

## Auckland's CBD Waterfront: Summary of Linkages to Strategic Policies and Benefits of Implementation

### 1. The Big Picture Strategic Policy Context

Over the last 10 years the Auckland region has developed an array of strategic policies covering a wide range of subjects.<sup>1</sup> There are also a number of national strategic policies that are relevant to the Auckland region including economic transformation, tourism, transport and others. The number and extent of these strategies and policies provides an indication of the many and varied challenges facing the Auckland region.

“There is a growing opinion amongst some commentators, that there are too many strategies in Auckland, and that the various strategies may lack coordination and struggle to achieve what is needed for Auckland.”<sup>2</sup>

However, these frameworks and strategies are designed to “address urgent issues for the region and seek to define agreed ways forward. While they may seem numerous, when considered sequentially, they make more sense.”<sup>3</sup>



Aerial view of the Auckland Waterfront. Picture provided by Sea+City Projects Ltd, 2007.

In November 1999, all the councils of the Auckland region adopted the Auckland Regional Growth Strategy (RGS) 2050, a vision for managing growth in the Auckland region. They also signed a memorandum of understanding to provide their support for its implementation.

Subsequently a number of strategies have evolved out of, or been further enhanced by, the RGS, for instance:

- Responding to the growth requirements set out in the RGS, for example has influenced the development of the Auckland Regional Land Transport Strategy (RLTS). Numerous plans have been developed by Auckland Regional Transport Authority (ARTA) to give effect to the RLTS and to ensure that infrastructure and service provisions are aligned with the RGS<sup>4</sup>;
- Specifically seeking to address issues raised within the context of the RGS, for example the Regional Open Space Strategy, the Regional Affordable Housing Strategy, and the Business Land Strategy;

<sup>1</sup> These include urban growth, transport, economic development, sustainability, open space, business land, affordable housing, recreation, settlement, visitors, events, the CBD and waterfront, and others.

<sup>2</sup> M Tucker and B Waghorn (2007), Multiple Strategies in Search of Coherent Implementation, NZ Planning Quarterly 163.

<sup>3</sup> M Tucker and B Waghorn (2007), Multiple Strategies in Search of Coherent Implementation, NZ Planning Quarterly 163.

<sup>4</sup> These include the Auckland Transport Plan (2006), Passenger Transport Network Plan (2006), Sustainable Transport Plan (2006), Rail Development Plan (2006) and Draft Regional Arterial Road Plan (2007).

- Developed to fill "gaps" in the RGS, for example providing an economic framework and vision through the Auckland Regional Economic Development Strategy (AREDS)<sup>5</sup>; and
- Developed to move the strategies into action, for example the Metro Action Plan to implement the AREDS and align with the Government's Economic Transformation Auckland agenda.

A number of other regional strategies have been developed to address specific community and growth-related issues, and to coordinate infrastructure and service provision.<sup>6</sup>

Sustainability has become a fundamental principle, which is being integrated into all regional planning. The Government's Sustainable Development for NZ Programme of Action (2003) supported the Regional Long Term Sustainability Framework which subsequently became the Sustaining the Auckland Region Together (START) project, a regional partnership project developed by all eight Auckland Councils and key Central Government agencies. This then led to the completion of the Auckland Sustainability Framework (ASF) in 2007.

The ASF has reinforced the importance of the core principles of the RGS.<sup>7</sup> The ASF is designed to guide regional strategies and decision-making towards sustainable outcomes by:

- Providing a tool for reviewing and developing regional strategies to ensure they deliver sustainable outcomes and have anticipated forces of change;
- Guiding and integrating all regional strategies (e.g. RGS, RLTS, AREDS, others); and
- Prioritising and aligning regionally agreed actions (e.g. Long Term Council Community Plans (LTCCP), regional and local plans).

The Metro Action Plan identified the need to develop a single plan for the Auckland city-region and this in conjunction with the ASF's strategic objective to coordinate major infrastructure projects and related investments led to establishment of the One Plan for Auckland (One Plan) initiative.

One Plan is being developed with the objective to provide a single, strategic framework and plan of action for the Auckland region through the Regional Sustainable Development Forum (RSDF). In particular the One Plan aims to:

- Ensure a sustainability focus to decision making by implementing the ASF;
- Shift from a business as usual approach;
- Increase the certainty and speed of action;
- Implement selected significant projects and programmes;
- Align, integrate and prioritise between strategic decisions; and
- Develop existing Central Government strategy focused on Auckland.

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<sup>5</sup> The Auckland Economic Development Forum was set up to oversee the implementation and review of AREDS and AucklandPlus, a business unit of the ARC, was set up to implement key elements of AREDS.

<sup>6</sup> These include the Auckland Regional Physical Activity and Sport Strategy (2005–2010); Auckland Regional Settlement Strategy (2006); Auckland Regional Pest Management Strategy (2007–2012); Auckland Regional Civil Defence Plan (2005); Auckland Regional Freight Strategy (2006); and Auckland Regional Parking Strategy (under development).

<sup>7</sup> A review and evaluation of the RGS completed in mid-2007 tested the RGS against the ASF and concluded that the core objectives of the RGS (a compact urban form, improving living and working environments through quality urban design and intensification that is integrated with more accessible passenger transport) are an essential response to the goals, sustainability challenges and opportunities identified in the ASF.

The initial version of One Plan focuses on the following seven significant programme areas, with a specific focus on the next five years:

1. Improving Public Transport
2. Completing the Network
3. Digital Auckland
4. Destination Auckland
5. Central Business District (CBD) and Waterfront
6. Building Communities
7. Growth Through Skills

“Successive iterations will build on these, and new areas of action, towards the development of one integrated action plan in time. Over time, the objectives, goals and targets already expressed through a number of strategy documents will be drawn together in One Plan under a series of focussed action plans.”<sup>8</sup>

As it is developed over time “it will provide a detailed infrastructure plan to progress social, economic, environmental and cultural well being, and to strengthen the links between national and regional strategy, planning and action.”<sup>9</sup> The ASF is currently being used as a tool to select programmes/projects for inclusion in the first draft of the One Plan which is due to be approved by the RSDF in September 2008.

Overall, the region has developed a range of regional frameworks and strategies which, while complex and not yet fully integrated, are broadly consistent and relatively coherent in providing strategic direction for sustainable development and addressing the needs of the Auckland region.<sup>10</sup>

#### *What has been the progress in implementing these strategies?*

The recent review of the RGS concluded that there had been significant progress made since 1999, however the strategic use of infrastructure to promote compact development has been limited by the lack of an effective mechanism to coordinate the wide range of funders and providers. It identified that there is a need for a better alignment of policy, funding and implementation across councils and with central government. It also specifically noted that implementation is not occurring on the scale required and there is a lack of prioritisation in terms of planning and investment in growth areas.

“Many of the issues that high-level strategies seek to solve are still with us (and are unlikely to go away) - rapid urban growth, demands for better infrastructure, especially passenger transport, and funding shortfalls, better integration of land use and transport, planning potential water/energy shortages, poor quality urban design and development, pressure for car based sprawl, and inequality across communities and suburbs.”<sup>11</sup> Strategies cannot solve these problems but implementation of them will. “There is, therefore, a growing recognition of a need for

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<sup>8</sup> [www.arc.govt.nz/auckland/one-plan/one-plan\\_home.cfm](http://www.arc.govt.nz/auckland/one-plan/one-plan_home.cfm)

<sup>9</sup> [www.arc.govt.nz/auckland/one-plan/one-plan\\_home.cfm](http://www.arc.govt.nz/auckland/one-plan/one-plan_home.cfm)

<sup>10</sup> The International Review of Auckland Metro-Region in 2006 did not conduct a comprehensive assessment of regional strategies but made the observations that: taken individually, the plans are compelling and well constructed and recognise key issues that have to be addressed in the region; but when viewed together there appeared to be a lack of integration and common point of accountability.

<sup>11</sup> M Tucker and B Waghorn (2007), Multiple Strategies in Search of Coherent Implementation, NZ Planning Quarterly 163.

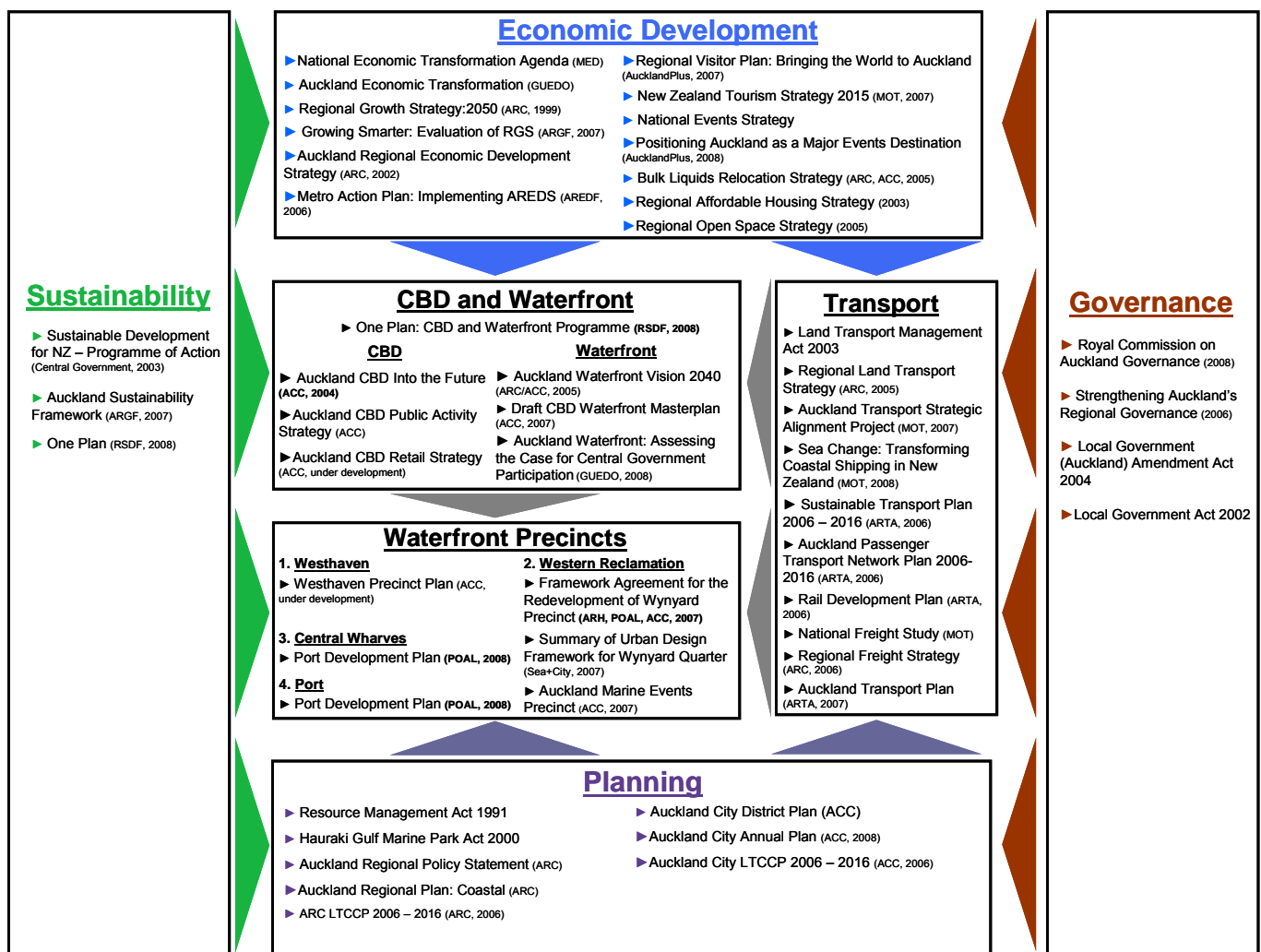
greater emphasis on implementation, rather than more policy.”<sup>12</sup> This requires focus and resourcing including detailed delivery plans, people and funding.

A response to this concern is the recent review of governance in the region. The Metro Action Plan identified the need to strengthen Auckland’s governance and this has led to the Strengthening Auckland’s Governance report and the current Royal Commission on Auckland Governance review. While governance can play an important role in effective implementation, any changes resulting from the Royal Commission are unlikely to be in place before 2010. It is therefore vital that the Auckland region continues to focus on advancing implementation as a key priority during this period, particularly given the Rugby World Cup event in 2011.

## 2. Policy Linkages to the Development of the Auckland CBD Waterfront

Within this policy context, this section reviews the key linkages of the objectives and directives of the relevant national and regional strategies to the Auckland CBD Waterfront (the Waterfront).<sup>13</sup> A simplified conceptual illustration of the big picture policy context as it relates to the Waterfront is shown in Figure 1 below.

Figure 1: Illustrative Summary of the Relevant Policy Context for Auckland’s Waterfront



<sup>12</sup> M Tucker and B Waghorn (2007), Multiple Strategies in Search of Coherent Implementation, NZ Planning Quarterly 163.

<sup>13</sup> The Auckland CBD Waterfront stretches from just west of the Harbour Bridge to Teal Park in Mechanics Bay.

This illustration clearly demonstrates the vast array of policies and strategies, of varying degrees of relevance, which need to be considered in implementing the redevelopment of the Waterfront. These include both the overarching regional policies and strategies focused on economic development, sustainability, governance and planning and also plans and agreements specifically focussed on the CBD and Waterfront, its individual precincts and its transport infrastructure.

A review of the individual policies and strategies and identification of their linkages to the redevelopment of the Waterfront are set out in detail in Appendix C (which is available upon request). The key policy linkages to the Waterfront and the benefits that would be delivered from their implementation are provided in a table as Appendix B.

Key strategies specifically focussed on the Waterfront and their implications for implementation of the redevelopment of the Waterfront are summarised below.

#### *Auckland Waterfront Vision 2040*

The Auckland Waterfront Vision 2040 (Vision 2040) provides a high level overarching framework for the roll out over time of quality urban renewal of the Waterfront, which is expected to deliver major benefits to the Auckland region and national economy. This strategy, which was released in December 2005, was jointly developed by Auckland Regional Council (ARC) and Auckland City Council (Auckland City) with the strong support of Ports of Auckland Limited (POAL) and Auckland Regional Holdings (ARH) and included comprehensive and significant stakeholder and general community input and consultation. The Vision 2040 recognised that “to realise the potential of the waterfront, an integrated approach to the future development of the waterfront was needed.”<sup>14</sup> The Vision 2040 provides this at a very high-level but does not provide a detailed implementation and funding plan for the vision, only an initial timeline to 2007 for some key planning actions, most of which have been completed. The Vision 2040 recognises this gap:

*“Following adoption of the vision, more detailed planning work focusing on specific precincts or parts of the waterfront will be undertaken. Detailed planning will align and fit in with the principles of the vision.”<sup>15</sup>*

To date this collaborative detailed implementation planning for the entire waterfront has not occurred, with individual waterfront landowners generally advancing their own implementation plans within each precinct. ARH considers that this next step of detailed planning needs to occur to ensure the successful implementation of the Vision 2040.



Aerial view of the Auckland Waterfront.

<sup>14</sup> Auckland Waterfront Vision 2040, p4.

<sup>15</sup> Auckland Waterfront Vision 2040, p6.

### *Draft Waterfront Masterplan*

Auckland City released its Draft CBD Waterfront Masterplan for public consultation in August 2007. This provides a design-led approach to give spatial and physical definition to the principles in Vision 2040 and sets out Auckland City's strategic planning and urban design framework for the waterfront. Five themes are presented to encapsulate the Vision 2040 principles:

- Waterfront access – creating good transport links to and from the waterfront and improved public access and enjoyment of the waterfront;
- Working waterfront – recognising the waterfront's key economic role and the continued success of the port;
- Auckland's playground – ensuring a good mix of uses and activities, protecting views to and from the waterfront and ensuring successful operation of waterfront marinas;
- Cultural threads – honouring local history and character; and
- Sustainable design showcase – maintaining a clean and healthy waterfront environment.

### *Auckland's CBD Into the Future*

Auckland City's CBD Into the Future strategy provides a framework for planning in the CBD and provides the broader context for the Vision 2040. This strategy is about reshaping and revitalising Auckland's CBD as the prosperous and vital heart of New Zealand's leading city and region. It targets the following outcomes for Auckland's CBD over the 10 years to 2014:

- Recognised as one of the world's premier business locations;
- A high-quality urban environment;
- The most popular destination for Aucklanders and visitors in the region;
- A world-class centre for education research and development; and
- A place that feels like the heart and expresses the soul of Auckland.

### *Port Development Plan*

This update by POAL of the 1989 Port Development Plan was one of the initial actions identified in the Vision 2040. In this plan, POAL has developed its more detailed vision for the future of the port area, which is consistent with the overarching Vision 2040 for the whole waterfront.

The plan's "primary intent was to clarify, as far as practicable, the potential timing of a transition of Queens Wharf to alternative uses. The timing of such a transition in the Vision [2040] was broadly indicated as 2015/2030, recognising that the cargo handled over the wharf must be accommodated elsewhere first."<sup>16</sup>

In summary, the key conclusions of the plan are:

- POAL's vision is to be the best port in Australasia with world-class performance;
- POAL is a vital economic driver in the region;

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<sup>16</sup> Port Development Plan, p1.

- Development has been consistent with the Vision 2040, with areas in the west having been freed up for alternative uses, while port activity has been consolidated and intensified in the east;
- The statutory planning framework within which POAL operates in the port area recognises the importance of the Port to the region's economy, and is supportive of intensification and expansion of the eastern port area;
- Options for increasing capacity in the future are available which will enable throughput demand to be accommodated in the eastern port for the foreseeable future:
  - The preferred options for increasing capacity are new terminal operating plant/systems and incremental reclamation over time utilising dredgings;
  - The advent of larger vessels can be comfortably accommodated with some moderate additional works;
- POAL is well placed to develop as a major hub port:
  - It is important for the regional and national economy that hubbing is accommodated at the optimal location;
- The cruise industry is growing worldwide. Cruise vessels can be accommodated long term in Auckland at Princes Wharf and either of Queens Wharf or Wynyard Wharf; and
- POAL is able to release Queens Wharf, subject to appropriate commercial arrangements, in the short term, with the surface area and berth length to be replaced over the long term by reclamation and expansion in the eastern port.

#### *One Plan: CBD and Waterfront Programme*

One Plan aims to provide an overarching strategic framework and plan of action for a sustainable future for the Auckland region. The first version of One Plan was completed in October 2008 and focuses on a limited number of nationally and regionally significant priorities that have already been decided, one of which is the CBD and Waterfront. This programme is about creating a world-class CBD/Waterfront worthy of the Auckland region.

The format of this programme differs from the other six One Plan programmes of action as the significant initiative is a package of connected initiatives currently planned or underway for the CBD and Waterfront areas. Together these initiatives facilitate delivery of a world-class business centre and celebrated waterfront.

- CBD – to make the region's heart attractive, accessible and functional:
  - Complete the upgrade of Queen Street;
  - Establish the Learning Quarter providing a centre of education, research and development excellence for Auckland; and
  - Strengthen the arts and cultural aspects of the CBD through the Aotea Quarter initiatives, including the redevelopment of the Auckland Art Gallery.
- Waterfront – to create a celebrated waterfront:
  - Support the revitalisation of the Wynyard Quarter focusing on the following initial projects to set the platform for the overall project's long term success:

- Te Wero Bridge: a key attraction and catalyst to activate the waterfront, providing public transport and pedestrian/cycle links from the Wynyard Quarter to the CBD and waterfront beyond;
- Jellicoe Street: continuing the waterfront journey of discovery, providing Aucklanders and visitors with connections to fishing and marine activities, retail and entertainment experiences, activated public spaces and cultural attractions; and
- Marine events precinct: a high quality events centre for land and water based events.
- Potential upgrade of cruise ship and visitor facilities on the central wharves; and
- Develop and implement a planned approach for bulk liquid location within the Auckland region, to co-ordinate with the phased orderly exit of bulk liquid from Wynyard Quarter.
- Transport Integration – improve accessibility in and around the CBD and Waterfront:
  - Pedestrian over-bridges to link Wynyard Quarter and Victoria Park;
  - Develop Fanshawe Street as the key access point into the Wynyard Quarter for buses, trucks and cars;
  - Develop Quay Street as a pedestrian, cycle and passenger transport focussed boulevard; and
  - Improve access to Britomart through the Central Connector and other dedicated busways.

The One Plan is intended to assist in improving co-ordination of regional strategy, planning and implementation, however the One Plan is a higher level policy/planning approach and is unlikely to provide the detailed planning required at an operational implementation level envisaged in the Vision 2040.

#### *Overall Summary*

Overall, the strategic policy directives for the Waterfront set out in Appendix B can be summarised as consistent recognition of the vital need for:

- a) A revitalised Waterfront that provides seamless integration between water and land and quality, attractive and complementary urban design;
- b) Improved public access, open spaces and attractions for the public and visitors on the Waterfront, making it a truly world-class destination;
- c) Improved transport infrastructure for pedestrians, cyclists, public transport, ferries, water-taxis and cruise ships; and
- d) The long term ongoing operation and success of the port and marine industries located on the waterfront.

It is important to note that the strategies and policy objectives for delivering d) above are somewhat in tension with those focussed on delivering objectives a) and b) and this therefore requires the right balance, phasing and timing to be determined through an integrated assessment of the needs of the overall CBD and Waterfront in a long-term planning context of 50-100 years. Further details are provided in Section 4 below.

### 3. Social and Economic Benefits from Improved Interface between Land and Sea

There are clearly significant social and economic benefits that would be provided to the region and NZ from the integrated delivery of these policy objectives to provide an improved interface between land and sea through the redevelopment of the Waterfront.

*“International research has highlighted how investing in waterfront improvements can improve quality of life and economic competitiveness.”<sup>17</sup> “Future redevelopment of the waterfront offers significant opportunities to contribute further to the vitality and character of Auckland. It is an opportunity to create a world-class waterfront that will continue to help position Auckland as an internationally competitive region.”<sup>18</sup>*

*“Auckland, with by far New Zealand’s largest population and economic base, is this country’s only realistic candidate for becoming a world-class city-region.”<sup>19</sup>*

Successful international waterfront developments, such as Sydney and Bilbao, demonstrate that the benefits to the region and country, past, present and future are immense. The Regional Visitor Plan, *Bringing the World to Auckland: The case for investment in Auckland’s visitor economy*, demonstrates the strong need for Auckland to develop attractors such as its waterfront to drive the visitor economy and that the additional tax take alone will outweigh the required public sector investment. For further details on the specific social and economic benefits that would be delivered refer to the right hand column of the table in Appendix B.

### 4. Waterfront Integrated Delivery Project Required

Achieving the policy objectives for the Waterfront summarised in Section 2 and realising the significant social and economic benefits for the Auckland region covered in Section 3 and Appendix B requires an integrated delivery project for the Waterfront that will:

- Undertake the detailed integrated implementation planning envisaged as the required next step in the Vision 2040<sup>20</sup> (i.e. beyond the initial planning actions provided until 2007). This is of vital importance in ensuring its successful implementation;
- Provide valuable input into the One Plan CBD and Waterfront programme including detailed operational planning which will assist the One Plan with identification and prioritisation of the implementation and funding of Waterfront projects;
- Further leverage the knowledge, expertise, experience and capabilities of the various stakeholder organisations;
- Ensure all foreseeable future changes to the Waterfront, and in particular the potential POAL capacity/future footprint in the east and options for further enhancement in the western precincts, are considered in an integrated way prior to finalising any irreversible decisions whilst ensuring that infrastructure requirements are not compromised; and
- Thereby fully realise the potential synergies within and between precincts and ensure that future fragmentation of the waterfront is avoided.<sup>21</sup>

<sup>17</sup> Vision 2040, p11

<sup>18</sup> Vision 2040, p11

<sup>19</sup> Metro Action Plan, p15

<sup>20</sup> Vision 2040, p6.

The Framework Agreement for the Redevelopment of Wynyard Precinct between ARH, POAL and Auckland City provided an example of an effective delivery mechanism for specific Waterfront projects within the context of the Vision 2040. The successful completion of a binding agreement amongst key parties provided the required certainty of funding and delivery to enable the long-term implementation of the project to proceed. Auckland City and ARH have agreed on and committed to the funding of the public infrastructure for the Sea+City Project at Wynyard Precinct and are now jointly implementing the project.

As the review of the policy framework in Section 1 clearly identified – implementation is paramount. “Having a plan is not enough on its own: Auckland’s and New Zealand’s long-term economic success depends upon taking concerted action *now*.”<sup>22</sup>



Picture provided by Sea+City Projects Ltd, 2007.

**Auckland Regional Holdings**  
**30 October 2008**

## Appendices

- A. Glossary
- B. Key Policy Linkages to the Waterfront and Potential Benefits Delivered from their Implementation
- C Detailed Inventory of Strategic Policies Relevant to the Waterfront

<sup>21</sup> A visiting team of international economic and urban development experts recently concluded that Auckland is on the right path. However they also stated that too many initiatives are small in scale, and separated or disaggregated from one another.” Metro Project Action Plan, p17.

<sup>22</sup> Metro Action Plan, p17.

**Appendix A: Glossary**

| <b>Acronym / Abbreviation</b> | <b>Definition</b>                               |
|-------------------------------|---|
| ARC                           | Auckland Regional Council                       |
| AREDS                         | Auckland Regional Economic Development Strategy |
| ARH                           | Auckland Regional Holdings                      |
| ARTA                          | Auckland Regional Transport Authority           |
| ASF                           | Auckland Sustainability Framework               |
| Auckland City                 | Auckland City Council                           |
| CBD                           | Central Business District                       |
| LTCCP                         | Long Term Council Community Plan                |
| One Plan                      | One Plan for Auckland                           |
| POAL                          | Ports of Auckland Limited                       |
| RGS                           | Regional Growth Strategy                        |
| RLTS                          | Regional Land Transport Strategy                |
| RSDF                          | Regional Sustainable Development Forum          |
| START                         | Sustaining the Auckland Region Together         |
| Vision 2040                   | Auckland Waterfront Vision 2040                 |
| Waterfront                    | Auckland CBD Waterfront                         |

## Appendix B: Key Policy Linkages to the Waterfront and Potential Benefits Delivered from their Implementation

| Objective for Waterfront   | Specific Requirements for Waterfront   | Benefits Delivered to Region / NZ  |
|--|--|--|
| <p>World class destination <sup>(1), (6), (10), (11), (15)</sup></p> | <ul style="list-style-type: none"> <li>▪ Quality, attractive urban design and public spaces <sup>(1), (2), (4), (10), (11), (23)</sup></li> <li>▪ Create memorable civic infrastructure including open space <sup>(6)</sup></li> <li>▪ Complement surrounding area <sup>(11)</sup></li> <li>▪ Revitalise the Central Business District <sup>(6), (7), (10), (11)</sup></li> <li>▪ Provide a world class visitor experience <sup>(10)</sup></li> <li>▪ Creation of the waterfront as a destination attractions and activities including tourist “magnets” <sup>(1), (11)</sup></li> <li>▪ Identified areas for potential signature attractions of national significance:               <ul style="list-style-type: none"> <li>– Queens Wharf <sup>(11)</sup></li> <li>– Silo area of Wynyard Quarter <sup>(11)</sup></li> <li>– End of Wynyard Precinct <sup>(2), (11)</sup></li> <li>– Viaduct Basin/Westhaven <sup>(11)</sup></li> </ul> </li> <li>▪ Infrastructure supports a quality visitor experience at all stages of the journey <sup>(10)</sup> <ul style="list-style-type: none"> <li>– Develop the facilities and infrastructure required to enable further growth in the cruise ship industry <sup>(11)</sup></li> <li>– Expand the range of harbour and gulf island experiences available to visitors, and establish a single, high quality arrival/departure point <sup>(11)</sup></li> <li>– Provide transport services between key event venues such as the waterfront, indoor arena and Aotea Quarter <sup>(12)</sup></li> </ul> </li> <li>▪ Development aligned with key major events               <ul style="list-style-type: none"> <li>– Rugby World Cup 2011, Cricket World Cup 2015, Commonwealth Games 2018 <sup>(11)</sup></li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>▪ Internationally competitive <sup>(1), (5), (6), (18), (23)</sup></li> <li>▪ International profile <sup>(11)</sup></li> <li>▪ Great place to live <sup>(1), (3), (5), (6), (11), (23)</sup></li> <li>▪ Attracts skilled people and greater talent retention <sup>(5), (11), (23)</sup></li> <li>▪ Greater productivity and profitability <sup>(11)</sup></li> <li>▪ Attracts visitors and additional visitor expenditure for NZ’s largest export industry and a key driver of our economy <sup>(5), (10), (11), (23)</sup></li> <li>▪ Economic prosperity greater wealth and employment <sup>(5), (6), (11)</sup></li> <li>▪ Additional tax take alone will outweigh the required public sector investment <sup>(11)</sup></li> <li>▪ Long-term catalyst for improving the wider CBD <sup>(6)</sup></li> </ul> |

### Policy References in Table:

|                                    |                           |   |  |  |
|------------------------------------|---------------------------|---|--|--|
| (1) Waterfront Vision 2040         | (6) AREDS                 | (11) Regional Visitor Plan                          | (16) GUEDO Discussion Paper on Cruise Industry | (21) Business Land Strategy                  |
| (2) ASF                            | (7) Metro Action Plan     | (12) Auckland City Events Strategy                  | (17) District Plan Auckland                    | (22) Draft CBD Waterfront Masterplan         |
| (3) Sustainable Development for NZ | (8) CBD Into the Future   | (13) Sea Change                                     | (18) Retail Strategy                           | (23) National Economic Transformation Agenda |
| (4) RGS                            | (9) Port Development Plan | (14) Auckland Regional Freight Study                | (19) Regional Open Space Strategy              |  |
| (5) ARPS                           | (10) NZ Tourism Strategy  | (15) GUEDO Ministerial Paper on Auckland Waterfront | (20) Regional Plan: Coastal                    |  |

## Appendix B (Cont'd): Key Policy Linkages to the Waterfront and Potential Benefits Delivered from their Implementation

| Objective for Waterfront                                    | Specific Requirements for Waterfront   | Benefits Delivered to Region / NZ  |
|---|--|--|
| Public access and enjoyment <sup>(1), (7), (11), (22)</sup> | <ul style="list-style-type: none"> <li>▪ “Auckland seamlessly connected with the Waitemata Harbour” <sup>(11)</sup></li> <li>▪ “Much more the waterfront is accessible to the public” <sup>(7),(11)</sup></li> <li>▪ “Improving public access, public open space and people’s enjoyment of the waterfront and Waitemata Harbour is a priority” <sup>(1)</sup></li> <li>▪ Events and water-based activities that attract people to the waterfront area... as a destination for Aucklanders, visitors and tourists <sup>(1)</sup></li> <li>▪ Public access to the water is an important feature of any redevelopment of port land <sup>(1)</sup> <ul style="list-style-type: none"> <li>– “Redevelopment of Queens Wharf with public access out on to the water” <sup>(7)</sup></li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>▪ Enhanced public amenity</li> <li>▪ Great place to live <sup>(1), (3), (5), (6), (11), (23)</sup></li> <li>▪ Attracts skilled people and greater talent retention <sup>(5), (11), (23)</sup></li> <li>▪ International profile <sup>(11)</sup></li> </ul> |
| Views <sup>(1),(11)</sup>                                   | <ul style="list-style-type: none"> <li>▪ “Identify and protect public visual links and views into and outside the waterfront area, including outstanding public viewing points” <sup>(1)</sup></li> <li>▪ Ensure lines of sight complement the surrounding developments <sup>(11)</sup></li> </ul>   | <ul style="list-style-type: none"> <li>▪ Great place to live <sup>(1), (3), (5), (6), (11), (23)</sup></li> </ul>  |
| Environment <sup>(1),(2),(23)</sup>                         | <ul style="list-style-type: none"> <li>▪ Protects the significant natural ecosystems, habitats and landscapes that contribute to the region’s unique identity <sup>(19)</sup></li> <li>▪ Sustainable management and identity of Auckland’s natural features <sup>(23)</sup></li> <li>▪ Essential to protect tourism’s greatest asset, and ensure the ongoing prosperity of our tourism industry <sup>(10)</sup></li> </ul>   | <ul style="list-style-type: none"> <li>▪ Great place to live <sup>(1), (3), (5), (6), (11), (23)</sup></li> </ul>  |
| Heritage and local character <sup>(1)</sup>                 | <ul style="list-style-type: none"> <li>▪ New Zealand’s history and culture are an important part of the tourism experience. They help create our national and local identity, and create a sense of place <sup>(10)</sup></li> <li>▪ Showcasing the region’s maritime heritage <sup>(11)</sup></li> <li>▪ “Value the working waterfront as a key part of the area’s character” <sup>(1)</sup></li> </ul>   | <ul style="list-style-type: none"> <li>▪ Tourism growth vital to national and regional economic success <sup>(10)</sup></li> </ul>   |

### Policy References in Table:

(1) Waterfront Vision 2040

(2) ASF

(3) Sustainable Development for NZ

(4) RGS

(5) ARPS

(6) AREDS

(7) Metro Action Plan

(8) CBD Into the Future

(9) Port Development Plan

(10) NZ Tourism Strategy

(11) Regional Visitor Plan

(12) Auckland City Events Strategy

(13) Sea Change

(14) Auckland Regional Freight Study

(15) GUEDO Ministerial Paper on Auckland Waterfront

(16) GUEDO Discussion Paper on Cruise Industry

(17) District Plan Auckland

(18) Retail Strategy

(19) Regional Open Space Strategy

(20) Regional Plan: Coastal

(21) Business Land Strategy

(22) Draft CBD Waterfront Masterplan

(23) National Economic Transformation Agenda

## Appendix B (Cont'd): Key Policy Linkages to the Waterfront and Potential Benefits Delivered from their Implementation

| Objective for Waterfront                   | Specific Requirements for Waterfront   | Benefits Delivered to Region / NZ  |
|--|--|--|
| <p>Transport and linkages<br/>(1),(10)</p> | <ul style="list-style-type: none"> <li>▪ Quality infrastructure <sup>(2), (6), (10), (23)</sup></li> <li>▪ Ensure passenger transport and supporting infrastructure, including water-based services fully integrated into future development <sup>(1)</sup></li> <li>▪ “Expand ferries and water-based transport” <sup>(1)</sup></li> <li>▪ Over time the role of water-based modes of transport including ferries, water taxis and new harbour links are likely to increase. Options to accommodate future growth around the central wharves that are within easy walking distance from the CBD will need exploring. <sup>(1)</sup></li> <li>▪ “Strengthen links between the waterfront and adjoining areas” <sup>(1)</sup></li> <li>▪ Linked and integrated regional open space network <sup>(19)</sup></li> <li>▪ It is a transport hub for ferries, buses and rail and the first port of call for cruise ships <sup>(1)</sup></li> <li>▪ “Improved road and rail access for freight movements” <sup>(1)</sup></li> <li>▪ Additional harbour crossing should not compromise the waterfront as a world-class destination <sup>(1)</sup></li> <li>▪ It needs to offer better transport links, public transport, and large-scale facilities <sup>(10)</sup></li> </ul> | <ul style="list-style-type: none"> <li>▪ Internationally competitive <sup>(1), (5), (6), (18), (23)</sup></li> <li>▪ Vital to Auckland’s future <sup>(6)</sup></li> <li>▪ Enhances our quality of life <sup>(5), (6), (19)</sup></li> <li>▪ Attract people, capital and activity <ul style="list-style-type: none"> <li>– Enhanced productivity, innovation and higher wages <sup>(6), (23)</sup></li> </ul> </li> <li>▪ “Rationalise infrastructure investment and result in the most efficient, sustainable and productive supply chain” <sup>(9)</sup></li> </ul> |

### Policy References in Table:

- |                                    |                           |   |  |  |
|------------------------------------|---------------------------|---|--|--|
| (1) Waterfront Vision 2040         | (6) AREDS                 | (11) Regional Visitor Plan                          | (16) GUEDO Discussion Paper on Cruise Industry | (21) Business Land Strategy                  |
| (2) ASF                            | (7) Metro Action Plan     | (12) Auckland City Events Strategy                  | (17) District Plan Auckland                    | (22) Draft CBD Waterfront Masterplan         |
| (3) Sustainable Development for NZ | (8) CBD Into the Future   | (13) Sea Change                                     | (18) Retail Strategy                           | (23) National Economic Transformation Agenda |
| (4) RGS                            | (9) Port Development Plan | (14) Auckland Regional Freight Study                | (19) Regional Open Space Strategy              |  |
| (5) ARPS                           | (10) NZ Tourism Strategy  | (15) GUEDO Ministerial Paper on Auckland Waterfront | (20) Regional Plan: Coastal                    |  |

## Appendix B (Cont'd): Key Policy Linkages to the Waterfront and Potential Benefits Delivered from their Implementation

| Objective for Waterfront                               | Specific Requirements for Waterfront   | Benefits Delivered to Region / NZ   |
|--|--|---|
| <p>Mix of public uses and activities<sup>(1)</sup></p> | <ul style="list-style-type: none"> <li>▪ Quality, attractive urban design and public spaces <sup>(1), (2), (4), (10), (11), (23)</sup></li> <li>▪ Create memorable civic infrastructure including open space <sup>(6)</sup></li> <li>▪ “Ensure that waterfront development complements the surrounding area and CBD”<br/><sup>(1),(11)</sup> <ul style="list-style-type: none"> <li>– Development consistent with general theme/character of the area <sup>(11)</sup></li> </ul> </li> <li>▪ Encourage “people places” including: <ul style="list-style-type: none"> <li>– Public attractions</li> <li>– Entertainment and leisure activities</li> <li>– Events and water-based activities that attract people to the waterfront area as a destination for Aucklanders, visitors and tourists <sup>(1)</sup></li> </ul> </li> <li>▪ “Consider a future iconic building in the waterfront area” <sup>(1)</sup></li> <li>▪ “Cater for business activities and opportunities that support Auckland’s long-term economic development” <sup>(1)</sup> <ul style="list-style-type: none"> <li>– Sufficient, appropriate business land <sup>(21)</sup></li> <li>– Marine events centre <sup>(11), (12)</sup></li> </ul> </li> <li>▪ Wide range of activities on the water’s edge and use it as a gateway to the Hauraki Gulf <sup>(11)</sup></li> <li>▪ The RPC policies “do not support new activities that do not have a functional need to be in the coastal marine area” <sup>(20)</sup></li> </ul> | <ul style="list-style-type: none"> <li>▪ International profile <sup>(11)</sup></li> <li>▪ Great place to live <sup>(1), (3), (5), (6), (11), (23)</sup></li> <li>▪ Attracts skilled people and greater talent retention <sup>(5), (11), (23)</sup></li> <li>▪ Greater productivity and profitability <sup>(11)</sup></li> <li>▪ Economic prosperity greater wealth and employment <sup>(5), (6), (11)</sup></li> <li>▪ Long-term catalyst for improving the wider CBD <sup>(6)</sup></li> </ul> |

### Policy References in Table:

- |                                    |                           |   |  |  |
|------------------------------------|---------------------------|---|--|--|
| (1) Waterfront Vision 2040         | (6) AREDS                 | (11) Regional Visitor Plan                          | (16) GUEDO Discussion Paper on Cruise Industry | (21) Business Land Strategy                  |
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| (5) ARPS                           | (10) NZ Tourism Strategy  | (15) GUEDO Ministerial Paper on Auckland Waterfront | (20) Regional Plan: Coastal                    |  |

## Appendix B (Cont'd): Key Policy Linkages to the Waterfront and Potential Benefits Delivered from their Implementation

| Objective for Waterfront   | Specific Requirements for Waterfront  | Benefits Delivered to Region / NZ  |
|--|---|--|
| <p>Port ongoing operation, success and growth <sup>(1), (8), (9), (14), (17)</sup></p> | <ul style="list-style-type: none"> <li>▪ Pre-eminence of port activity within port boundaries <sup>(1), (20)</sup></li> <li>▪ Surrounding land use does not compromise port <sup>(1), (8)</sup></li> <li>▪ “The development of new port facilities for port activities within Port Management Areas shall be considered more appropriate than development outside of these areas...”</li> <li>▪ The Port of Auckland is well placed to develop as a major hub port <sup>(9)</sup></li> <li>▪ Upgrade and expand port infrastructure <sup>(8), (9)</sup> <ul style="list-style-type: none"> <li>– Further reclamation and intensification in east <sup>(1), (9), (17)</sup></li> <li>– Capacity for growth in international and domestic sea freight <sup>(1), (9), (13), (14)</sup> <ul style="list-style-type: none"> <li>• POAL’s preferred options for expanding capacity to meet throughput demand are “new terminal operation plant/systems and incremental reclamation” <sup>(9)</sup></li> </ul> </li> <li>– Accommodate large vessels</li> <li>– Presence of deep water and navigable channels <sup>(8)</sup></li> <li>– Anchorages and berthage <sup>(8)</sup></li> <li>– Enhance cruise facilities <sup>(11), (16)</sup></li> <li>– Back-up areas to operate effectively and efficiently <sup>(8)</sup></li> </ul> </li> <li>▪ Captain Cook Wharf will continue to be part of the working waterfront and used for port operations for the foreseeable future. There may be a shift over the long term to non custom-bonded activities (such as tugboats) which would give the public access to the area <sup>(1)</sup></li> <li>▪ Marsden Wharf space required for Bledisloe expansion <sup>(9)</sup></li> <li>▪ “Princes Wharf is needed long term as an important cruise ship facility for Auckland <sup>(9)</sup></li> </ul> | <ul style="list-style-type: none"> <li>▪ Vital to regional economic growth <sup>(1), (8)</sup> <ul style="list-style-type: none"> <li>– The Port provides \$11 billion a year in flow-on benefits to the regional economy, supporting 150,000 jobs and 22% of the regional economy <sup>(9)</sup></li> </ul> </li> <li>▪ It is important for the regional and national economy that hubbing is accommodated at the optimal location</li> <li>▪ Benefit importers and exporters</li> <li>▪ Efficient freight transport system <sup>(14)</sup></li> <li>▪ Release of western waterfront land from port use for redevelopment will enhance Auckland’s waterfront (refer to benefits above)</li> </ul> |

### Policy References in Table:

- |                                    |                           |   |  |  |
|------------------------------------|---------------------------|---|--|--|
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| (2) ASF                            | (7) Metro Action Plan     | (12) Auckland City Events Strategy                  | (17) District Plan Auckland                    | (22) Draft CBD Waterfront Masterplan         |
| (3) Sustainable Development for NZ | (8) CBD Into the Future   | (13) Sea Change                                     | (18) Retail Strategy                           | (23) National Economic Transformation Agenda |
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| (5) ARPS                           | (10) NZ Tourism Strategy  | (15) GUEDO Ministerial Paper on Auckland Waterfront | (20) Regional Plan: Coastal                    |  |

## Appendix B (Cont'd): Key Policy Linkages to the Waterfront and Potential Benefits Delivered from their Implementation

| Objective for Waterfront         | Specific Requirements for Waterfront   | Benefits Delivered to Region / NZ  |
|----------------------------------|--|--|
| Port success and growth (Cont'd) | <ul style="list-style-type: none"> <li>▪ In the medium term to long term Wynyard wharf is needed as a back-up or second cruise facility <sup>(9)</sup></li> <li>▪ Queens Wharf will continue to be used for port operations over the short to medium term, in particular for non-container based cargo. POAL is able to release Queens Wharf, subject to appropriate commercial compensation, in the short term (potentially 2010-11). <sup>(9)</sup> <ul style="list-style-type: none"> <li>– In the medium term to long term Queens Wharf East is needed as a back-up or second cruise facility. Either the existing shed or an alternative building is needed to support the berth <sup>(9)</sup></li> <li>– When it no longer required for core port functions ideas for future use of Queens Wharf include: <ul style="list-style-type: none"> <li>• Public access and public spaces <sup>(1)</sup></li> <li>• A continual link between Queen Street and the waterfront <sup>(1)</sup></li> <li>• Reconfiguring the wharf structure to create a new town basin <sup>(1)</sup></li> <li>• An iconic building <sup>(1)</sup></li> <li>• Extending ferries and water taxis <sup>(1)</sup></li> <li>• Entertainment and a mix of activities <sup>(1)</sup></li> </ul> </li> <li>– Any new development of Queens Wharf needs to show that: <ul style="list-style-type: none"> <li>• The area is not required for port activities; <sup>(20)</sup></li> <li>• Provide for public access; <sup>(20)</sup></li> <li>• Maintain views; <sup>(20)</sup> and</li> <li>• Enhance links with the CBD. <sup>(20)</sup></li> </ul> </li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>▪ Improved cruise infrastructure will enhance Auckland as visitor destination <ul style="list-style-type: none"> <li>– Significant economic benefits</li> </ul> </li> <li>▪ Public access and redevelopment of Queens Wharf will significantly enhance the Waterfront and public amenity <ul style="list-style-type: none"> <li>– Spectacular gateway to the CBD, the wider Auckland region and the Hauraki Gulf Marine Park</li> </ul> </li> </ul> |

### Policy References in Table:

- |                                    |                           |   |  |  |
|------------------------------------|---------------------------|---|--|--|
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| (2) ASF                            | (7) Metro Action Plan     | (12) Auckland City Events Strategy                  | (17) District Plan Auckland                    | (22) Draft CBD Waterfront Masterplan         |
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## Appendix B (Cont'd): Key Policy Linkages to the Waterfront and Potential Benefits Delivered from their Implementation

| Objective for Waterfront                    | Specific Requirements for Waterfront   | Benefits Delivered to Region / NZ  |
|---|--|--|
| Working Waterfront <sup>(1), (22)</sup>     | <ul style="list-style-type: none"> <li>▪ Continued co-location of marine, fishing and recreational boating activity in the area <sup>(1)</sup></li> <li>▪ Ensure future adjacent land uses do not compromise marine and fishing activities <sup>(1)</sup></li> </ul> | <ul style="list-style-type: none"> <li>▪ Vital major role in region's economy <sup>(1)</sup> <ul style="list-style-type: none"> <li>– The NZ marine industry has annual turnover of over \$1.2b and generates over \$500m export earnings</li> </ul> </li> </ul>                         |
| Marinas and Recreation <sup>(1), (22)</sup> | <ul style="list-style-type: none"> <li>▪ Improved pedestrian access and public orientated uses <sup>(1)</sup></li> </ul>   | <ul style="list-style-type: none"> <li>▪ Great place to live <sup>(1), (3), (5), (6), (11), (23)</sup></li> <li>▪ Attracts skilled people and greater talent retention <sup>(5), (11), (23)</sup></li> <li>▪ Internationally competitive <sup>(1), (5), (6), (18), (23)</sup></li> </ul> |

### Policy References in Table:

(1) Waterfront Vision 2040

(2) ASF

(3) Sustainable Development for NZ

(4) RGS

(5) ARPS

(6) AREDS

(7) Metro Action Plan

(8) CBD Into the Future

(9) Port Development Plan

(10) NZ Tourism Strategy

(11) Regional Visitor Plan

(12) Auckland City Events Strategy

(13) Sea Change

(14) Auckland Regional Freight Study

(15) GUEDO Ministerial Paper on Auckland Waterfront

(16) GUEDO Discussion Paper on Cruise Industry

(17) District Plan Auckland

(18) Retail Strategy

(19) Regional Open Space Strategy

(20) Regional Plan: Coastal

(21) Business Land Strategy

(22) Draft CBD Waterfront Masterplan

(23) National Economic Transformation Agenda

## **Appendix C: Detailed Inventory of Strategic Policies Relevant to the Waterfront**

Refer to separate document (available upon request)