light of the current economic environment and lower prices being obtained by the council for current tenders, we reviewed our assumptions on the inflation factors applied to the capital expenditure programme; and on our base pricing assumptions. This work resulted in a reduction of the level of forecast spend required to deliver the capital programme and a corresponding reduction in the forecasts for a number of the individual projects.

We looked at individual projects, taking into account any other additional information that had since become available. This resulted in rephrasing of the spend of some projects over the 10 years of this plan. We also made major changes to the level of investment on two projects by:

- restating the waterfront programme on a gross basis (before external funding). In the draft 10-year plan, the programme was incorrectly disclosed on a net basis. This change increased total capital expenditure by \$23.9 million with an offsetting increase to capital revenues of \$23.9 million.
- following a review of the condition of the marina piers it became evident there was a need to increase the project's budget by \$8.6 million as some of the piers are in a worse condition than originally envisaged. The increase in forecast expenditure occurs in years 2010/2011-2015/2016 of the plan.
- The cost of developing the Art Gallery has increased by \$8 million. This is due to Environment Court decisions that will require additional work and new information on heritage and structural requirements.

This means we are spending \$3.4 billion on capital projects over the 10-year period of this plan, down from \$3.5 billion as disclosed in the draft 10-year plan published in April 2009 for public consultation.

The draft 10-year plan assumed generic efficiency savings targets starting at \$4.6 million in 2009/2010 increasing over the 10 years to \$27.9 million in 2018/2019. In the final 10-year plan, we have made good progress in identifying where these actual savings can be found and transforming them from a generic saving to an identified saving/efficiency in a specific cost or revenue stream.

We also reviewed the development contribution revenue assumption in the draft 10-year plan and reduced it to more appropriately reflect the current economic climate.

In the draft 10-year plan, Auckland City Council noted it was considering establishing a holding company to govern some of its assets. The council proposed establishing three new council-controlled organisations, which would be subsidiaries of the holding company. The council also proposed, that in principle Westhaven Marina should be operated as a council-controlled organisation, owned by the council holding company.

Immediately before the council adopted this 10-year plan, central government and the Auckland Regional Council reached an agreement to purchase Queens Wharf from Ports of Auckland for \$20 million each. This presented the council with a significant opportunity to bring forward the plans for the development of the wharf and a cruise-ship terminal. The draft plan provided for the development of the wharf at the end of the 10-year planning period. The wharf will now be open for public use in time for Rugby World Cup 2011.

Development of Auckland's CBD waterfront is a key aspect of the council's long-term strategic planning, and the location of Queens Wharf between Queen Street and the harbour makes this wharf a key part of this planning. Locating a cruise-ship terminal in the CBD brings huge economic benefits to the region as passengers embark and disembark and the ships are reprovisioned. Queens Wharf provides a unique opportunity to develop a high-quality public facility, leverage the benefits of Rugby World Cup 2011, and provide a legacy for future generations.

The project budget is currently \$84 million (in today's dollars) for this project, \$35 million of which is already budgeted for in the plan. It is anticipated there will also be a contribution from external sources of around \$30 million. Affordable progress is defined as keeping rates at or below the council's rate of inflation. Developing Queens Wharf as public open space and as a terminal provides assets that will benefit the city for decades to come. The development cost will be funded from debt enabling the cost to be borne by future generations, not just the current ratepayers.

The once-in-a-lifetime opportunity we have to develop Queens Wharf and contribute to the Rugby World Cup means the rate increase in 2011/2012 will be greater than council's inflation. The increase in 2012/2013 is forecast to be below inflation as the Rugby World Cup funding is required for one year only.

Over the full 10 years of the plan, our rate increase is in line with inflation (an average inflation rate of 2.62 per cent and an average annual rate increase of 2.68 per cent).

After the draft 10-year plan was finalised, central government released its decision on the future of Auckland local government. Given that we are now in the process of transition to the new Auckland Council, Auckland City Council has decided to reserve its decision to establish a holding company and the new council controlled organisations. In the interim, to provide improved governance

and commercial oversight over the marina operations, the council will establish a stand-alone business unit for its Westhaven Marina operations.

Following consultation the council has amended the definition for the farming and open spaces ratepayer group to include all vacant land and residential land greater than 4ha on Waiheke, Great Barrier and Rakino islands, (previously 5ha). The council believes large vacant blocks and bush blocks contribute to the islands open-space character, which the council wishes to retain. By amending the definition, properties of this type are better accommodated in the rating differential policy.

Audit report

Report to the readers of Auckland City Council's Long-Term Council Community Plan for the 10 years commencing 1 July 2009

The Auditor-General is the auditor of Auckland City Council (the City Council). The Auditor-General has appointed me, Bede Kearney, using the staff and resources of Audit New Zealand, to report on the Long Term Council Community Plan (LTCCP), on his behalf.

The Auditor-General is required by section 94(1) of the Local Government Act 2002 (the Act) to report on:

- the extent to which the LTCCP complies with the requirements of the Act;
- the quality of information and assumptions underlying the forecast information provided in the LTCCP; and
- the extent to which the forecast information and performance measures will provide an appropriate framework for the meaningful assessment of the actual levels of service provision.

It is not our responsibility to express an opinion on the merits of any policy content within the LTCCP.

The use of information contained in this LTCCP

The Government decided to dissolve this City Council and the other existing local authorities that govern the Auckland region (collectively the existing Auckland Councils) after 31 October 2010, and to establish a single unitary authority, the Auckland Council, to govern the entire Auckland region from 1 November 2010. The Local Government (Tamaki Makaurau Reorganisation) Act 2009, enacted in May 2009, provides for the transition to new local government arrangements.

The Auckland Transition Agency (ATA) has been established to facilitate the transition and to enable the Auckland Council to operate on and from its establishment on 1 November 2010. This will involve developing the Auckland Council's structure and operational arrangements and determining how the systems, plans and policies of this City Council and other existing local authorities and local organisations will be linked to, and integrated within, that structure.

Under draft legislation currently before the House, the Local Government Commission (LGC) is to be given the power to determine final boundaries for the Auckland Council.

Section 29 (1) of the Local Government (Tamaki Makaurau Reorganisation) Act 2009 requires existing Auckland Councils to continue to perform their role as local authorities during the transition period.

Although the City Council will be dissolved after 31 October 2010, the LTCCP of the City Council will continue in force beyond that date and is therefore of ongoing relevance to the community it currently governs. After that date the LTCCP of the City Council will be integrated into the new governing structure, subject to the decisions of the ATA and the LGC. For this reason, the LTCCP for the City Council has been developed on a going concern basis.

Opinion

Overall Opinion

In our opinion the LTCCP of the City Council incorporating volumes 1 to 3 dated 25 June 2009 provides a reasonable basis for long-term integrated decision-making by the City Council in the transition period to 31 October 2010, and by the Auckland Council thereafter, and for participation in decision-making by the public and subsequent accountability to the community about the activities of the City Council until 30 October 2010, and the Auckland Council thereafter.

In forming our overall opinion, we considered the specific matters outlined in section 94(1) of the Act which is set out below.

We also considered the uncertainty regarding future local government arrangements for the Auckland region and the potential impact of this uncertainty on the validity of key assumptions used by the City Council in preparing the LTCCP.

Opinion on specific matters required by the Act

In our view:

- the City Council has complied with the requirements of the Act in all material respects demonstrating good practice for a council of its size and scale within the context of its environment;
- the underlying information and assumptions used to prepare the LTCCP provide a reasonable and supportable basis for the preparation of the forecast information;
- the extent to which the forecast information and performance measures within the LTCCP provide an appropriate framework for the meaningful assessment of the actual levels of service provision, reflects good practice for a Council of its size and scale within the context of its environment.

Disclosures of the uncertainty arising from new local government arrangements for the Auckland region

In forming our unqualified opinion, we considered:

- the effect of the requirement that the ATA must confirm the LTCCP before it is implemented; and
- the City Council's disclosures regarding the potential impact of the uncertainty about the new local government arrangements for the Auckland region on key assumptions used by the City Council to prepare the LTCCP.

The Council must obtain confirmation from ATA before implementing the LTCCP

Section 31 of the Local Government (Tamaki Makaurau Reorganisation) Act 2009 requires existing Auckland Councils to get written confirmation from the ATA before implementing certain decisions, including a decision to adopt or amend an LTCCP.

The City Council has decided to adopt the LTCCP before seeking written confirmation from the ATA and had therefore not obtained this confirmation at the time of our opinion. It is uncertain if the ATA will require changes to the LTCCP before confirming the City Council's decision to adopt the LTCCP.

The Council's disclosures about the potential impact of the uncertainty on key assumptions used to prepare the LTCCP

The assumptions used to prepare the LTCCP are based on the cumulative decisions and the best information currently available to the Council.

However, the outcome of the decisions of the ATA, and subsequently the Auckland Council, when developing the Auckland Council's structure and operational arrangements and determining how the systems, plans and policies of this Council and other existing Auckland Councils and local government organisations will be linked to, and integrated within, that structure is uncertain at this stage. It is not currently known to what extent the future decisions of the ATA and the Auckland Council may affect the forecast information within this LTCCP, by giving rise to:

- any additional costs of reorganisation and reorganisation savings;

- the transfer of assets and liabilities into or out of the City Council; and
- the revision of the City Council's existing funding policies.

Also, it is not currently known how the LGC may determine the boundaries for the Auckland Council and the extent to which any boundary changes may affect the forecasts included within this LTCCP.

We consider the disclosures made by the City Council on page 7 of volume 1 and on page 10 of volume 3 regarding the uncertainty about the key assumptions affected by the uncertainty arising from new local government arrangements for the Auckland region to be adequate.

The validity of key assumptions used by the City Council to prepare the LTCCP depends on the future decisions of ATA, the Auckland Council and the LGC, and the LTCCP is subject to change based on these future decisions. It is not practical for us to quantify the potential effect of the resolution of this uncertainty on the forecast information within the LTCCP.

Actual results are likely to be different from the forecast information since anticipated events frequently do not occur as expected and the variation may be material. Accordingly, we express no opinion as to whether the forecasts will be achieved.

Our report was completed on 25 June 2009, and is the date at which our opinion is expressed.

The basis of the opinion is explained below. In addition, we outline the responsibilities of the City Council and the Auditor, and explain our independence.

Basis of Opinion

We carried out the audit in accordance with the International Standard on Assurance Engagements 3000: *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* and the Auditor-General's Auditing Standards, which incorporate the New Zealand Auditing Standards. We have examined the forecast financial information in accordance with the International Standard on Assurance Engagements 3400: *The Examination of Prospective Financial Information*.

We planned and performed our audit to obtain all the information and explanations we considered necessary to obtain reasonable assurance that the LTCCP does not contain material misstatements. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

Our audit procedures included assessing whether:

- the LTCCP provides the community with sufficient and balanced information about the strategic and other key issues, choices and implications it faces to provide an opportunity for participation by the public in decision making processes;
- the City Council's financial strategy, supported by financial policies as included in the LTCCP is financially prudent, and has been clearly communicated to the community in the LTCCP;
- the presentation of the LTCCP complies with the legislative requirements of the Act;
- the decision-making and consultation processes underlying the development of the LTCCP are compliant with the decision-making and consultation requirements of the Act;
- the information in the LTCCP is based on materially complete and reliable asset or activity management information;
- the agreed levels of service are fairly reflected throughout the LTCCP;
- the key plans and policies adopted by the City Council have been consistently applied in the development of the forecast information;

- the assumptions set out within the LTCCP are based on best information currently available to the City Council and provide a reasonable and supportable basis for the preparation of the forecast information;
- the forecast information has been properly prepared on the basis of the underlying information and the assumptions adopted and the financial information complies with generally accepted accounting practice in New Zealand;
- the rationale for the activities is clearly presented;
- the levels of service and performance measures are reasonable estimates and reflect the key aspects of the City Council's service delivery and performance; and
- the relationship of the levels of service, performance measures and forecast financial information has been adequately explained within the LTCCP.

We do not guarantee complete accuracy of the information in the LTCCP. Our procedures included examining on a test basis, evidence supporting assumptions, amounts and other disclosures in the LTCCP and determining compliance with the requirements of the Act. We evaluated the overall adequacy of the presentation of information. We obtained all the information and explanations we required to support our opinion above.

Responsibilities of the Council and the Auditor

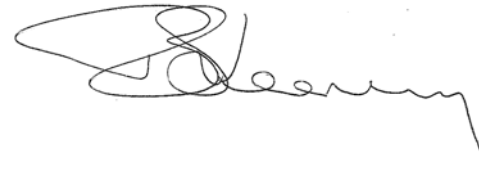
The City Council is responsible for preparing an LTCCP under the Act, by applying the City Council's assumptions and presenting the financial information in accordance with generally accepted accounting practice in New Zealand. The City Council's responsibilities arise from section 93 of the Act. The Council must get written confirmation from the ATA before implementing the decision to adopt the LTCCP, in accordance with section 31 of the Local Government (Tamaki Makaurau Reorganisation) Act 2009.

We are responsible for expressing an independent opinion on the LTCCP and reporting that opinion to you. This responsibility arises from section 15 of the Public Audit Act 2001 and section 94(1) of the Act.

Independence

When reporting on the LTCCP we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the Institute of Chartered Accountants of New Zealand.

Other than this report and in conducting the audit of the Statement of Proposal for adoption of the LTCCP and the annual audit, we have no relationship with or interests in the City Council.



Bede Kearney
Audit New Zealand
On behalf of the Auditor-General
Auckland, New Zealand

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