

REGIONAL
SUSTAINABLE
DEVELOPMENT
FORUM



One Plan for the Auckland region

Version 1

October 2008

Regional Sustainable Development Forum





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Introduction from the Regional Sustainable Development Forum

The Regional Sustainable Development Forum is pleased to introduce **One Plan** – the Auckland region’s first single strategic framework and plan of action for a sustainable future.

One Plan is a milestone

It arises out of an unprecedented partnership between local government, the emerging regional Mana Whenua Forum, and central government. One Plan reflects a joint vision to deliver on shared outcomes. Its development is the responsibility of a new collaborative political forum, the Regional Sustainable Development Forum (RSDF), which succeeds the Regional Growth Forum. Like its predecessor, the RSDF is dedicated to the long-term sustainable development of the Auckland region; but it has a broader focus and an emphasis on implementation.

A vehicle for the future

One Plan is the vehicle that will take the Auckland region and its people into a

sustainable, prosperous future. Yes, it is ambitious, but attainable. Achieving it will require the resources and energy of all who deliver the region’s essential public and private infrastructure, now and in the future.

In striving to do better, let’s not waste the considerable time, knowledge, energy and resources that have already been invested. There is a significant amount of work already underway around our region, Auckland is constantly evolving. It is the very nature of this evolution that highlights the value of a One Plan approach; to improve, coordinate, and ensure delivery on our important investments.

One Plan is driven by a commitment to coordinated and integrated planning, and

implementation across the region, such as the integration of land use planning, infrastructure and services to address increasing change.

One Plan for the longer term

The first version of One Plan focuses on a limited number of nationally and regionally significant priorities that have already been decided; in some cases, work is already underway. This focus has been taken in version 1. Our first task is to ensure that we deliver these existing priorities well. Subsequent versions of One Plan will tackle how we decide what is important for the region in the years ahead, and how we apply the principles of sustainability to our decision making.

This first version of One Plan does not provide all of the answers, but it has been an important learning experience for the region and has already highlighted a number of areas for future development. In particular, the full involvement of the Mana Whenua Forum in the development of the draft One Plan was

not possible as efforts were understandably concentrated on its establishment; however, there is a clear commitment from parties to ensure that the involvement of the forum informs subsequent versions.

One Plan is timely

One Plan comes at an important time. There is a clear appetite among central government, local government, Mana Whenua, key stakeholders and the wider community for a single, all-encompassing regional plan that brings together existing strategies and investment. Achieving this in its entirety will require collaboration and committed action by many partner organisations over a number of years.

The wider public has been consulted on many elements of One Plan previously, and will have the opportunity to comment further in mid-2009, through the councils' Long Term Council Community Plan (LTCCP) feedback processes.

A new approach

This is a new approach for us all, but we are confident that with your continued support, innovation and enthusiasm, we will move rapidly to make things happen on the ground.

Thank you to all who have been involved in the development of One Plan; for example, infrastructure providers and wider central

government agencies such as the Department of Labour, Housing New Zealand Corporation and Te Puni Kōkiri. We look forward to your continued interest.

Regional Sustainable Development Forum members

Voting members

Auckland Regional Council
Auckland City Council
Franklin District Council
Manukau City Council
North Shore City Council
Papakura District Council
Rodney District Council
Waitakere City Council

Non-voting members

Department of Internal Affairs
Department of the Prime Minister and Cabinet
Environment Waikato
Ministry for the Environment
Ministry of Economic Development
Ministry of Social Development
Northland Regional Council

Mana Whenua representation on the RSDF is currently being determined

One Plan — what it is ...

The ambition of One Plan is to promote a single strategic framework and plan of action for the Auckland region.

In the **short-term**, it is about delivering better on existing decisions and commitments, and setting a clear direction for how the region plans to achieve its aspirations for sustainable development.

Longer-term, it is about making and implementing better decisions. Those decisions will be guided by the Auckland Sustainability Framework's vision of

a resilient region that can adapt to change.

The Auckland Sustainability Framework and other existing strategies which have shaped One Plan have given rise to the following three objectives and seven programmes of action.

Three objectives:

- 1 Implement seven programmes of action to drive the region forward in the short term.
- 2 Develop an infrastructure inventory by August 2009.
- 3 Identify other priority areas that address important challenges and opportunities for inclusion in future versions of One Plan.

Seven programmes of action:

The seven programmes of action will contribute to the goals and shifts described in the Auckland Sustainability Framework, support central government policy platforms to make a significant difference, be transformational and be both regionally and nationally significant in scale and impact. To be included in this first version of One Plan the programmes must also pass the following tests:

- achievability,
- timeliness,
- leverage opportunity.

The ambition of One Plan is to:

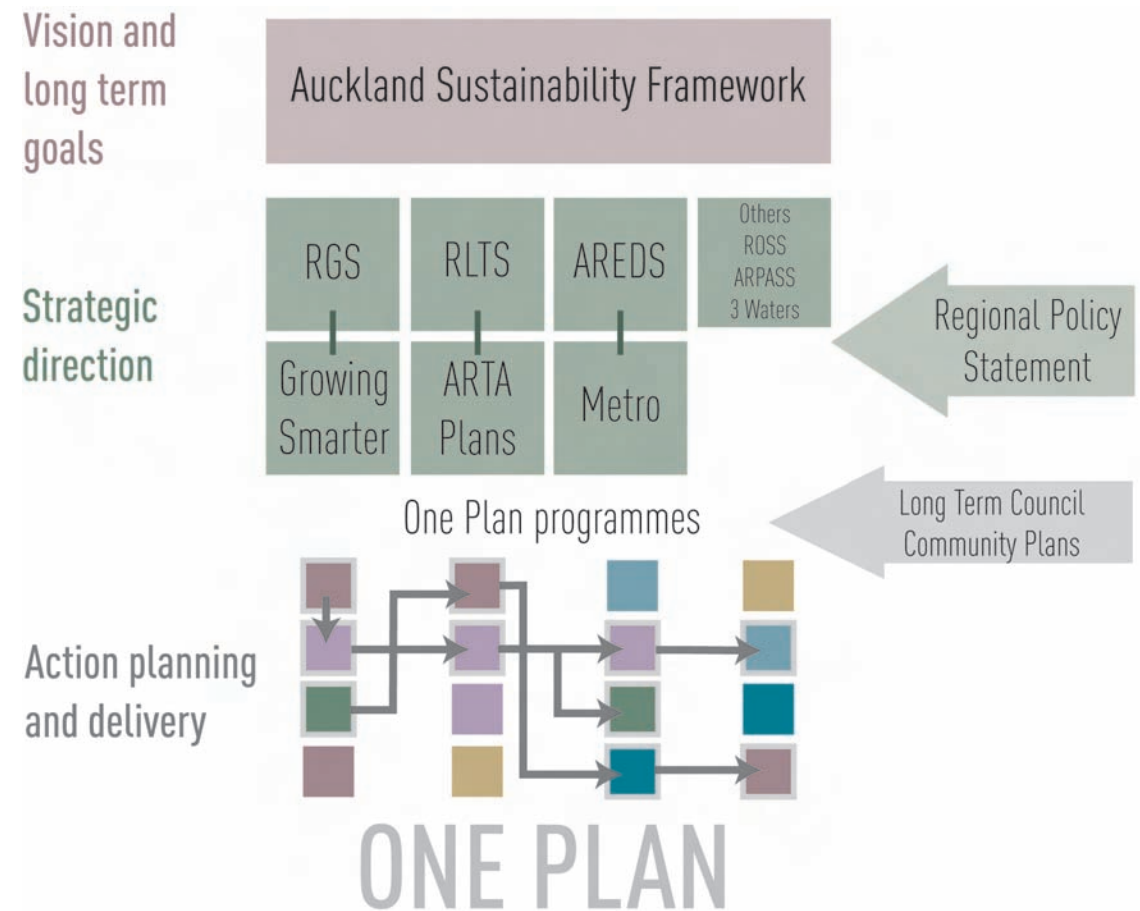
- Ensure a sustainability focus to decision making by implementing the Auckland Sustainability Framework; a shift from a business as usual approach.
- Increase the certainty and speed of action.
- Implement selected significant projects and programmes and maximise the leverage off them.
- Align, integrate and prioritise strategic decisions.
- assist in developing existing central government strategy focused on Auckland.

By pursuing these objectives, here and in future versions of One Plan, we will refocus our regional priorities on the significant economic, environmental, social and cultural challenges.

In doing so, the region's leaders will have significant decisions to make in order to deal with the needs of a rapidly growing and increasingly diverse population, and rapid global and regional change. Potential major projects such as the extension of the rail line through the CBD, a rail link from the CBD to the airport, the long-term conversion of the Northern Busway into a rail service, the expansion of ferry services, a further harbour crossing, a second international airport, and a national convention centre already enjoy considerable support from some agencies, and are being discussed and debated with others. These and other projects such as the provision of water infrastructure are currently being developed for future consideration. All will need to pass the sustainability test, and they will compete for already scarce resources. The region will need to reconcile many competing demands for expenditure and reflect agreed priorities in future versions of One Plan.

In the next section we look at the regional context for One Plan.

Strategy, action and One Plan



The Auckland context

Without doubt, the Auckland region is a great place; fresh, vital and dynamic.

In 2006, 2007 and 2008 the Auckland region was placed fifth in the Mercer International Quality of Living survey — the top ranking for any city-region in Asia or Australasia.

Featuring three large harbours and some of the most unique cultural, built and natural heritage in the world, for example, volcanic cones developed over 140,000 years, Aucklanders can have a way of life that's beyond the dreams of most city-dwellers.

About a third of New Zealand's population lives here — more than 1.3 million people. Home to iwi Māori and more than 180 other cultures, Auckland is also currently home to the world's largest population of Pacific peoples. The region is the chosen destination of most new migrants. With more than 400 new residents arriving each week from elsewhere in New Zealand and overseas, the region is growing faster than anywhere else in the country.

It's not hard to see why. The Auckland region is the engine-room of the national economy, providing more than a third of all jobs. It's also New Zealand's commercial gateway, with the busiest ports and airport. Its leading universities and other tertiary institutions attract people from the rest of the country and beyond.

From business opportunities to watersports, from shopping to study, from rural life to inner city life, from cultural events to innovative industries, the region offers possibilities for everyone.

But even the most loyal Aucklander would agree: it could be even better.

The region's rapidly growing population is placing increasing pressures on our transport systems, environmental quality, healthcare and education services. In places, urban sprawl has made communities less cohesive and connected, and people increasingly dependent on private transport.

There are real disparities in health, income, housing and educational achievement, particularly for many living in the most disadvantaged communities. Safety and personal security are major challenges for many of the region's residents. Infrastructure problems, skilled labour shortages, inadequate investment: all have been identified as barriers to economic growth, requiring urgent and decisive action.

Compounding these local issues are bigger global pressures, especially climate change, resource depletion and the effects of economic globalisation. Aucklanders see growing evidence of these challenges all around them, every day.

As New Zealand's largest city-region, generating more than a third of the country's GDP, New Zealand's success will depend in large measure on how well Auckland responds to the global challenges it faces, and whether it can capitalise on its enormous potential. In short, if Auckland is not our first global city, there won't be a second.

The Auckland Sustainability Framework (ASF) presents a vision of an ecologically and socially resilient region that is economically vibrant and values its cultural heritage. The framework recognises that Aucklanders – like people everywhere – need to make some significant shifts over the next 20 years if they are to live together sociably and within the earth's limited resources. One Plan brings to life the ASF by applying the concept of sustainability that lie at its heart.

What sustainability means for the Auckland region is set out in the framework's aspirational

goals. Realising those aspirational goals and translating the framework into reality has led to a focus on five action points (see box).

The ASF acknowledges that as the inherent kaitiaki of the region, Mana Whenua have a key role to play in, and responsibility to contribute to, the region's sustainable development. Mana Whenua involvement was instrumental in the creation of the ASF. Through the establishment of the Mana Whenua Forum, this involvement will continue into the One Plan process.

The ASF, existing strategies and Mana Whenua views inform One Plan. The One Plan programmes are designed to reflect the significance of the ASF within Auckland's planning and action. They are designed to provide outcomes for the social, economic, cultural and environmental wellbeing of the region.

ASF five action points:

- 1 Anticipating future challenges and opportunities,
- 2 Working within ecological limits,
- 3 Acknowledging social, cultural, environmental and economic interrelationships,
- 4 Learning from the past, enhancing Auckland's current wellbeing, and creating a positive and enduring legacy,
- 5 Developing a resilient region that can adapt to change by building strong communities and robust ecological systems and designing flexibility into our economy, infrastructure and buildings.

Existing regional strategies

One Plan has been built on, and will develop further, the series of strategies that already shape our region.

Auckland Regional Growth Strategy 2050 (1999)

This strategy focuses the region's future development on compact, integrated communities within the metropolitan areas, linked by passenger transport. Underlying principles are:

- Intensified development in parts of the city where public transport and other services can be provided more easily.
- Preservation of other areas so that they can develop in ways that retain their character and values.
- Development of identified areas outside the current city limits that will accommodate future growth.

A recent review of progress (Growing Smarter, 2007) showed an urgent need to move faster and more effectively to implement the strategy. One Plan reflects this need for progress through an infrastructure plan, seven programmes of action and in the outline of future One Plan directions.

Auckland Regional Land Transport Strategy (2005)

This strategy details the way forward for the region's transport system for the next ten years. It is driven by a vision of a transport system which enhances the Auckland region as a great place to live, work and play. A new Regional Land Transport Strategy is currently being prepared by the Regional Transport Committee.

It outlines what's needed to achieve an integrated, safe, responsive and sustainable land transport system that can cope with the demands of many more people. It does this by setting regional objectives that are realised in the Auckland Transport Plan.

One Plan reflects this strategy in its collaborative approach to prioritisation and decision-making, and in the proposal for an infrastructure plan in which transport is integrated with other infrastructure. To respond to more short-term challenges, this version of One Plan also includes two major transport programmes of action.

Auckland Regional Economic Development Strategy (2002)

This strategy aims to transform the regional economy through sustainable economic development. It is being implemented through the Metro Project Action Plan 2006 which focuses on three areas critical to the region's economic transformation: urban development and infrastructure, Auckland as a destination, and skills and innovation. One Plan reflects this strategy through the seven programmes of action and the infrastructure plan, as well as through the outline of future One Plan directions.

In the long-term, One Plan aims to bring about the shifts in thinking and action needed to help Auckland's environment, economy, people and cultures develop sustainably.

In the short-term, it is about delivering better on existing decisions and commitments and setting a clear direction for how the region plans to achieve its aspirations for sustainable development. Seven programmes of action have been tested and identified to achieve that aspiration.

The seven programmes of action generally include one significant and several connected initiatives designed to add value and opportunities to leverage off each other. The programmes of action are varied in their readiness and certainty of funding, especially in terms of the connected initiatives. Funding in many instances will be subject to Long Term Council Community Plan processes and timeframes. Work will occur over the coming months to further develop those initiatives and certainty of funding.

The seven programmes of action collectively address a number of opportunities for the region across social, cultural, economic and environmental outcomes. By working across all four wellbeings the One Plan programmes of action each reflect a commitment towards the region's sustainable development.

Seven programmes of action

Improving public transport

A world-class public transport system will help reduce the adverse effects of high car ownership/use, lessen the impact on residents of high world fuel prices, and provide an attractive choice for travel across the region, in both rural and urban areas. More people will enjoy the benefits of living in high-amenity, accessible urban centres where they can bus, train, ferry, cycle or walk to work, shops, education and recreational activities.

Completing the network

The focus of this programme is to enhance access within and throughout the region. It will make it easier for people and freight to move to and between centres along the Western Ring Route and beyond, and ensure that this movement supports regional growth and transport strategies.

Digital Auckland

This programme will attract private sector investment and compete for the Broadband Investment Fund to accelerate the delivery of high speed open access fibre infrastructure, and affordable unconstrained broadband content and services, thereby invigorating business and enriching people's lives throughout the region. The goals and initiatives of the programme have been aligned with both the central government Digital Strategy 2.0 and the objectives of the Auckland Metro Project Action Plan, and will be driven through an integrated regional approach to strategy.

Destination Auckland

This programme aims to develop the region as a global destination and major events location. It supports work already planned or underway to ensure that in preparing for and hosting the Rugby World Cup 2011 the region captures the full potential of the event. The aim is to create an ongoing legacy across economic, social, cultural and environmental components of the event to equip the Auckland region as a global visitor and events destination.

CBD and Waterfront

This programme is about creating a world-class CBD and Waterfront worthy of the Auckland region. This programme will celebrate the special relationship that the people of the region enjoy with its harbours and coastal environments. In this case the programme focuses on the urban areas of the CBD and Waterfront within the context of the wider shorelines and the Hauraki Gulf itself.

Building communities

This programme focuses on improving wellbeing for people living in communities of need where people are supported to realise their full potential. It aims to transform these communities into strong, fair and sustainable neighbourhoods with good access to education, employment, affordable healthy housing, and public transport.

Growth through skills

This programme of action supports the National Skills Strategy and the evolving Regional Skills Action Plan. It focuses on expanding and improving our regional skill base to drive productivity growth, increase wealth, enhance social equity and provide meaningful employment that contributes to the sustainable development of the region.

Improving public transport

A world-class public transport system will help reduce the adverse effects of high car ownership/use, lessen the impact on residents of high world fuel prices, and provide an attractive choice for travel across the region, in both rural and urban areas. More people will enjoy the benefits of living in high-amenity, accessible urban centres where they can bus, train, ferry, cycle or walk to work, shops, education and recreational activities.

Significant initiative

The Auckland Urban Rail Network is planned to be electrified and the diesel-powered trains operating between Swanson, the Central Business District and Papakura (including the proposed new Manukau Rail Link and Onehunga Branch Line) will be replaced. As well as providing increased connectivity, this initiative will support the further development of public transport networks and is key for other significant projects to proceed, including the proposed CBD rail loop.

Connected initiatives

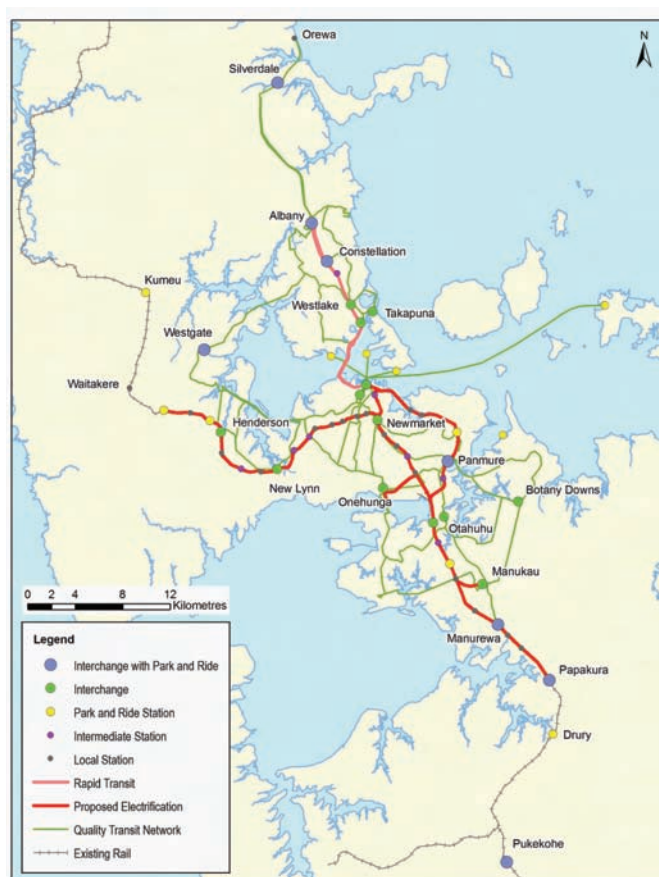
A major upgrade of the existing rail network, including double-tracking of the western line, a new connection to Manukau, the reopening of the Onehunga line, and new stations at Newmarket and New Lynn, is already underway as part of the Developing Auckland's Rail Transport Network project.

Integrating land use activities with a revitalised rail network will maximise the benefits for surrounding communities. An electrified public transport network supports the Regional Growth Strategy as well as the Auckland

Sustainability Framework and will reinforce the rejuvenation of town centres along the rail network. Responses are underway to maximise use of this investment, including new greenfield development in Takanini and regeneration in New Lynn, Henderson and Manukau.

Infrastructure and services will be developed to provide a faster, more reliable and convenient public transport system. Improvements will be made to existing rail, bus and ferry networks including through the use of integrated fares and ticketing.

Funding and timelines



Planned public transport	Projects	Agencies	Total anticipated cost (\$m)	Funding status	Timeline	Benefit
Central Government	Below track costs including construction of tracks, signalling, power	Kiwirail	500	Funded through regional fuel levy	2008–2013	More people will enjoy the benefits of high-amenity, accessible urban centres where they can bus, train, ferry, cycle or walk to work, shopping, education and recreational activities.
	Operational costs	NZTA	1250		2008–2016	
Local Government	Above track costs including 35 Electric Multiple Units and storage	ARC/ARTA	494		2008–2013	
	Other initiatives relating to this programme	ACC/MCC/NSCC/PDC/RDC/WCC	219		2008–2018	
	Operational costs	ACC/ARC/ARTA/FDC/MCC/NSCC/PDC/RDC/WCC	1075	2008–2016		

Partner Agencies

Local government: Auckland City Council, Manukau City Council, North Shore City Council, Papakura District Council, Rodney District Council, Waitakere City Council

Regional government: Auckland Regional Council

Central government: Ministry of Transport

Other partner agencies: Auckland Regional Council/Auckland Regional Transport Authority, Kiwirail

Examples of improving public transport in action – New Lynn ...

New Lynn example

New Lynn has been identified by Waitakere City Council and the Auckland Regional Council as a major urban growth node and transit-oriented development; the second in Auckland after Britomart. To further its development Waitakere City Council is making changes to the District Plan and has developed a strategic framework for the regeneration of the town centre as a residential and employment node.

Within one kilometre of the new rail and bus interchange New Lynn currently has a local population of approximately 2,300 people and 6,000 employees but is projected to accommodate up to 20,000 residents and 12,000 employees by 2021. Achieving the new

vision for New Lynn's town centre is dependent on the following most critical interventions:

- development of an integrated multi-modal transport interchange,
- rail line separation from roading network, within a trench,
- Clark St bypass and bridge,
- regeneration of the historic merchant quarter between Great North Rd, Totara Ave and Memorial Drive,
- creation of an integrated mix of retail, commercial and intensified residential land uses,
- public parking buildings,
- main street upgrades,
- provision of public open space and civic spaces,
- Hetana St extension.

The implementation of the vision for New Lynn is already underway and has involved extensive multi-party commitment and investment of approximately a quarter of a billion dollars.

Manukau City Centre example

Plans have been developed for the regeneration of Manukau City Centre, Auckland's third largest regional centre, to facilitate future development and stimulate economic growth. Manukau City Centre currently has a local population of approximately 1,100 people and 11,600 employees. It is projected to accommodate up to 8,400 residents and 16,100 employees by 2026.

The new vision for Manukau's city centre incorporates the following activities:

- the Manukau rail link, station and transport interchange,
- SH20-1 motorway link,
- a justice precinct,
- a tertiary campus,
- public parking buildings,
- provision of public open space,
- private sector investment, including current projects involving redevelopment and extension of residential, business, hotels and retail sectors.

The implementation of the vision for Manukau City Centre is already underway and has involved extensive multi-party commitment and substantial investment.

Completing the network

The focus of this programme is to enhance access within and throughout the region. It will make it easier for people and freight to move to and between centres along the Western Ring Route and beyond, and ensure that this movement supports regional growth and transport strategies.

Significant initiative

The Western Ring Route will be completed, subject to funding approval for the Waterview Connection, providing a single 48-kilometre motorway that links Manukau, Auckland, Waitakere and North Shore cities and growth centres, and bypasses the Auckland city centre. Target completion date: 2015.

Connected initiatives

Integrating the councils' plans for land use around motorway construction will maximise economic and social benefits to surrounding communities and regional businesses. Land use initiatives associated with the Western Ring Route include plan changes and land purchases.

These initiatives support the Regional Growth Strategy, and the construction of essential infrastructure supporting new developments.

Developing transport options to support the Western Ring Route will help ensure optimal traffic flows. There will also be better cycleways, walkways and public transport services, all of which support transport and land use objectives.

Partner agencies

Local government: Auckland City Council, Manukau City Council, North Shore City Council, Waitakere City Council
Regional government: Auckland Regional Council



Central government: Ministry of Transport, New Zealand Transport Agency

Other partner agencies: Auckland Regional Council/Auckland Regional Transport Authority

Completing the network	Projects	Agencies	Total anticipated cost (\$m)	Funding Status	Timeline	Benefit
Central Government	Mt Roskill Extension SH 20/1 Manukau Extension SH 20 Manukau Harbour Crossing Upper Harbour Motorway	NZTA	936	all funded	2008–2015	Integrating land use planning with motorway construction will maximise economic and social benefits to surrounding communities and regional businesses.
	Proposed Waterview Connection	NZTA	1,890	unfunded	2008–2015	
Local Government	Connected Initiatives	ACC/MCC/NSCC/WCC	334	funded	2008–2016	

Completing the network – example

Nodal development along the **Western Ring Route** will leverage benefit from this major infrastructure investment. Along with other cities' plan changes, Waitakere City Council has made changes to its district plan for the development of land along the route and will enable the establishment of new ferry services from Hobsonville. Waitakere City Council's changes comprise three main areas. Together these developments provide opportunities for housing up to 18,000 new residents and employment opportunities for 14,000 workers,

retrofitting the western edge of the region's metropolitan area more sustainably.

Massey North/Westgate – This will involve the development of this principal centre, which is envisaged to be an integrated industrial business and employment area to service the currently underserved population.

Hobsonville Corridor and Village – This will involve the development of a mixed use town centre to service the surrounding

neighbourhoods, including shops, higher density residential activities, an area for business and an adjacent area for industry.

Hobsonville Peninsula (Airbase) – This large scale development will create an integrated urban community that provides for employment, schooling, housing, community and recreational facilities, open space and public access around the foreshore.

This programme will attract private sector investment and compete for the Broadband Investment Fund to accelerate the delivery of high speed open access fibre infrastructure, and affordable unconstrained broadband content and services, thereby invigorating business and enriching people's lives throughout the region. The goals and initiatives of the programme have been aligned with both the central government Digital Strategy 2.0 and the objectives of the Auckland Metro Project Action Plan, and will be driven through an integrated regional approach to strategy.

Significant initiative

Connection:

Attract private sector investment to accelerate the delivery of high speed, open access broadband infrastructure to 80% of the Auckland region's businesses, community facilities and residents. The following initiatives reflect the commitment to align public and private projects and will be updated as information becomes available.

Connected initiatives

Collaboration:

Scope and develop a programme of work to agree regional broadband protocols, including determining what is required to establish common policies, consenting systems, standards and processes, road opening notices, etc. and more effective collaboration with the telecommunications industry.

Capability:

Facilitate a broadband skills development programme to support businesses' capability to develop and use broadband infrastructure.

Provide community-based training and facilities to encourage equitable and universal access to digital content and services.

Content:

Deliver the Digital Content Sector Initiative to address identified obstacles to, and to accelerate, innovation and growth in the digital content sector in the Auckland region.

Funding

Realising the above vision for broadband within the Auckland region is estimated to cost \$1.3 billion. Central government funding will be sought from the Broadband Investment Fund. Applications to the Broadband Investment Fund have been lodged in September 2008. Further detail on the programme will be provided when it is known which applications have been successful.

Partner agencies

Local government: Auckland City Council, Franklin District Council, Manukau City Council, North Shore City Council, Papakura District Council, Rodney District Council, Waitakere City Council

Regional government: Auckland Regional Council

Central government: Ministry of Economic Development

Other partner agencies: Community organisations, private sector entities

This programme aims to develop the region as a global destination and major events location. It supports work already planned or underway to ensure that in preparing for and hosting the Rugby World Cup 2011 the region captures the full potential of the event. The aim is to create an ongoing legacy across economic, social, cultural and environmental components of the event to equip the Auckland region as a global visitor and events destination.

Significant initiative

The Auckland region will play a key role in hosting the Rugby World Cup 2011 (RWC 2011). Eden Park has been confirmed as the host for both the semi-finals and final games and the wider Auckland region is likely to play host to a number of teams and pool matches throughout the tournament. There is a valuable legacy to be leveraged from this hosting role.

Connected initiatives

Since the government and the New Zealand Rugby Union secured the hosting rights

for the RWC 2011, both central and local government have been planning and preparing to host the event. These initiatives reflect the commitment to align national and regional RWC workstreams.

Tourism/visitor services: to develop an Auckland specific tourism campaign and associated visitor services. Align these with other programmes such as Tourism New Zealand's international campaigns. Support the opportunity for local and regional Māori tourism operators to showcase quality Māori designs and destinations.

Economic development: to work with Auckland businesses to maximise commercial opportunities from the RWC 2011 – including preparing businesses for the event and working with central government to promote the provision of skills development in key shortage areas affecting the RWC 2011 (hospitality, retail, construction and trades).

Venues and unions: to scope of potential match and training and facilities.

Sport, health and wellbeing: to use the RWC 2011 as an opportunity to promote sport, health and wellbeing throughout the Auckland region.

Transport: to include the delivery of the RWC 2011 traffic management plans and integrated ticketing plans, infrastructure improvements and passenger transport initiatives.

Regulatory: to ensure that the delivery of the RWC 2011 and its ancillary events complies with regional and national regulatory requirements.

Environmental sustainability: development of a regional environmental framework for the games

including support for any potential national programmes.

Ancillary events: to support potential national initiatives such as a RWC 2011 Cultural Programme, contribution to the “Stadium of 4 Million” rugby festival initiative and the delivery of ancillary events.

Showcasing the region’s culture: through events such as “Atamira – Māori in the City” to showcase Māori as the indigenous face of New Zealand through a world class event displaying unique cultural and artistic expressions through whakairo, taa moko, raranga, kapa haka, waiata, art, innovation, food, fashion and film. This event will also highlight the positive participation of Māori in sport as a tangible example of Māori engagement and achievement at regional, national and international levels.

Community engagement: to support potential national initiatives such as the official RWC 2011 volunteer programme, education programme and Māori heritage and culture, as well as the regional delivery of community engagement programmes.

Programme support: communications, regional mapping (including spatial mapping system) and research.

Central and local government are both currently developing workstreams around hosting the RWC 2011. All Auckland territorial local authorities and relevant regional organisations have been considering their total programme and financial commitment. This includes \$7.4m of projects and activities provided as a regional programme. This programme will be submitted to Rugby NZ 2011 Ltd as part of the nation-wide match and team allocation process with proposals and allocations made during 2008 and the first half of 2009.

Each authority’s proposed funding contribution will be subject to the 2009 Long Term Council Community Plan process. Central government has contributed already through support for the event bid and the initial contribution to tournament costs, and will also identify future contributions later in 2008 or early 2009.

The following funds have been identified by central and local government for

redevelopments associated with Eden Park and other RWC 2011 infrastructure projects across the region: \$32m from Auckland City Council (of which \$22m is for the Eden Park Precinct) and \$10m from the Auckland Regional Council (for Eden Park redevelopment). Central government has committed to underwriting the redevelopment to the value of \$190m.

Partner agencies

Local government: Auckland City Council, Franklin District Council, Manukau City Council, North Shore City Council, Papakura District Council, Rodney District Council, Waitakere City Council

Regional government: Auckland Regional Council

Central government: Rugby World Cup 2011 Government Coordination Office (within Ministry of Economic Development) leading coordination across government of the 25 agencies involved in Rugby World Cup planning

Other partner agencies: Auckland Regional Council/ Auckland Regional Transport Authority, Eden Park, Mt Smart Stadium, New Zealand Rugby Union, Rugby New Zealand 2011 Ltd, North Harbour Stadium, Regional Rugby Unions, Regional Rugby World Cup 2011 Steering Group, The Eden Park Redevelopment Board, Tourism Auckland

This programme is about creating a world-class CBD and Waterfront worthy of the Auckland region. This programme will celebrate the special relationship that the people of the region enjoy with its harbours and coastal environments. In this case the programme focuses on the urban areas of the CBD and Waterfront within the context of the wider shorelines and the Hauraki Gulf itself.

Significant initiative

The format of this programme differs from the other One Plan programmes of action in that 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.

Connected initiatives

CBD – to make the region’s heart attractive, accessible and functional:

- Complete the upgrade of Queen Street.
- Establish the Learning Quarter – a centre of education, research and development excellence for Auckland.
- 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 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.
 - 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.
- Develop and implement a planned approach for bulk liquid location within the Auckland region, to coordinate with the phased orderly exit of bulk liquid from Wynyard Quarter.

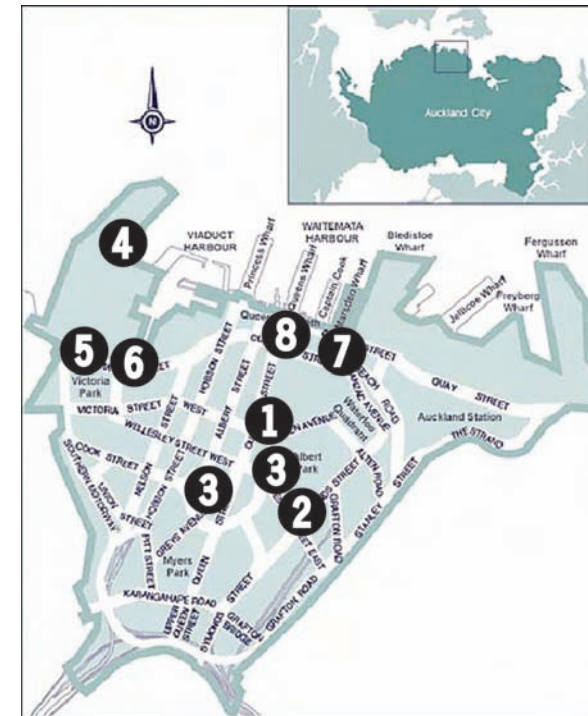
Transport integration – improve accessibility in and around the CBD and Waterfront:

- Pedestrian overbridges 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 focused boulevard.
- Improve access to Britomart through the Central Connector and other dedicated busways.

The following funds have been identified by the partner agencies for development associated with the CBD and Waterfront. Auckland City Council, Auckland Regional Council and Auckland Regional Holdings have jointly committed to \$212m for Wynyard Quarter over the next 12 years. A further \$57m will come from Auckland City Council for the marine events precinct and Te Wero Bridge, both due for completion by 2011. Transport integration projects include approximately \$46m for the Central Connector dedicated busway and \$10m for pedestrian overbridges. Auckland City

- ① Queen Street upgrade
- ② Learning Quarter
- ③ Aotea Quarter and Art Gallery
- ④ Wynyard Quarter
- ⑤ Pedestrian overbridges
- ⑥ Fanshawe Street
- ⑦ Quay Street Boulevard
- ⑧ Britomart connections

Council will also fund \$50m of the \$113m Auckland Art Gallery redevelopment, with another \$30m coming from the Ministry for Culture and Heritage.



Partner agencies

Local government: Auckland City Council

Regional government: Auckland Regional Council

Central government: New Zealand Transport Agency, Ministry for Culture and Heritage

Other partner agencies: Auckland Regional Council/ Auckland Regional Holdings, Auckland Regional Council/ Auckland Regional Road Transport Authority, Sea + City Projects Limited

Building communities

This programme focuses on improving wellbeing for people living in communities of need where people are supported to realise their full potential. It aims to transform these communities into strong, fair and sustainable neighbourhoods with good access to education, employment, affordable healthy housing, and public transport.

Significant initiative

Tamaki Transformation Programme. This multi-agency programme brings together a range of social and economic development initiatives within the Tamaki growth node (Glen Innes, Point England and Panmure). Subject to funding approval of the Tamaki Business Case, the aim is to improve the wellbeing of both current and future residents and revitalise the community.

This transformation will be supported by initiatives to develop a thriving local economy, improvements to the urban environment, redevelopment of state housing and increased supply of affordable housing (both rental and

home ownership). Government and non-government agencies will work closely with the community to plan and deliver the programme.

The Tamaki initiative will model ways of working together for transforming other communities of need in Auckland. Because it takes time for a community to achieve long-term sustainable change, the programme has a 20 year timeframe (2008-2028).

Connected initiatives

The Tamaki Innovation Precinct aims to be internationally recognised as New Zealand's

sustainable centre of technological innovation and the hub of its knowledge economy. This involves upgrading an 80ha area, in conjunction with the proposed New Zealand Innovation Centre technology park centred on the University of Auckland's Tamaki campus, to create an attractive, enabling environment for innovative organisations. The precinct would attract knowledge and science-based industries over a 20-30 year period, and generate at least 10,000 jobs by 2030.

The Auckland–Manukau Eastern Transport Initiative (AMETI) is an integrated transport project, including both passenger transport

and roading components, which is designed to fundamentally change transport use in the Tamaki area and beyond. The proposal supports the region's objectives for managing growth and building fair and connected communities. The AMETI project, which remains subject to funding approval and prioritisation, is planned in stages across three sectors (northern, central and southern) over the next 15-20 years. The northern sector is most closely connected to the Tamaki Transformation and Innovation Precinct areas.

Tamaki Transformation Programme

Programme partners are currently developing the Tamaki Business Case, due in November 2008, which will determine the required level of financial commitments and seek funding approvals in principle. The scale of the project anticipates public and private sector investment

of hundreds of millions of dollars over the project's duration.

Tamaki Innovation Precinct

The New Zealand Innovation Centre (NZIC) Business Case, due in February 2009, will determine the required nature and level of commitments from central and local government. The manner of Auckland City Council's development of the Tamaki Innovation Precinct will be contingent on approval of the NZIC Business Case.

AMETI

The total cost of the AMETI project is currently expected to be \$1.3b, spread over 15-20 years. If approved, this will be funded by the New Zealand Transport Agency, Auckland City Council and Manukau City Council. \$44m

has already been committed for design and development by these parties, with the New Zealand Transport Agency's share contingent on the project meeting New Zealand Transport Agency requirements.

Partner agencies

Local government: Auckland City Council, Manukau City Council

Regional government: Auckland Regional Council

Central government: Department of Labour, Housing New Zealand Corporation, Ministry of Economic Development, Ministry of Education, Ministry of Pacific Island Affairs, Ministry of Social Development, New Zealand Transport Agency, Te Puni Kōkiri

Other partner agencies: Auckland District Health Board, Auckland Regional Council/Auckland Regional Transport Authority, community organisations, private sector entities, University of Auckland

Growth through skills

This programme of action supports the National Skills Strategy and the evolving Regional Skills Action Plan. It focuses on expanding and improving our regional skill base to drive productivity growth, increase wealth, enhance social equity and provide meaningful employment across the region that contributes to the sustainable development of the region.

Significant initiative

Growth through skills features an upskilling programme to support workers to develop the language, literacy, numeracy and communications skills needed in the modern workplace. Actions that will be delivered to meet this priority will focus on workplace based training programmes developed in partnership with critical industry sectors such as manufacturing.

Connected initiatives

Specific programmes will be developed which address barriers for migrants in accessing work that is suited to their skills and qualifications and the needs of specific groups in the workforce. Auckland has identified priority groups as being Māori and Pacific peoples who are a significant section of the workforce, with 67% of Pacific peoples and 25% of Māori living in the Auckland region (2006 Census).

A new approach to workplace productivity will be tested through mechanisms that enable closer engagement with small to medium enterprises.

Improving management and leadership capability in organisations to develop and use skills is a priority within the region

A management capability pilot project will target the manufacturing industry and the potential for developing a similar project for the information, communications and technology industry will be explored.

Creating a better match between workers' skills and industry and regional needs will be addressed

The marine and digital sectors have been identified by the region as having potential for economic transformation, and will feature in the Auckland Skills Strategy Action Plan.

A regional labour market information and analysis system/hub will be developed to help key stakeholders in the region understand the importance of skills development, skills shortages and gaps, and how to address them.

The Rugby World Cup in 2011 will require government and regional coordination to respond to the associated labour market needs, and to maximise the benefit of the event. That work will be addressed through the regional skills action plan.

Increase the skills of young people in the workforce

Skill Auckland has been designed to improve students' career choices in priority industries by profiling the skills required and the pathways to jobs. It aims to develop the skills of young people by supporting them into work in priority industries.

Central Government has made a significant contribution to the Language, Literacy and Numeracy programme in the 2008 budget for the National Skills Strategy. Auckland will be prioritised under this initiative, but the exact allocations are not able to be determined as projects will be established progressively through partnerships to be developed at a regional level. The national programme budget is approximately \$165 million from 2008 through to 2012.

It is proposed that relevant agencies from central government, local government and the private sector work together over the coming months to develop the Auckland Skills Strategy Action Plan 2008-2009 to the point where it is ready for implementation. This will be coordinated within the Growth Through Skills programme.

Partner agencies

Regional government: Auckland Regional Council

Central government: Department of Labour, Te Puni Kōkiri, Tertiary Education Commission, Ministry of Economic Development, Ministry of Education, Ministry of Pacific Island Affairs, Ministry of Social Development.

Other partner agencies: Business New Zealand, Chamber of Commerce, Committee for Auckland, Employers and Manufacturers Association, Industry Training Federation, local economic development agencies, New Zealand Council of Trade Unions, training bodies and unions

Towards an infrastructure plan

The preceding seven programmes of action represent the first stage in a much larger One Plan process which will ultimately include an infrastructure plan. The following pages contain a partial inventory of committed and anticipated infrastructure projects.

Version 1 of One Plan commences work towards the infrastructure plan with an inventory of currently identified transport, water and energy projects. Completion of a comprehensive regional inventory, expanded to include the full range of infrastructure, for example, social and cultural, is scheduled for August 2009.

Successive iterations of One Plan will develop the inventory into an infrastructure plan which will be progressively used to plan and sequence the orderly and contingent development of regional projects. With improved delivery of major projects, residents and businesses will

benefit from the certainty that the infrastructure plan brings.

By aligning and integrating decision making with existing strategies, the infrastructure plan will contribute to a more sustainable region and progress the four wellbeings. The infrastructure plan will ultimately encompass the objectives, goals and visions of a number of regional strategy documents. In time, One Plan will not only provide actions, but a single strategic direction for the region's development.

One Plan Version 1 Infrastructure Inventory

The following pages contain a partial inventory of transport, water and energy infrastructure projects. The inventory is part of an evolving process and is informed by the best information currently available. As a provisional list it will be updated as future projects are identified and as existing projects are completed. Please note that projects featuring in the inventory have not been assessed against the programme of action evaluation criteria of timeliness, achievability and leverage opportunity.

Data relating to the transport section is based on the Auckland Regional Transport Authority's (ARTA) existing ten year action plan, the Auckland Transport Plan 2007 (ATP). Projects are grouped according to transport category and information relating to the project, the lead agency and estimated total cost of delivery are listed.

In addition, the transport inventory identifies each project's current stage of development. Three stages of transport project delivery – investigation, design and construction – are identified and indicated in the inventory. Since funding for transport projects is only secured for each individual phase of a project and not as a complete package, the phasing gives an indication of the current funding status for a project. Territorial authorities have the right to initiate any local roading projects already prioritised in the ATP and/or defer any such projects according to the availability of local funding and within the framework of local priorities. The transport tables are therefore indicative and timeframes may change.

Major local roading infrastructure as listed in the Auckland Transport Plan 2007	Agency	Total anticipated cost (\$m)	Project status
Tiverton/Wolverton (New Lynn eastern access package)	ACC	14	construction
Neilson Street four laning	ACC	24	deferred
Onewa Road corridor improvements	NSCC	11	construction
Taharoto/Wairau corridor	NSCC	25	construction
Anzac Street corridor	NSCC	12	construction
Wynyard Pt access	ACC	166	investigate
Mt Wellington	ACC	79	investigate
AMETI	ACC/ARC/ ARTA/MCC	1300	investigate/design/ construction
Whangaparaoa access road – Penlink	RDC	200	design
Mill Road corridor and related projects	MCC/PDC	13	investigate
Whitford arterial road upgrades	MCC	28	construction
Henderson town centre	WCC	11	construction
Lincoln Road corridor	WCC	22	construction
Warkworth western collector	RDC	30	investigate
Takanini grade separation	PDC	11	investigate
Kyle Road reconstruction	NSCC	11	design
Great North Road corridor	WCC	19	construction
Silverdale North	RDC	20	investigate/design

Major state highway infrastructure

Major state highway projects as listed in the Auckland Transport Plan 2007	Agency	Total anticipated cost (\$m)	Project status
SH1 ALPURT B2	NZTA	360	construction
Northern Motorway ramp signalling	NZTA	14	construction
Southern Motorway ramp signalling	NZTA	25	construction
SH1 Northcote to Sunnynook auxiliary lane	NZTA	10	construction
SH1 Auckland Harbour Bridge moveable lane barrier	NZTA	10	construction
SH1 Auckland Harbour Bridge stormwater upgrade	NZTA	4	construction
SH20 Mt Roskill extension	NZTA	186	construction
SH20 Manukau extension	NZTA	210	construction
SH16 Ramp signalling	NZTA	11	construction

Major state highway projects as listed in the Auckland Transport Plan 2007	Agency	Total anticipated cost (\$m)	Project status
SH1 Newmarket viaduct to Greenlane auxiliary lane	NZTA	19	design
SH16 Punganui Bridge replacement	NZTA	4	design
SH1 Papakura Interchange upgrade	NZTA	13	investigate
SH18 Hobsonville deviation	NZTA	222	construction
SH16 Rosebank to Te Atatu six laning	NZTA	32	investigate
Advanced Traffic Management Systems (ATMS)	NZTA	87	construction
SH1 Warkworth improvements	NZTA	20	investigate
SH16 Te Atatu - Royal Rd six laning	NZTA	39	investigate
SH20 Waterview connection	NZTA	1890	investigate
SH20 Manukau Harbour crossing	NZTA	330	construction
SH18/20 Ramp signalling	NZTA	24	construction
SH1 Victoria Park tunnel	NZTA	330	design
SH1 Newmarket Viaduct	NZTA	159	design
SH16 Te Atatu Interchange westbound off-ramp	NZTA	7	investigate
SH16 Rosebank to Te Atatu six laning	NZTA	26	investigate
SH16 Waterview to Rosebank eight laning	NZTA	58	investigate
SH1 Schedewys Hill deviation	NZTA	6	investigate
SH2 Kopuku realignment	NZTA	50	investigate

Passenger transport infrastructure

Major passenger transport infrastructure as listed in the Auckland Transport Plan 2007	Agency	Total anticipated cost (\$m)	Project status
Western Line duplication	ARC/ARTA/WCC/Kiwirail	408	construction
Newmarket Station upgrade	ARC/ARTA/ACC/Kiwirail	92	construction
Onehunga Branch Line	ARC/ARTA/ACC/Kiwirail	15	construction
Central Connector	ACC	46	construction
New Lynn Station under grounding link to Western Line double tracking	ARC/ARTA/WCC/Kiwirail	120	construction
New ferry infrastructure	ACC/ARC/ARTA/MCC/ NSCC/WCC	55	investigate/design/construction
Suburban bus station development	NSCC/ARTA	21	investigate/design/construction
Manukau Rail Link	ARC/ARTA/MCC/Kiwirail	57	investigate
Rail Station improvements	NSCC/ARC/ARTA	52	investigate/design/construction
Dominion Road	ACC	78	investigate/design
Civic Bus Station improvements	ACC	10	design

Water infrastructure

The inventory of water infrastructure contains ten year capital expenditure figures from Long Term Council Community Plans and Watercare documents. Projects are separated into water supply, wastewater and stormwater components and will be updated before the anticipated August 2009 inventory is released.

Water supply infrastructure	Agency	Total anticipated cost (\$m)	Timeline
Water supply improvements	ACC	157	Present – 2017
Water supply improvements	FDC	3	2011
Water supply	NSCC	32	Present – 2016
Water supply improvements	RDC	78	Present – 2016
Water supply improvements	WCC	25	2006 – 2016
Water treatment plant improvements	Watercare	300	2009 – 2028
Hunua no. 4 water supply scheme	Watercare	175	Present – 2012
Wastewater infrastructure	Agency	Total anticipated cost (\$m)	Timeline
Metrowater wastewater capital expenditure	ACC	470	Present – 2017
Wastewater improvements	FDC	32	Present – 2012
Kawakawa Bay wastewater provisions	MCC	17	Present – 2016
Wastewater treatment plant – tunnel and outfall	NSCC	151	Present – 2016
Wastewater improvements	RDC	100	Present – 2016
Wastewater improvements	WCC	140	2006 – 2012
Wastewater-stormwater separation	Watercare	566	2016
Hobson Bay sewer replacement	Watercare	59	2009 – 2012

Stormwater infrastructure	Lead agency	Total anticipated cost (\$m)	Timeline
Stormwater capital expenditure in the Auckland region	MCC	91	Present – 2016
	FDC	50	
	RDC	93	
	WCC	202	
	PDC	63	
	ACC	280	
	NSCC	154	

Energy projects featuring in the inventory are limited in this instance to major regional Transpower investments. As the owner and operator of New Zealand's national grid, Transpower is a significant infrastructure provider in the region. This list of projects was drawn from Transpower's Grid New Zealand web site and includes information on funding status. Transpower applies to the Electricity Commission for approval to recover the costs of these projects. The projects identified here have either been approved or are under consideration by the Electricity Commission.

Energy infrastructure	Agency	Total anticipated cost (\$m)	Funding status	Target timeline
Electricity 400kV transmission upgrade (Pakuranga to Whakamaru)	Transpower	683	approved	2011
North Auckland and Northland Reinforcement Project (NaN)	Transpower	500	under consideration	2013
Otahuhu Substation diversity	Transpower	100	under consideration	2010

Preparing for One Plan Version 2 and beyond

As new challenges emerge, the region will continue to make decisions about infrastructure investment. The scope, timeframes and costs of these decisions cannot yet be predicted. However, future decisions must take into consideration the perspective and wisdom gained from the Auckland Sustainability Framework and future energy knowledge. On the horizon are some major decisions.

Priorities already identified for Version 2, include amongst others:

- ongoing implementation of the Regional Growth Strategy
- 3 Waters (stormwater, wastewater and water supply)
- social development
- energy and climate change
- Māori aspirations
- Pacific prosperity.
- public open space and protection of significant landscapes, including volcanic cones
- built cultural heritage and its protection
- natural environment such as the Waitakere Ranges, Hauraki Gulf, and the region's harbours
- strengthened economic strategy
- business centres and job creation
- settlement strategy for immigrants, migrants and refugees
- affordable housing through housing choice and diversity.

These areas have already been highlighted as important within the One Plan process. Where appropriate they will be incorporated into the seven programmes of action that have been identified for One Plan Version 1.

This, the first version of One Plan, has been informed by strategies, plans and existing commitments for the Auckland region. In successive versions One Plan will address a wider range of issues.

Options for addressing these areas in future One Plan versions are:

- to develop new programmes around them
- build them into the infrastructure plan
- to ensure that they, as well as the guiding principles of the Auckland Sustainability Framework, are applied to the major policy review processes that are currently being undertaken, i.e. the implementation of the Regional Growth Strategy and the reviews of the Auckland Regional Land Transport Strategy and Regional Policy Statement.

It is envisaged that areas such as 3 Waters (stormwater, wastewater and water supply) energy and climate change will be addressed through future versions of One Plan, where significant infrastructure projects will be identified. It is proposed that these will be addressed by the regional infrastructure plan.

One Plan is an important opportunity for reflecting Te Ao Māori within the region's prioritised actions. This is currently being explored in terms of existing Mana Whenua involvement in the One Plan programmes of action. As an outcome of One Plan Version 1, a workstream will also be created to look into how Māori aspirations will be addressed in future versions.

The Regional Policy Statement and Auckland Regional Land Transport Strategy reviews are of particular significance as the former is an umbrella policy for the region's environmental planning and integrated management of its natural and physical resources, and the latter is a primary driver of the region's physical shape. Work on these issues will inform current and future policy development and review processes.

The Regional Policy Statement

The purpose of the Regional Policy Statement is to manage the use, development and protection of the natural and physical resources of the region.

It also clarifies the respective roles of the agencies with responsibilities under the Resource Management Act (RMA) in the Auckland region.

The Regional Policy Statement is currently being reviewed with notification of the reviewed document expected in 2009/2010.

For further information: www.aucklandoneplan.org.nz