

Board Report

Date

Wednesday,
26 July 2023

Time

10.00am

Venue

Eke Panuku offices,
Ground Floor
82 Wyndham Street
Auckland



Local Government Official Information and Meetings Act 1987.

7 Other reasons for withholding official information

(1) Where this section applies, good reason for withholding official information exists, for the purpose of [section 5](#), unless, in the circumstances of the particular case, the withholding of that information is outweighed by other considerations which render it desirable, in the public interest, to make that information available.

(2) Subject to [sections 6, 8, and 17](#), this section applies if, and only if, the withholding of the information is necessary to—

(a) protect the privacy of natural persons, including that of deceased natural persons; or

(b) protect information where the making available of the information—

(i) would disclose a trade secret; or

(ii) would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information; or

(ba) in the case only of an application for a resource consent, or water conservation order, or a requirement for a designation or heritage order, under the [Resource Management Act 1991](#), to avoid serious offence to tikanga Maori, or to avoid the disclosure of the location of waahi tapu; or

(c) protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information—

(i) would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied; or

(ii) would be likely otherwise to damage the public interest; or

(d) avoid prejudice to measures protecting the health or safety of members of the public; or

(e) avoid prejudice to measures that prevent or mitigate material loss to members of the public; or

(f) maintain the effective conduct of public affairs through—

(i) the free and frank expression of opinions by or between or to members or officers or employees of any local authority, or any persons to whom [section 2\(5\)](#) applies, in the course of their duty; or

(ii) the protection of such members, officers, employees, and persons from improper pressure or harassment; or

(g) maintain legal professional privilege; or

(h) enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities; or

(i) enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); or

(j) prevent the disclosure or use of official information for improper gain or improper advantage.

Board Agenda

Where: Eke Panuku offices, Ground Floor, 82 Wyndham Street, Auckland

When: Wednesday 26 July 2023 | 10.00am – 2.20pm

Board members: Paul Majurey – Chair
David Kennedy – Deputy Chair
John Coop – Director
Steve Evans – Director
Susan Huria – Director
Jennifer Kerr – Director

Apologies: Kenina Court – Director

Local Government Official Information and Meetings Act 1987 (LGOIMA) statement

Information contained in sections of this agenda should be treated as confidential, as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council. Under Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to withhold information where making available the information:

- *would be likely unreasonably to prejudice the commercial position of a third party s7(2)(b)(ii);*
- *to maintain the effective conduct of public affairs through the free and frank expression of opinions s7(2)(f)(i);*
- *would be likely to prejudice or disadvantage the commercial position of council s7(2)(h); and*
- *would be likely to prejudice or disadvantage negotiations s7(2)(i).*

1.	<p>Public meeting open</p> <p>1.1 Deputation from Equal Justice Project regarding Statement of Intent</p> <p>1.2 Statement of Intent 2023 – 2026</p>
2.	<p>Confidential meeting open</p> <p>2.1 Procedural Motion to Exclude the Public</p> <p>Put the motion that, pursuant to clause 12.3 of the Panuku Constitution, the public be excluded from confidential papers or parts thereof, so that commercially sensitive issues can be discussed.</p> <p>2.2 Apologies</p>
3.	<p>Chief Executive's Report</p>
4.	<p>Health and Safety</p> <p>4.1 Health and Safety Report</p>
5.	<p>Information papers</p> <p>5.1 Quarterly Risk Report</p> <p>5.2 Annual Remuneration Review 2023 Approach</p>

<p>6.</p>	<p>Decision papers</p> <ul style="list-style-type: none"> 6.1 Eke Panuku Statement of Intent 2023 - 2026 6.2 Eke Panuku Corporate Business Plan 2023 - 2024 6.3 Eke Panuku Corporate Office Optimisation 6.4 Auckland City Centre Action Plan 2023 - 2034 6.5 Whitford Landfill Joint Venture – Potential Commercial Opportunity 6.6 Northcote Central (115 Lake Rd, Northcote) – Go to Market Strategy 6.7 Dominion/Valley Road Development Site, Mt Eden - Change of Essential Outcomes and Design Guidance 6.8 84-100 Morrin Road, St Johns - Development Outcomes
<p>7.</p>	<p>Governance matters</p> <ul style="list-style-type: none"> 7.1 Out of Cycle Decisions 7.2 Director interests 7.3 Director meeting attendance 7.4 Minutes of 28 June 2023 board meeting

Information paper: Chief Executive's Report

Document author: David Rankin

July 2023

Whakarāpopototanga matua | Executive summary

1. This is a public report with confidential information redacted, indicated in [blue font](#). Where redacted information exists, a reference to the section of the Local Government Official Information and Meetings Act 1987 (LGOIMA) has been cited in the publicly available version of the agenda. It incorporates a range of material on current and emerging issues.

Matapaki | Discussion

Ports Precinct Future Development

2. The postponed workshop has been booked for 19 July with the Governing Body. The scope of the workshop will cover all port related work, which includes the other two key elements of work commissioned by the Mayor's Office specific to:
 - Draft findings from strategic options work on enhanced status quo and lease option for port operations
 - Draft findings of land release options for port land
3. Eke Panuku will cover the third element and support the workshop conversation around the future of the land as it is released from port activities. This will include the opportunities, key considerations and likely staging options.
4. At this stage it is expected that there will be a Governing Body meeting in August where a business paper will be presented for direction. Eke Panuku is working towards a December timeframe for a Framework Plan.

Auckland Light Rail Specified Development Programme Assessment

5. Kāinga Ora was established as the Government's Urban Development Authority in 2019. The Urban Development Act 2020 empowers Kāinga Ora to initiate, facilitate, and undertake urban development that contributes to sustainable, inclusive, and thriving communities. This includes a comprehensive process for the planning, funding and delivery of complex urban development projects – called Specified Development Projects (SDP).
6. The Minister of Housing and the Minister of Finance have directed Kāinga Ora to assess the Auckland Light Rail (ALR) Project as a potential SDP. The proposed project

area is the geographic area referred to as the “ALR corridor”, which includes the majority of the 24km City Centre to Airport route identified in the Indicative Business Case (IBC). The majority of land within the central business district (CBD) is within scope of the proposed project area, minus land around the waterfront.

- 7. A Final Investment Decision on ALR by the Crown and Auckland Council is currently anticipated in mid-2024. The SDP assessment will identify whether an alternative path exists under the UDA to enable and realise the urban development outcomes critical to ALR.
- 8. We will engage with Kāinga Ora as it develops a preliminary outline programme and timeframes. A governance group and work streams for the assessment will be formed. The SDP, if progressed, will impact Eke Panuku urban regeneration role in Onehunga and the city centre in particular, Dominion Junction as part of Maungawhau development, and potentially any council /Eke Panuku property within the SDP. We have a good working relationship with Kāinga Ora and anticipate contributing to the assessment as a key partner in the process. Public consultation on a proposal for an SDP and any plan prepared as part of an SDP is required.

Wynyard Quarter : Te Ara Tukutuku

- 9. Eke Panuku, alongside Mana Whenua and the design consortium Toi Waihanga, have been working towards a vision and framework document as the first deliverable for Wynyard Point.
- 10. Engagement on the work has been held within the Council whanau, key stakeholders and the local board. Over the next two months the team will have low key activation events at Matariki in July and the Live Laugh Love event (WQ birthday) in August. This will be the first time that the general public will see the work underway and the principles behind it. The pitch will be high level with an indication of where the public can engage in the process over time.

Draft Chief Executive Objectives 2023-2024

11. 

Governing Body visit

12. The annual visit and meeting of the Governing Body with Eke Panuku board and executive has been scheduled for Friday 6 October 2023, 10am – 1pm. We are planning a session similar to the one in 2022 with some presentations and updates, as well as a chance for dialogue. At this stage, we are thinking that the following would be useful, given the timing of the meeting :

- An update on the Northcote programme and market process.

- A discussion of the urban regeneration future programme, picking up from the dialogue with the CCO Direction and Oversight Committee in early August.
- A discussion of the property portfolio segmentation work, as well as issues and opportunities.

13. The board will be provided with a detailed agenda closer to the visit.

Avondale Central

[Redacted content]

[Redacted content]

[Redacted content]

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Ngā tāpirihanga | Attachments

[Redacted]		[Redacted]
[Redacted]	-	[Redacted]

Information paper: ELT Health and Safety report June 2023

Document author: Paul Brown, Head of Health, Safety and Wellbeing

July 2023

Whakarāpopototanga matua | Executive summary

1. A total of 12 workplace health and safety events were reported into Noggin, Eke Panuku's health and safety reporting system, during June. The events involved employees, contractors or members of the public where Eke Panuku has influence and control.
2. The 12 workplace events reported into Noggin included six contractor events, four of which occurred on construction sites and one in a residential property. Events this month also included one event in a commercial property, three slip, trip and fall accidents on the waterfront to members of the public and two near misses.
3. There were no high-risk events reported, one medium risk event and eleven low risk events reported in June.
4. The medium-risk event occurred when a contractor put his foot through a ceiling of a residential property whilst installing insulation. The contractor was not injured.
5. Several of the low risk events reported this month involved slip, trip and fall risks across the waterfront and due to the frequency of events, the overall risk rating for these events have collectively elevated to medium. These incidents resulted in three accidents to members of the public, two of which were minor and one required medical treatment.
6. Asbestos fibres were detected during a routine asbestos survey at a commercial property in Papatoetoe. Further testing confirmed that the fibre counts were very low and air monitoring results showed airborne levels to be below the allowable amount. The area was already restricted as a project to replace the roof was underway. The area was further secured with boards as a precaution.
7. One event involving members of the public, outside the influence and control of Eke Panuku was also reported during June. Security contractors and Māori Wardens also raised 83 safety observations during June, all of which involved members of the public outside Eke Panuku's influence or control.

Matapaki | Discussion

Head of Health, Safety and Wellbeing Manager actions

8. FY23 Health and Safety Review

Following the end of the financial year, an analysis of the data from FY23 is underway to help inform key risk areas and help identify new initiatives to supplement the Health, Safety and Wellbeing plan. Work will continue in July to review Wellbeing and to identify opportunities and reporting KPI's to propose in next months ELT and Board reports.

The summary in section 12 of this report highlights a number of things that will be worth focussing on over FY24. These include –

- A large portion of incidents occur in the public realm, with many of those outside Eke Panuku's influence or control.
 - Providing better reporting capabilities around identifying what is outside Eke Panuku's influence and control. This is currently done manually.
- Slips, trips and falls account for a significant proportion of safety events raised. A focus in this area, particularly across the waterfront, will improve safety in the public realm where Eke Panuku does have influence and control.
- Improving reporting timeframes and developing KPI's that aim to reduce the amount of time it takes to report safety events.
- There is a disproportionate amount of medium risk events when compared to low risk events. This will be improved by -
 - Improving reporting capability at Eke Panuku. This is being addressed through the Noggin training that is already underway.
 - Triaging all safety events to ensure that events are appropriately categorised for risk. The new Incident workflow in Noggin will also ensure that the appropriate level of investigation is carried out and that the team are supported through the investigation.
- Work has been carried out to reduce the number of safety events that are open in the system. In order to maintain this, regular reports to directorates and action holders are required to ensure the ongoing management of actions and investigations.

Health and safety key performance indicators

9. Health and safety key performance indicators (KPIs), featuring both Lead and Lag measures, are represented in table (Figure 1) and chart (Figure 2) format.

	Measure	Performance June	Critical or High Risks	Previous Month (May)
Lead	Safety Concerns	1	0	1
	Near Misses	3	0	0
LAG	Lost Time Injuries	0	0	0
	Medical Treatment Injuries	0	0	0
	Other Incidents	8	0	3
	Total Recordable Injury Frequency Rate	0	N/A	0
	Total Incidents	8	0	3
	Total events	12	0	4

Figure 1: Health and Safety Key Performance Indicator Table

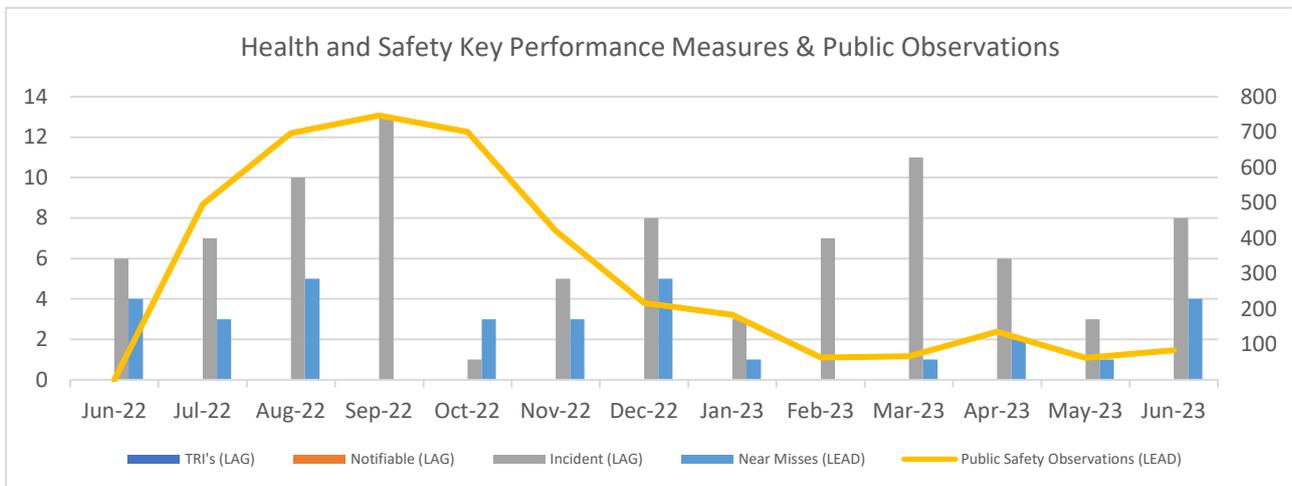


Figure 2: 12 Month rolling H&S performance measures. TRI - Total Recordable Injuries includes lost time injuries and medical treatment injuries. Notifiable refers to incidents and injuries reportable to the health and safety regulator.

10. Workplace incident themes and trends

There were 12 safety events reported in June. Three of the 12 safety events occurred to members of the public, who slipped or tripped around the waterfront area. Five events occurred on a construction site, two events occurred within Eke Panuku managed

properties. The remaining events included near misses and safety observations raised by Eke Panuku employees.

There were no high-risk safety events in June, one medium risk event and a serious of related low risk events that, because of the frequency, have been collectively rated as a medium risk. The remaining six events were low risk.

- Medium Risk events

- Slips, trips and falls around the waterfront area

Three accidents across the waterfront were reported in June, one of which dated back to February where a member of the public tripped over uneven paving on Market Square requiring medical treatment. Other locations across the waterfront where minor injuries occurred as a result of slips or trips included corner of Daldy Street and on the boardwalk south of the RNZYS building.

Two near misses were also reported in June, that related to slips trips and falls. One near miss noted the uneven paving on Market Square and the other highlighting a trip hazard presented from a pontoon that had moved slightly.

A project is underway to reset the paving on Market Square and the area is currently fenced. Other areas have been addressed as identified and the Facilities Manager carries out periodic inspections with the maintenance contractor.

- 2 June, Contractor put his foot through a ceiling in a residential property

A contractor, whilst installing insulation in a roof cavity of a residential property, miss stepped and put his foot through the plaster board and damaged the tenants ceiling. The contractor was not injured and the risk of falling through the ceiling to the floor below was low. Some plaster debris fell to the floor which could have caused minor injury if there was any one in the room below at the time.

The incident is under investigation.

- Notable low risk events

- 21 June – 49 Station Road, Papatoetoe (Commercial Property)

Asbestos fibres were detected through swab testing as part of a routine asbestos management survey. The site is planned for a roof repair and previous asbestos tests as part of detailed asbestos testing failed to previously identify the presence of asbestos. Further testing was carried out in the same locations and air monitoring set up to determine the level of risk. Although fibres were detected, the fibre count was very low and considered low risk. Air monitoring detected levels below the normal acceptable amount. Access to the location had already been restricted previously and was reinforced and boarded up post testing as a precaution.

- Low Risk Events

- Excavation works at the Panmure Lagoon Edge Reserve hit a watermain which located less than 100mm below the ground. CF operations arranged for

immediate closure of public toilets and watermain to be repaired. This is still under investigation.

- A member of the public attempted to access the Anzac Street construction site. The person was stopped and redirected.
- A contractor suffered a minor thumb injury on the Anzac Street construction site.
- There were two reports of theft from the Clifton Court project site.

11. Public health, safety and wellbeing events

	Measure	Performance June	Previous Month (May)
Public Realm	Security and Māori Warden Observations	83	58
	Public Injuries	1	2
	Public Incidents or observations	0	1

Figure 3: Public realm incident and observation table. Data provided for information purposes and are not key performance indicators as Eke Panuku has very little influence or control over the outcome of these events

One public incident was reported into Noggin, Eke Panuku's reporting system, in June when a member of the public walked into a bench.

During June, 83 observations were raised by security guards and Māori Wardens. All the observations occurred in the public realm and were outside the direct influence or control of Eke Panuku. All issues were also reported through to other agents, responsible for dealing with the identified issues, such as NZ Police and emergency services, Auckland Transport and parking enforcement.

The security guards patrolled the waterfront seven days per week. The Māori wardens patrolled the waterfronts on Friday and Saturday nights.

A working group has been set up through Eke Panuku to bring together, the Police, Auckland Council, Security groups, local residents and businesses and Auckland Transport to collectively work on the common security issues across the viaduct and Auckland waterfront areas.

Eke Panuku meet with the Māori Wardens and Security guards fortnightly to discuss and address issues identified through the patrols.

The top three most common observations are highlighted below:

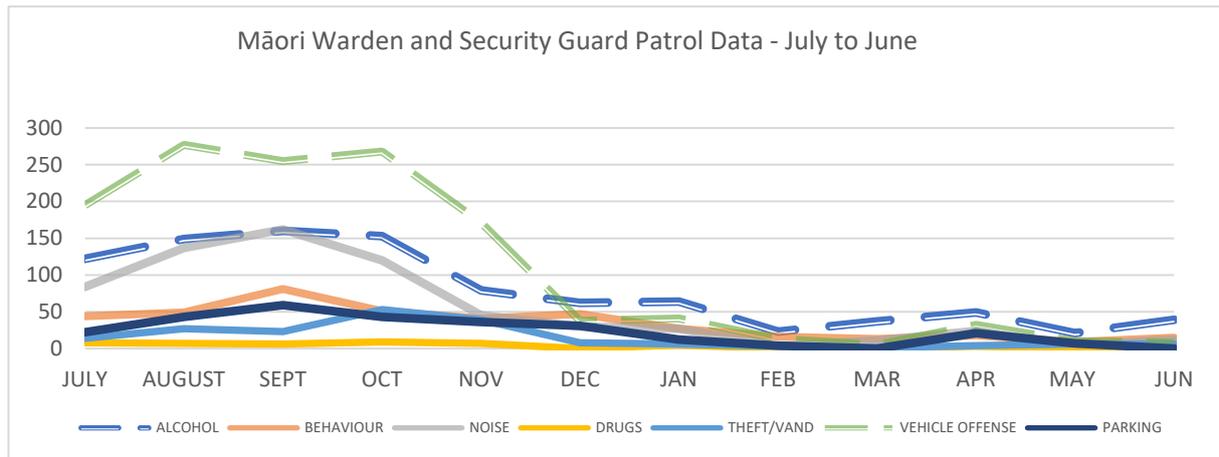


Figure 4: Combined public observation data by category.

Waterfront Patrol May – top three issues raised		
Rank	Issue	No. of observations
1	Alcohol	39
2	Behaviour	15
3	Noise	12

Figure 5: Top three issues raised through Waterfront Patrols

12. Health and safety review summary, FY23 – Key Trends

The following information is a summary of the data extracted from Noggin for FY23.

- 141 Safety events were raised in Noggin during FY23
 - o There were no safety events with an actual risk score of critical or high, 15 with an actual risk score of medium and 126 with an actual risk score of low.
 - o There were no safety events with a potential risk score of critical, 15 with a potential risk score of high, 70 with a potential risk score of medium and 56 with a potential risk score of low.
 - o The information below uses the potential risk rather than actual risk for analysis.
- 11 percent of all safety events reported in FY23 have been rated as high (potential) risk severity.
 - o Members of the public represent 80%
 - o Contractors represent 20%
 - o A large portion of events reported with a high risk potential sit in the public realm, outside Eke Panuku’s area of influence
- 50 percent of all safety events reported in FY23 have been rated as medium (potential) risk severity.
 - o Contractors represent 49%

- Members of the public represent 36%
- Employees represent 15%
- 18 safety events raised in FY23 related to Slips, trips and falls, representing 13% of all events raised.
 - 10 resulted in injury and one medical event.
 - 7 near misses.
 - 7 occurred to members of the public.
 - 6 to employees.
 - 5 to contractors.
- Status of Safety events
 - 129 of 141 Safety events have been closed.
 - 12 Safety events remain with open actions and investigations.
 - 6 safety events remain open for over 28 days.
- Reporting time frames
 - It took on average 8.17 days to report an incident into Noggin in FY23.
 - The average reporting times for Employees was 2.21 days.
 - The average reporting times for contractors was 9.87 days.
 - The average reporting times for Members of the public was 7.95 days.
- Locational reporting.
 - Northern locations reported the highest number of events in FY23, representing 29% of all events.
 - Waterfront and Westhaven represented 28% of all events, however had 60% of all high risk events.
 - City Centre and Wyndham Street represented 20% of all events.
 - East Auckland / Isthmus represented 17% of all events.
- Affected party.
 - Members of the public represented 45% of all safety events.
 - Contractors or construction sites represented 43% of all safety events.
 - Employees represented 11% of all safety events.
- Incident Category
 - 27% of all safety events were near misses.
 - 21% of all safety events resulted in injury.
 - 8% of all safety events were vehicle related.
 - 3% of all safety events were bullying and harassment.
 - 40% of all safety events had not been classified.

Ngā tāpirihanga | Attachments

[No attachments](#)

Information paper: Risk Management

Document author: Kingsha Changwai, Corporate Reporting and Risk Manager

July 2023

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- s7(2)(f) - The withholding of the information is necessary to maintain the effective conduct of public affairs through -
- (i) the free and frank expression of opinions by or between or to members or officers or employees of any local authority, or any persons to whom section 2(5) applies, in the course of their duty.

Whakarāpopototanga matua | Executive summary

1. The Corporate Risk Register was updated by the ELT at it's risk workshop on 4 July 2023 is provided to the Board for information.
2. The key movements on the risk register were the introduction of the risk to securing adequate funding for our future regeneration programme in the LTP process, and the risk on change preparedness and management.
3. 
4. The two risks removed from the Corporate Risk Register were Covid-19 and Influenza viruses impacting the company, and Waterfront anti-social behaviour. The ELT concluded that these risks are adequately managed by existing controls and are rated low.
5. The assessment of other risks on the Corporate Risk Register is covered in this report.
6. The Corporate Risk Register is included as Attachment A of this report.

Matapaki | Discussion


7. 

8.

Current risks

9. The risk of inability to secure adequate funding for future programme that was not in the top risks has been included as the top risk because of its impact on Eke Panuku programmes and business activities. The main causes identified include commitment to existing projects such as CRL funding, decline in council non-rates funding due to slow economy and limitations to additional borrowing and rates increase as sources of funding. Our key mitigation to achieving funding is our LTP story and value delivered through our future regeneration programmes.

10. The risk on longer time to attract partners for developments was reassessed. Management concluded that Eke Panuku seems able to sell sites to meet our planned asset sale targets. Many of our sites like the Downtown Car Park are in attractive locations and developers are taking a longer-term strategic approach. It is simply taking a lot longer on average to reach unconditional stage.

11. Despite the economy going into recession in June, positive net migration to date, lower supply and first home buyers getting used to new level of interest rates will have a positive impact on demand.

12. The risk on pressure of unbudgeted work from our external environment including changes of Auckland Council and government direction/policies or new work, will impact staff workloads, stretch our currently constrained resources, or result in change in work priorities. The council LTP and flood associated work will have more immediate impacts. The central government election and potential policy or legislative changes will have short to medium term impact on Eke Panuku programmes and activities. For example, the future of the light rail project. No new mitigations were identified for this risk.

13.

14. The risk on our ability to attract and retain talent has been reworded to reflect any impact of council group organisation changes and financial issues on our ability to attract staff. The previous wording has been amended as the employment market improves. We are finding that there are more applications for roles advertised. The latest statistics show positive net migration. Part of this change is due to change in government immigration settings such as no cap on high skilled workers and clearer criteria and faster pathway to residence for highly skilled people.

15. Two risks were removed from the Corporate Risk Register. These are Covid-19 and Influenza viruses impacting the company and Waterfront anti-social behaviour. The ELT

concluded that these risks are adequately managed by existing controls and are rated low.

16. Progress on key risk mitigations:

- Further work has progressed on infrastructure failure risk mitigations. This includes the completion of asset condition surveys and four digital asset management plans, including Waterfront, Marinas, Queens Wharf, and Property Portfolio. An improvement plan is also being prepared to further enhance the AMPs going forward.
- Work progressed on climate change risk mitigations. Eke Panuku participated in the council group risk workshops facilitated by PWC on behalf of Auckland Council. The purpose of the workshops is to identify the top climate change risks to the council group and CCOs before more detailed risk assessments are carried out. Further risk work will also identify key decision points and mitigation owners. All this work will contribute to the Council group complying with Climate Standard 1, issued by the Accounting Standards Board, to be implemented 30 June 2024 for financial disclosures.

17. Other risks in the Corporate Risk Register have not changed significantly.

Ngā tāpirihanga | Attachments

18. Attachment A - Eke Panuku Corporate Risk Register July 2023.

Ref ID #	Risk Description and Cause	Impact	Risk Category	Current Assessment (Controlled)				Residual Rating	Risk Owner	Position Last Month
				Existing Mitigations						
3	<p>Longer time to attract partners with capacity to meet Eke Panuku's outcomes, especially for town centre developments.</p> <p>Longer time to secure development partners to help deliver urban regeneration outcomes in a rapidly changing and slowing market.</p>	<ul style="list-style-type: none"> • Slower completions than initially planned • Eke Panuku may be considered unattractive due to too many outcome requirements. • Increase in precondition requirements • Finance/borrowing from banks becoming more restrictive resulting in less interest/ delays. • Longer time for changes to flow through. • Impact to be felt more towards end of calendar year, through 2023 • Recent rate hikes likely to have an even greater impact on economic activity and developments • Downside risks to land valuations or achieved sale prices • More difficult to meet investment criteria of developers. 	Delivery of Commitments	<ul style="list-style-type: none"> • Realistic planning through the programme / project business cases - timing programmes to suit market • Active engagement with potential and current development partners - favourable development terms • Ongoing feedback and relationship building - selection of development partners, annual research to understand partners' perceptions of Eke Panuku to address any issues • Regular updating and review of divestment strategy - carefully chosen to suit market • Monitoring and reviewing market conditions in respect of partnership opportunities with developers for mutually beneficial outcomes - anticipated 12-18 months rebalancing of the market • Good developers will have greater choice of partner and available opportunities • Given market uncertainty, longer conditionality periods are expected from developers so their risks are mitigated • Negotiations of favourable terms to developers 	3	4	12		Allan Young	1
4	<p>Pressure of unbudgeted new work</p> <p>Unbudgeted work arising from our external environment, such as changes in political direction, priorities and partnerships, Council or government- led projects/ activities, policy or legislative changes . This impacts Eke Panuku resources, priorities and ability to deliver agreed programmes.</p> <p>Anticipated work, included in the Corporate Business Plan, increases in scope due to external influences.</p>	<ul style="list-style-type: none"> • Staff wellbeing and higher stress levels • Loss of focus • Stakeholder pressures do not reduce even though budgets are reduced • Delays, rephasing of some work. • Reputation with stakeholders, if unable to manage new work or delays to other work • Reputation with stakeholders or community, if the new work is perceived to be outside current role/mandate • Future programme and funding model may not be satisfactorily resolved, due to other council priorities and workload pressures • Scope creep 	Operational Capability	<ul style="list-style-type: none"> • Environmental scan as part of business planning - visibility, as far as possible of what is coming. Watching brief of key changes. • For any new work such as work identified in the Letter of Expectation, develop project plan and assess resource requirements for discussion and prioritisation at ELT with support from PMO (Progressing- Port land framework towards Dec 2023 LOE response/ SOI date) • Ensure clear scope, mandate, budget and resourcing for new work is agreed with shareholder • Work with Council Governance team on future programme and funding model. Process to be agreed and communicated. (see above) • Ensure consistent and aligned responses to requests via Mayoral office and council • Manage expectations around timing of the next full review of Eke Panuku programme in FY23 ahead of next LTP. • See mitigations under Staff Wellbeing Risk 	3	4	12		Brenna Waghorn	2

Ref ID #	Risk Description and Cause	Impact	Risk Category	Current Assessment (Controlled)				Residual Rating	Risk Owner	Position Last Month
				Existing Mitigations						
4	Staff wellbeing Increasing pressure on staff wellbeing due to stretched resources, change proposals, health issue outcomes, and personal circumstances resulting from higher cost of living (e.g. mortgage interest rates), storm events, Scrutiny by public on staff e.g. public meetings	<ul style="list-style-type: none"> Individual stress caused by higher cost of living Staff burn out Personal impacts of financial stress on mental and physical health Potentially higher sick leave Loss of productivity Loss of staff Higher underlying stress levels Winter may bring a higher number of infections Threat to staff engagement results from ongoing changes Uncertain future - lack of council direction/ communications. 	Operational Capability	<ul style="list-style-type: none"> Wellbeing actions in the Health Safety & Well being Plan Year 2 Staff feedback from Engagement surveys and resultant action planning started Increased use of 'Instep' and other support services Promotion of mental health awareness More training on stress management for line managers Management support for staff at public meetings Conflict management training Promoting Council's benefits scheme Promoting resilience training Proactive focus on staff wellbeing by ELT and Hautu People Leaders Better overall programme planning and prioritisation decisions Hybrid working arrangement to ease travelling and transition concerns Wellness working group established and strategy being developed Financial wellbeing Webinar 	3	3	9		Carl Gosbee	4
5	The ability to attract and retain talent The competitive labour market makes it challenging to attract and retain talent. Also negative media coverage of changes at the council group and budget challenges impacting attractiveness of the council group as an employer.	<ul style="list-style-type: none"> Staff leaving for stability, better opportunities and benefits Loss of intellectual knowledge Difficulty recruiting staff with required skills Higher salary costs to stay competitive Disruption to programme delivery Time and cost of employing new staff Limited budget availability to meet market salaries Expectation around salary increases at review time Internal inequities of salaries Publicised political changes to CCOs, Boards, and management budgets negatively impacting employment desirability and reputation 	Skills and Knowledge	<ul style="list-style-type: none"> Monitoring of staff engagement and feedback, implementing initiatives to improve Eke Panuku employee experience and continued focus on organisational culture Promoting awareness of total rewards including staff benefits and discounts Ongoing focus on leadership development. and other learning and development opportunities - ensuring development plans in place Regular all-of-staff communications - CE Updates, all staff newsletter etc Continue to promote Eke Panuku unique identity and EVP through updated job adverts, social media posts, videos, internal and external comms etc. Continued review of induction process Active social club - New activities being introduced Talent and succession planning Wellbeing support for staff including financial wellbeing webinar 	3	3	9		Alaina Cockerton	3
6	Delivery of Programmes, including infrastructure, on time, cost, quality and to expectations The effective conversion of strategic outcomes into well-defined packages of work that can be reliably delivered to achieve programme outcomes in line with scope, time and budget parameters in a rapidly changing economic environment affecting council group funding and finances.	<ul style="list-style-type: none"> Not achieving Priority location outcomes. Negative impact on Eke Panuku's reputation Not meeting scheduled / expected delivery dates Loss of trust with stakeholders. Delays in programmes due to health issues Reduced scope or components of projects. Financial viability of significant development partners or contractors. 	Skills and Knowledge	<ul style="list-style-type: none"> Working with council group to implement recommendations of the CCO Review, which has a strong focus on increased alignment. Programme and projects external dependency management Due diligence and monitoring. Building a culture of achieving delivery outcomes. Improved quality of overall planning and reliable project pipeline and enhanced programme and project management monitoring Improved standards, documentation and processes to ensure fit for purpose enabling work process. Smart procurement Consolidated Centre of Excellence in procurement and project management. Improved governance reporting through PSG including quarterly review. Better utilisation of internal resources and contractors New Sentient Resources Module roll-out Enhancing requirement for project scheduling to support project planning and training. Inflight project reviews to enhance efficiencies Developing people capability through Community of Practice, training, and sharing of 	3	3	9		Ian Wheeler	5

Ref ID #	Risk Description and Cause	Impact	Risk Category	Current Assessment (Controlled)				Residual Rating	Risk Owner	Position Last Month
				Existing Mitigations						
7	<p>Cyber attack on computer systems</p> <p>Cyber attack on council's servers from external agencies, increase in phishing emails and texts especially at senior management level.</p>	<ul style="list-style-type: none"> Restriction of access to information on servers Loss of data Inconvenience and downtime Cost of recovery Temporary loss of productivity Breach of proprietary information. 	Information Management	<ul style="list-style-type: none"> Cyber security under the control of Auckland Council Very high levels of security and firewalls Back up server sites Cyber - Self Insurance Fund Cyber security training during induction Phishing awareness exercises run through Council IT team Continued work by Council ICT team on security measures Business continuity plan 	3	3	9		Carl Gosbee	6
8	<p>Structural failure of public assets e.g. Wharfs, Commercial buildings / sheds etc.</p> <p>Failure of structure due to poor asset condition; wear and tear; seismic event (seismic prone buildings); poor asset information to inform decisions.</p>	<ul style="list-style-type: none"> Serious injury Poor reputation Legal consequences Financial, increase cost of maintenance 	Assets	<ul style="list-style-type: none"> Asset Management Plans and Improvement Programme. Programme of condition surveys will be undertaken on a cyclical based to ensure currency of data/information. SPM (Asset Management System) - Significant improvement in SPM (building and land object) data quality together with better utilisation of system functionality has resulted in the provision of more timely and reliable information. Renewal programme (risk based) - Ongoing planning, delivery of renewals in strategic locations and priority properties is being coordinated with PLD's, Marinas and Facilities Management teams. Structural - engineering review / other specialists - Ongoing, structural assessments are being undertaken as need is identified. Onehunga Wharf completed, Queens Wharf and Silo-6/7 in progress. (Part of condition surveys by specialists) Register EQ Prone buildings - Register is continually updated once the information is received on asset seismic ratings from various sources. Now working with Auckland Council Earthquake Prone Building team. 	3	2	6		Marian Webb	7
Sustainability / Climate Change										

Ref ID #	Risk Description and Cause	Impact	Risk Category	Current Assessment (Controlled)	Residual Rating				Risk Owner	Position Last Month
				Existing Mitigations	Consequence	Likelihood	Risk Score	Risk rating		
9	<p>Eke Panuku does not meet its requirements for group compliance to Climate Standard.</p> <p>Failure to implement or sufficiently address our Climate standard requirements for the council group. The council group has to comply to Climate Standard 1 (CS1) issued by the Accounting Standards Board or /XRB) by 30 June 2024. This is due to technical issues and lack of resources and external and internal buy-in.</p>	<ul style="list-style-type: none"> Eke Panuku fails to meet shareholder, community and government expectations, to play a leadership role in demonstrating low carbon and climate resilient development Opportunity to build support for Eke Panuku and urban regeneration through leadership in climate change is missed. Eke Panuku gains a poor reputation Changing market may impact standards we can seek. Carbon reductions targets missed and toitu status downgraded from carbon reduce to measurement only. If commitments not upheld, membership of Climate Leaders Coalition will be forfeited. Proposed restructure and possible reduction in resources will impact on team outputs including emissions and future emissions - Scope 3 Emission Reporting of Suppliers. Increased number of environmentally impacting events such as storms. 	Delivery of Commitments	<ul style="list-style-type: none"> Climate change strategy has been adopted by Board and is now being implemented. Actions are part of business planning, to ensure cross Eke Panuku support and resourcing and initiatives are progressed. Performance standards and tools have been adopted for residential, commercial and mixed use development, and will be reviewed progressively to ensure Eke Panuku developments demonstrate leadership to the sector in climate resilience and carbon mitigation Development of public realm standards in liaison with Auckland Council, Auckland Transport and mana whenua. Working with council to understand impacts from recent flooding and cyclones to incorporate into our planning. Cumulative Loss Modelling project within Auckland Council to estimate amount of material damage may be caused by natural hazards and sea level rise. Working with the Council Group on Climate standard 1 (CS1) issues and compliance by standard application date June 2024. Clarity on Eke Panuku obligations/ tasks to meet XRB requirements in relation to its role. Site-specific climate change mitigations to be considered in asset management plans and improvements. Clearly articulating that our key role is in intensification of housing around transport nodes Reducing destructive demolition practices and adopting and implementing deconstruction methods to facilitate the reuse of materials and reduce landfill waste. Delivering tactical urbanism and infrastructure projects that will enable and facilitate mode shift to walking and cycling in Eke Panuku neighbourhoods. Programme of initiatives to build staff engagement and commitment, e.g. Future Fit, Auckland Bike Challenge. Measuring and reducing our corporate emissions, through the delivery of initiatives around staff travel, waste minimisation and energy use. 	2	3	6		Brenna Waghorn & Marian Webb	9
	<p>Extreme weather events disrupting residential and commercial developments.</p> <p>The greater frequency of extreme weather events leads to increased risk of serious damage to property and land, and a revised use of land for development / regeneration.</p>	<ul style="list-style-type: none"> Damage to property and land Repair costs and lost income Significant value loss to land due to change of use from vulnerability or inability to insure, and associated reputational risks 	Environment (Natural and Built)	<ul style="list-style-type: none"> Further work progressing with the with the Council Group on risk assessment relating to more frequent and severe weather events that will affect assets (sites) and activity planning. Monitoring experience of sites affected by inundation and flooding, including diligent research of developmental areas Partnering with developers to achieve beneficial outcomes to mitigate impacts from flooding and inundation. Alignment with Council CDEM communication. and use of BCPs. 	2	3	6		Marian Webb/ Allan Young	11

likelihood	5				
	4			1, 3, 4	
	3		9	4, 5, 6, 7	2

Ref ID #	Risk Description and Cause	Impact	Risk Category	Current Assessment (Controlled)					Residual Rating				Risk Owner	Position Last Month
				Existing Mitigations					Consequence	Likelihood	Risk Score	Risk rating		
			Like	2			6							
				1										
					1	2	3	4	5					
					Consequence									

5.2 Annual Remuneration Review 2023 Approach

This paper has been redacted under the following LGOMIA Act:

- *s7(2)(f) - The withholding of the information is necessary to maintain the effective conduct of public affairs through -*
- *(i) the free and frank expression of opinions by or between or to members or officers or employees of any local authority, or any persons to whom section 2(5) applies, in the course of their duty.*

Decision paper: Final Eke Panuku Development Auckland Statement of Intent 2023-26

Author: Kingsha Changwai, Manager Corporate Risk and Reporting

July 2023

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. Approve the final Eke Panuku Development Auckland Statement of Intent 2023-26 (SOI).

Whakarāpopototanga matua | Executive summary

1. The final SOI is submitted to the Board for approval.
2. The council's comments on the draft SOI have been addressed in the final SOI.
3. A copy of the final SOI is included as Attachment A of this report.
4. A copy of the council's comments on the draft SOI is included as Attachment B.

Horopaki | Context

Matapaki | Discussion

5. The Eke Panuku draft SOI 2023-26 was submitted to the council 30 March 2023.
6. It provided feedback on the draft SOI 25 May 2023.
7. Eke Panuku has addressed the council's feedback in the final SOI.

Main SOI changes relating to the council's feedback:

8. The section on nature and scope of activities on page 12 of the SOI is now more succinct and reflects our two core functions, urban regeneration and property portfolio management.
9. The financial information for significant business activities has been added to page 39, of the SOI. This item was in the letter of expectation but was only recently agreed with the council finance team in terms of format and content.

10. In the section containing LOE responses, page 6 of the SOI, we have added a new response noting that we are committed to the process of developing new performance measures with the council for the new LTP and future SOIs. We also noted that we will refresh our programmes and reporting against programme outcomes.
11. We made changes to the section on Achieving Mana Whenua Outcomes (AMO) plan on page 8 of the SOI, describing our relationships and work with IMSB and Matawaka.
12. The section on programmes and projects on page 19 of the SOI has been enhanced. There are fewer words describing the projects and we have followed the table format provided by the council CCO monitoring unit. We also added more information on the impact of budget reduction on projects in the summary.

Eke Panuku initiated performance target changes:

13. The performance target on dwelling numbers has been reduced from 180 units to 60 units.
14. The asset recycling target has changed from \$150m to \$115m, and the Transform & Unlock sale target changed from \$45m to \$40m in the final SOI. The sales are still progressing, but their timing has changed. It reflects market conditions.
15. The slow property market and worsening economic conditions has resulted in development benefit and sale targets being reduced.

Hīraunga | Implications

16. This section outlines all relevant implications for Eke Panuku.

Ngā ritenga ā-pūtea | Financial implications

17. The SOI includes the FY24 budget.

Tauākī whakaaweawe Māori | Māori impact

18. The SOI sets out our contribution to Māori outcomes through implementation of our new Achieving Māori Outcomes (AMO) plan.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

19. The programme of work set out in the draft SOI contributes to achieving objectives in the Auckland Plan, Development Strategy, and the regeneration of town centres. A communications strategy has been deployed with local boards and key stakeholders to discuss changes to our programmes as a result of the reduced resources.
20. Stakeholders are not typically engaged in the development of our SOI, but more directly in the development of the programmes of work.

Ngā whakaaweawe rauemi | Resourcing impacts

21. Resources are covered through 2023-24 Annual Plan funding.

Tauākī whakaaweawe āhuarangi | Climate change impacts

July 2023

22. Our core urban regeneration work, as set out in the SOI, contributes to achieving objectives in the Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan.

Ngā koringa ā-muri | Next steps

23. Submit the final SOI to the council 31 July 2023

Ngā tāpirihanga | Attachments

Attachment A - Eke Panuku SOI 2023-26

Attachment B - Shareholder's comments on draft SOI

Ngā kaihaina | Signatories

Brenna Waghorn, GM Strategy & Planning

David Rankin, Chief Executive



ekepanuku

Statement of Intent

2023-26

Me Mihi

E ngā mana whenua, e ngā iwi e noho haumaruru ana ki raro i ngā maunga whakahii o Tāmaki Makaurau, tēnā koutou kātoa. Mo te oranga o ngā iwi kātoa, me kaha tātou ki te mahi tahi hei tūtuki i ngā wawata o tēnei wāhi whānui.

To the people of the land and those residing under the sacred Tūpuna Maunga of Auckland, greetings to you all. Let us all work together to fulfil our dreams so that we may all prosper in this beautiful city.

Our name

Tame Te Rangi, a representative of Te Rūnanga o Ngāti Whātua, gifted us the name Eke Panuku. 'Eke Panuku' is derived from the whakataukī (proverb) 'Eke Panuku, Eke Tangaroa!', which acknowledges the unseen energies of the land and sea. In te ao Māori, Māori mihi to Tangaroa (Atua of the sea) to inspire success, excellence, and progress. We have a role in supporting mana whenua as the kaitiaki [guardians] of Tāmaki Makaurau.

Contents

Ngā kai o roto

Message from the Chair and Chief Executive 4

Part 1 Strategic overview 5

Role and mandate5

Responses to council’s objectives and outcomes 6

Nature and scope of activities..... 12

About us 17

Part 2 Statement of performance expectation 2023/24 19

How we deliver – three-year programmes 2023-26 19

Performance measures and targets28

Financial statements 30

Message from the Chair and Chief Executive

He Kupu nā te Kaihautū me te Tumu Whakarae

The Eke Panuku Statement of Intent 2023-26 responds to the expectations set by Auckland Council as the council group responds to significant financial and other challenges, such as building the city's climate resilience.

Eke Panuku is committed to making savings and prioritising our capital programme in a way that continues to deliver outcomes for our communities.

Urban regeneration is the process of revitalising and improving urban areas to enhance their economic, social, cultural and environmental conditions. Our urban regeneration programmes incorporate new sustainable homes, greenspaces and support public and active transport. By creating vibrant public spaces, community facilities and recreational areas, we foster social interactions, a sense of community and improved health and wellbeing. Our programmes attract investment by others, creating employment opportunities and boosting local businesses. Working with Mana Whenua and through our wider community placemaking, we support local arts and culture and integrate cultural elements to strengthen the local sense of place and identity.

We will continue to deliver the urban regeneration programmes for the city centre, Manukau and the suburban town centres. This includes projects that help mitigate the effects of climate change in our neighbourhoods, including the next phase of Te Ara Awataha in Northcote and progressing Te Whakaoranga o te Puhinui in Manukau. Our programmes across the region will be more focused to deliver local outcomes.

The property market continues to slow and may weaken further in the next year. This means it may take longer to secure development partners and purchasers for our development sites. We will take a responsive and flexible approach in the way we work with our development partners on issues affecting sales.

In 2023/2024 we will advance the new town centre in Northcote by taking the site to the market. We will progress the development of Avondale central with our development partner, start works on Huron and Northcroft Streetscapes in Takapuna and start construction of Lagoon Edge Reserve Enhancement in Panmure. We will also commence some infrastructure upgrades at the waterfront that will improve resilience, safety and amenity.

Eke Panuku will support the council group to develop conceptual plans for the future of the Port land. We are passionate about connecting Aucklanders with the water and look forward to bringing our expertise to this project.

Delivering value for Aucklanders and providing a return to Auckland Council through its property portfolio is a key part of what we do. We will continue to bring financial returns to the council. We support other activity led by council to find savings, including implementation of shared service changes and reviewing the way council group property services are delivered.

To support the council's savings targets, we will defer capital spending in 2023/2024 in addition to the savings in 2022/23. This, along with other operating budget reductions which will reduce the scope and speed of our overall programme, will support us reducing our operational spend by the agreed \$5m per annum. We are taking a longer view working with Auckland Council on the future of the urban regeneration programme and how this will be funded.

Paul Majurey, Chair

David Rankin, Chief Executive

Part 1 – Strategic overview

Te tirohanga whānui ā-rautaki

Role and mandate

Te Tūranga me te mana whakahaere

Eke Panuku Development Auckland is the urban regeneration agency for Auckland Council. It leads the redevelopment of town centres and manages a significant property portfolio.

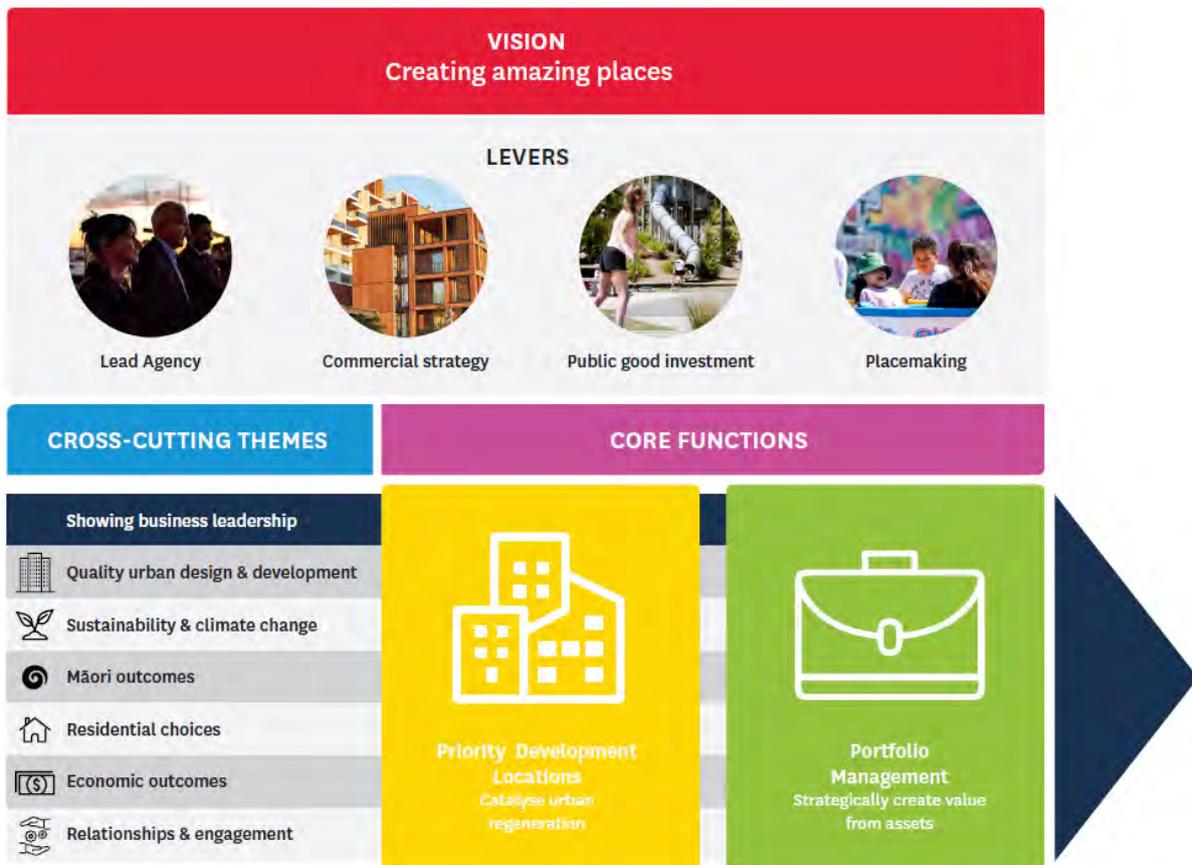
This Statement of Intent (SOI) was adopted by the Eke Panuku Board in July 2023.

Eke Panuku has two core functions:

1. Our urban regeneration programmes across Tāmaki Makaurau / Auckland, with a focus on town centres and locations agreed with Auckland Council.
2. Our property portfolio, where we manage \$2.36 billion of council’s non-service properties and provide property-related services to the council group.

Our activities help support sustainable and well-functioning urban environments and thriving, resilient communities. We seek to achieve an overall balance of commercial and public interest outcomes in carrying out our functions.

Our vision is creating amazing places.



Our four levers and approach to urban regeneration and portfolio management including our key activities, are presented throughout this document.

Responses to council's objectives and outcomes

Te Urupare ki ngā Whāinga Rautaki a te Kaunihera

The Statement of Intent (SOI)

The annual SOI is required by the Local Government Act 2002 and publicly states our activities and intentions for the next three years, and how they will contribute to Council's objectives. Our SOI provides an opportunity for council to influence the direction of Eke Panuku and provides a basis for the accountability of performance.

Response to Letter of Expectation (LOE)

The Mayor's Letter of Expectation (21 December 2022) sets out the council's priorities and expectations to inform the preparation of this SOI. It sets out common expectations across all council-controlled organisations (CCOs), and expectations specific to Eke Panuku.

A **copy of the LOE is published** on our website www.ekepanuku.co.nz

The **general expectations** of all CCOs including Eke Panuku are:

- having a concise and informative SOI with timely and meaningful performance measures
- being transparent and accountable in our approach working with other CCOs, the council and the community
- implementing the shared services initiative to eliminate duplication and achieve efficiencies
- providing the Mayor, Councillors and council's Chief Executive timely and meaningful information about our activities, especially any matters that are potentially contentious or of high public interest
- providing financial and other information by significant activities, cost centres or assets according to the nature of our operation.

We will work with the council group, council staff, and Eke Panuku Lead Councillor to implement these requirements.

Specific expectations were included in the LOE relating to our company and our response to these are:

- **Port land** – we will work with the council and Ports of Auckland Limited (POAL) on conceptual plans, based on staged release of land to be integrated into the waterfront and wider city urban fabric. A preliminary framework plan will be prepared by December 2023.
- **Continuing the urban regeneration programme** – we will continue to deliver the current regeneration programmes across the priority locations in line with the High-Level Project Plans and budgets agreed with council. We will focus on projects that deliver tangible public benefit, have a high level of local ownership and support regeneration outcomes. Eke Panuku has agreed with council the need to refresh the current urban regeneration programmes, roughly every five years to reconfirm the outcomes and to support council's investment decisions. We will put in place a programme to commence a rolling review.
- **Future regeneration programme** – we will work with the council to define options for the future medium to long-term urban regeneration programme, including how this is funded. This work will form part of decision-making in the next 10-year budget process. There are many town centres that have strong urban regeneration potential, but work will only progress in line with council direction and budget priorities.

- **Model for internal local project oversight groups** – we have an effective engagement programme with Local Boards, Mana Whenua, local communities and stakeholders. We will continue to explore models to ensure that local communities are involved in our work, and we understand their needs and priorities. We acknowledge the role and delegations of local boards as elected representatives in their communities.
- **Management of non-service properties** – we will endeavour to deliver an improved commercial return on the portion of the portfolio that can be leased commercially. We will support council to develop principles governing its property ownership and assess the case for consolidating management of group property functions.
- **Budget savings** – we will implement initiatives to achieve the required savings and reduce our organisational size and corporate spend. We have assessed the impact of budget reduction and described the impact on our projects and programmes in Part 2 of the SOI.
- **Objective performance measures and refresh of programmes** – a recent independent review by KPMG of performance measures for substantive CCOs confirmed that Eke Panuku performance measures cover our core and material activities at an organisational level. We will continue to engage with council on ongoing improvements to our performance measures and reporting.

Our contribution to the Auckland Plan and council strategies

Te āpitihanga ki te Mahere a Tāmaki Makaurau me ngā rautaki a te kaunihera

The *Auckland Plan 2050*, is Auckland Council’s vision for a world class city. It is the long-term spatial plan for Tāmaki Makaurau Auckland, that promotes quality compact urban form.

Facilitating brownfield redevelopment is critical to achieving this. Vibrant, low carbon town centres with frequent transport services and great walking and cycling access, that offer housing choices and amenities, is at the heart of the Auckland Plan.

Eke Panuku plays a critical part in delivering on plan outcomes, actions and targets as outlined below.

Auckland Plan Outcomes	Our outcomes	How Eke Panuku contributes
 Belonging and Participation	Supportive community	<ul style="list-style-type: none"> • Placemaking ensures local people play a strong collaborative role in the building of their public places. This helps create the kinds of places where people feel a strong relationship and commitment to their communities. • Improving town centres to create a heart for a local community that is vibrant, attractive and accessible to all (via design, planning and project delivery). • Partnering with Community Facilities to deliver accessible, multi-functional community facilities for the future. • Engaging local communities on local projects and urban change (increasing participation and sense of pride).

 <p>Homes and Places</p>	<p>Urban living – residential choices & high-quality urban development</p>	<ul style="list-style-type: none"> • Leading urban regeneration and facilitating quality urban development in town centres, to support a compact urban form and more sustainable transport modes. • Implementing the Thriving Town Centres Guidance, endorsed by the Council (illustrated on page 11). • Creating quality public spaces that are inclusive, accessible and contribute to urban living and civic life. • Facilitating new, well designed, sustainable homes that meet changing needs and preferences, through selling sites and working with private developers, Kāinga Ora, iwi groups, and community housing providers (CHPs).
 <p>Māori Identity and Wellbeing</p>	<p>Partnership with mana whenua and Māori outcomes</p>	<ul style="list-style-type: none"> • Enabling commercial opportunities and capacity building for iwi. • Reflecting mana whenua mātauranga and Māori design principles in public realm projects to showcase Māori identity. • Providing placemaking opportunities to celebrate and showcase vibrant Māori culture including working with rangatahi. • Enabling environmental outcomes to restore and enhance the mauri of Tāmaki Makaurau through our projects. • Supporting te reo Māori to flourish.
 <p>Transport and Access</p>	<p>Integrated transport</p>	<ul style="list-style-type: none"> • Facilitating low carbon transit-oriented development by bringing people and housing closer to transport networks, to leverage the existing investment and provide increased transport choices. • Partnering with Auckland Transport, Waka Kotahi (NZTA) and others (e.g. CRL, local boards) to improve connectivity and transport choices.
 <p>Environment and Cultural Heritage</p>	<p>Healthy natural environment and unique identity</p>	<ul style="list-style-type: none"> • Facilitating energy and water efficient homes, and waste minimisation in developments and events. • Partnering with others to restore environments, to facilitate stream and open space enhancements and the objectives of the Urban Ngahere Strategy. • Ensuring new development reflects the character and indigenous stories of an area or place, through place-led design.
 <p>Opportunity and Prosperity</p>	<p>Prosperous & robust local economy & revenue for council's LTP</p>	<ul style="list-style-type: none"> • Partnering with Tātaki Auckland Unlimited to integrate economic outcomes and provide opportunities for business and employment growth in the regeneration of town centres. • Providing opportunities for Māori and Pasifika businesses and social enterprises through sustainable procurement. • Creating commercial and strategic value from council surplus sites. • Providing funding for the LTP through the operating surplus from the property portfolio and marinas.

Māori Outcomes

Eke Panuku will implement the **Achieving Mana Whenua Outcomes (AMWO) plan**, developed with Mana Whenua. This plan responds to the council group **Kia Ora Tāmaki Makaurau**, the Māori outcomes performance measurement framework. Kia Ora Tāmaki Makaurau identifies ten strategic priorities to create positive outcomes for Māori collectively known as mana outcomes.

Eke Panuku will specifically contribute to five of the ten mana outcomes:

1. **Kia ora te Hononga** – we engage with mana whenua every week to get their input into our programmes. This enables mana whenua to influence the project outcomes and supports mana whenua to give names and cultural narratives to our projects.
2. **Kia Hāngai te Kaunihera** – we provide appropriate development and support for our staff to lift their collective cultural capability. This work enables us to support our te Tiriti-based obligations to Māori and become a culturally confident organisation.
3. **Kia ora te Ahurea** – we facilitate engagement between mana whenua and private sector development companies to ensure that the spaces we are building reflect mana whenua culture and identity. We also invite mana whenua to partner with us on the delivery of public spaces.
4. **Kia ora te Umanga** – we provide mana whenua with advance notice of properties we are intending to sell. If it is a development site, we have adopted a weighted criteria that supports Māori outcomes. If it is a disposal site to be sold with no required outcomes, we engage directly with mana whenua to determine interest in purchasing the sites before selling sites on the market. We also work with mana whenua to achieve social procurement outcomes within our commercial developments.
5. **Kia ora te Taiao** – we partner with mana whenua on our public realm sites to ensure that our work enhances the natural environment. Often, mana whenua applies Take Mauri Take Hono (a cultural health monitoring tool) to our projects to measure the cultural and environmental outcomes of our work.

Eke Panuku adopts a bespoke engagement process with matawaaka partners recognising that the Māori landscape varies significantly across Tāmaki Makaurau. When appropriate, and remaining mindful of our mana whenua relationships, Eke Panuku engages with Māori developers, suppliers, businesses, and communities.

Eke Panuku recognises the role of the Independent Māori Statutory Board (IMSB) to assist Auckland Council to promote the cultural economic, environmental, and social outcomes significant to mana whenua and mataaawaka. Eke Panuku engages with the IMSB both at the board and management levels. Eke Panuku values IMSB input on significant decisions within our work programmes. The Achieving Mana Whenua Outcomes (AMWO) plan is strategically aligned against the IMSB Issues of Significance. As we deliver our three-year programme to achieve positive outcomes for Māori, we'll also be assisting the IMSB to realise their aspirations.

Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan

Eke Panuku will contribute to Auckland Council group's emissions reduction target of 50 per cent by 2030 and net zero emissions by 2050. We have a Climate Change Strategy which responds to the direction and targets of Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan.

Delivering well designed, intensive mixed-use developments, integrating land use and transport, and incorporating sustainable building approaches is a critical contribution to reducing emissions and the transition to a low carbon city.

Our developments must meet minimum design standards (Homestar 6/7 and Greenstar 5 ratings by the New Zealand Green Building Council) and we use low-impact design and regenerative approaches to better manage the effects of storm events and increase resilience.

In our master planning we consider future climate impacts, risks, vulnerabilities and responses for our locations.

We also seek to provide leadership by:

- adopting and implementing deconstruction methods to facilitate the reuse of materials and reduce landfill waste
- measuring and reducing our corporate emissions
- working with the council group improve understanding, visibility and management of climate risks across the group and to undertake climate disclosure reporting
- expanding our measurement of scope 3 greenhouse gas emissions and development of actions to reduce emissions, consistent with the Auckland Council group approach.

Contribution to other council strategies and plans

The table below shows how we give effect or align with council plans and strategies. We are committed to working with the council to translate these and other council-led strategies into meaningful action, including to identify, align and prioritise actions that can be resourced.

Council Plan or Strategy	How we give effect and align to council plans and strategies
City Centre Masterplan	Leading the council group to agree an action plan and priorities, coordinating council group work and engagement with stakeholders. Leading key development projects in the city centre and waterfront.
Economic Development Action Plan	Contributing to the “Local Tāmaki Makaurau” focus area, through implementing our <i>Thriving town centres: Guidance for urban regeneration in Tāmaki Makaurau / Auckland</i> . Strong, thriving and resilient local economies will provide the foundations to ensure that Auckland’s sub-regional economies and regional economy become more resilient, enabling greater economic prosperity.
Waste Management and Minimisation Plan 2018	Working towards zero waste events, reducing construction and demolition waste, and supporting sustainable procurement.
Auckland’s Urban Ngahere (Forest) Strategy 2019	Exploring opportunities to increase access for residents to open space, enhance or create ecological corridors and connections, protect mature, healthy trees and manage urban forest on council land.
Auckland Water Strategy 2022-2050	Supporting regenerative water infrastructure, access to water for recreation and amenity, and the protection, restoration and enhancement of green and blue spaces. We promote water efficient homes, buildings, and places.
Future Development Strategy and Infrastructure Strategy	Working collaboratively with the council group to efficiently plan for and prioritise growth and intensification.
Thriving Communities Strategy	Growing access and participation, community and intercultural connection and community resilience through our placemaking and projects.



Thriving Town Centres: Guidance for urban regeneration in Tamaki Makaurau Auckland, was prepared by Eke Panuku in early 2022.

Nature and scope of activities

Te āhua me te whānui o ngā mahi

We deliver urban regeneration across the city. We also manage and maintain approximately \$2.36 billion of the council’s non-service properties and provide property disposal and acquisition services.

Urban Regeneration in the Priority Locations

The map below illustrates the locations where Eke Panuku is leading urban regeneration.

Map of Eke Panuku town centres – Te Mahere o ngā Pokapū Tāone o Eke Panuku



How do we undertake urban regeneration?

Our aspirations for thriving town centres are set out in our Thriving Town Centres Guidance, endorsed by the council in 2021. We use the four levers, illustrated on page 5, to implement the urban regeneration plans for each location.

Coordinating action – Lead agency lever

Eke Panuku facilitates support for a shared vision and urban regeneration plan for each location, leading an integrated council group response, coordinating stakeholder and community input and driving implementation.

Urban regeneration programmes are long-term by nature (10-25 years) and benefit from place-based and focused effort. As lead agency, Eke Panuku ensures integrated outcomes are achieved through successful collaboration and medium and long-term projects are advanced simultaneously to build momentum.

With a clear vision and masterplan, a programme of investment to improve amenity and by facilitating development, we incentivise and catalyse other parties to invest and participate.

We pride ourselves on the quality of our design and development, led by ourselves or our development partners. We ensure that our projects are functional, beautiful and in many cases, award winning.

New housing choices and commercial development – Commercial Lever

Eke Panuku uses poorly performing and underutilised council-owned property assets to deliver residential and commercial development that supports the regeneration plans. This involves site sales, acquisitions, amalgamation and other activities to unlock opportunities for the market.

We work with a range of development partners including the private sector (such as residential, retail and commercial developers and investors, landowners and businesses), Iwi, Community Housing Providers and Kāinga Ora.

Our development agreements with our partners set out our expectations. They ensure that we achieve high quality intensification and development including sustainable design and opportunities for Mana Whenua.

In progressing a commercial strategy for each location, we monitor and adapt to changes in the property market. As part of the commercial strategy, we seek to create value from council-owned land. We use statutory and planning tools to unlock land for development. We reclassify reserves, undertake plan changes, acquire and consolidate land. We create new infrastructure or remove contamination. This enables higher quality development and increases yields.

Eke Panuku has recently formed an investment partnership with the NZ Superfund to accelerate the regeneration of town centres. The partnership will make funding available to acquire sites, up-scale development plans and over time widen our footprint. The NZ Superfund is looking for large-scale climate friendly property opportunities. The partnership is focused on development opportunities in Eke Panuku locations such as Northcote, Panmure and in the Eastern Busway Corridor.

Improving amenity – Public realm lever

Eke Panuku identifies opportunities to improve the amenity, attractiveness, connectivity and resilience of town centres as places to live and work, visit and do business, building confidence for others to invest.

We deliver capital projects such as new town squares and laneways, greenspaces, parks and playgrounds and improvements to the streets, walkaways and cycle networks. Eke Panuku generally works with council partners such as Healthy Waters, Auckland Transport and Local Boards to enable and deliver these projects. We work in partnership on significant long term environmental and amenity projects such as Te Puhinui Regeneration in Manukau and Te Ara Awataha in Northcote.

As well as improving the look and feel of the town centre, these projects often have multiple benefits – such as managing stormwater and reducing flood risk, increasing shade and shelter, reducing trips and carbon emissions, enabling recreation and healthy lifestyles and improving safety.

Connecting people and place – Placemaking lever

Each community is unique. Through our placemaking programme we:

- support communities undergoing significant change
- build trust and knowledge through relationships to ensure that our regeneration supports the local identity and sense of place
- test design options and gather community feedback
- build community capacity, supporting social and economic outcomes.

Partnerships and relationships

Collaboration is critical to successful urban regeneration. We value partnerships and relationships with the people in our neighbourhoods, stakeholders and within the council group.

We do not take a ‘one-size fits all’ approach but recognise there are many ways to engage with our diverse communities. We consider appropriate channels and tools for each opportunity, from community surveys to more interactive tools such as Social Pin-Point, to face-to-face opportunities. Engagement provides us with meaningful insights and information to support sustainable decision-making.

We continue to focus on strengthening our relationship within the council group, ensuring we are efficient, aligned and working towards shared objectives.

Urban regeneration: Regional Programmes

Outside the of the town centres and city centre, Eke Panuku leads a number of other programmes that support urban regeneration across Auckland and bring in revenue for council.

Once approved for sale by council, Eke Panuku takes the sites that are no longer needed for a council use to the market setting out essential design outcomes to be achieved. This is the “support sites” programme. It provides revenue to council as well as quality developments such as new homes and commercial spaces.

Eke Panuku is working with Auckland Council’s Customer and Community Services team and local boards to identify opportunities to optimise council service properties through reconfiguring the use of the properties and introducing, where suitable, new uses. This is under the “Service Property Optimisation Framework”. Proposals to sell service properties, to reconfigure how services are delivered and to upgrade some properties must be cost neutral and the decision to proceed is made by the local board.

Eke Panuku has partnered with Auckland Transport and the Eastern Busway Alliance to ensure that leftover property in neighbourhoods along the route between Pakuranga and Burswood that is not needed for the infrastructure is developed successfully. Enabling residential and commercial development of the remaining sites will maximise the benefits of the Eastern Busway investment, both in terms of revenue and growing the catchment for passenger transport usage.

Haumarū Housing is a limited partnership between the Auckland Council and The Selwyn Foundation, providing social rental housing for older people. The sixty-two villages have around 1400 units. Eke Panuku has delegated authority from council to grow and develop the portfolio.

Auckland Council and the Selwyn Foundation have recently initiated a joint review of the Haumarū Housing funding and financing options for future development of the portfolio. Eke Panuku has developed a conceptual development pipeline for the delivery of new housing across the portfolio. We will continue to work with council to consider future financing and development options and agree next steps.

By delivering these programmes Council through Eke Panuku is ‘leading by example’ ensuring development is high quality, optimising infrastructure and investment and seeking to deliver multiple benefits.

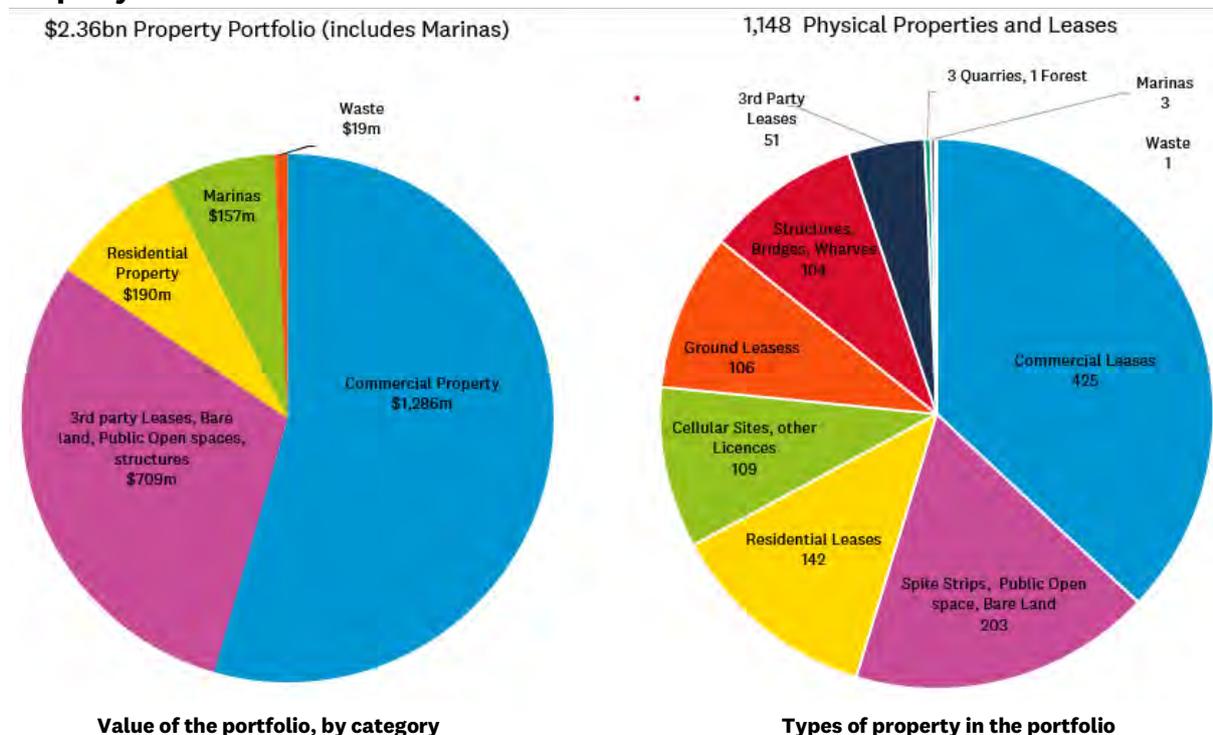
Property and Marina Management

Our portfolio management role includes the management of more than 1,100 properties and land that are not currently being used to deliver services to the community. We work closely with the council group to develop shared objectives for the management of these properties.

The properties are located across the region. The types of properties include commercial, retail and residential properties including hospitality, homes, landfills, quarries and forestry. Some properties leased are held for future transport or infrastructure projects such as the Eastern Busway, others are surplus to council requirements and are awaiting sale. Some sites are within Eke Panuku locations and will be developed in the medium term to support urban regeneration, such as the Northcote town centre. Some are held for heritage protection, and some are not revenue producing property. We also manage and operate the three council-owned marinas in the city centre.

The following diagrams illustrate the value and types of properties in the property portfolio.

Property Portfolio Profile – Portfolio value and leases



Our role is to drive strategic and optimal value from council group property assets in order to provide revenue for council. We optimise the returns from the property portfolio and maintain the properties to be fit-for-purpose in alignment with council group’s wider objectives. We provide tenancy management, assets and facility management, property maintenance and renewals, and marina management.

We will endeavour to deliver an improved commercial return on the portion of the portfolio that can be leased commercially. In FY24 we will maintain high occupancy of properties and deliver the SOI financial return targets.

The city centre marinas provide world-class facilities for recreational boating, fishing, tourism and the marine industry. The marinas also enable the public to enjoy access and views along the water's edge. Our goal is to optimise the returns from the marinas, provide quality infrastructure and continue to improve marina customer experience. Our activities include leasing of berths, repair and renewal of assets and new developments. We also co-host national and international marine events.

Our operating environment – risks, challenges and opportunities

Ngā tūraru, ngā wero me ngā huarahi wātea

There are many factors that impact on the delivery of Eke Panuku programmes and achievement of performance targets. We will update the shareholder on the status of the issues, risks, and opportunities in our quarterly shareholder reporting.

- **Property market** – the economic outlook for New Zealand is uncertain. With increased interest rates, rising construction costs, and tighter lending requirements the property market is subdued. This increases the time to find development partners and complete site sales, increases conditional agreement periods, and impacts strategic outcomes and sales revenue. *We will continue to monitor changes in the property market and construction sector. We will seek to maintain momentum in site sales where it is prudent and there is partner interest.*
- **Construction sector** – our ability to deliver capital projects including public realm improvements and renewals continues to be affected by materials availability, labour shortages, and escalating prices in the wider construction sector. Failure of construction firms or contractors is starting to emerge as an issue. This also impacts the ability of our partners to meet development milestones. *We will consider the use of alternative materials for capital works and we will carry out due diligence as part of contractor or development partner selection.*
- **Talent retention and staff wellbeing** – there is competition in the market for specialist skills in urban regeneration, planning and design, development and project management. Organisational change arising from reduced funding across the council group creates uncertainty and high workloads. *We will implement our people strategy to support the retention and attraction of skilled staff, which is key to our delivery performance, and monitor staff engagement.*
- **Climate change** – there is need to reduce carbon emissions and adapt to the changing climate which is already impacting communities, infrastructure and property. *We will continue to work with council to better understand climate risks and continue to plan and support low carbon and resilient communities.*
- **Dependencies** – our programme delivery is impacted by development partner, existing tenant, and council group dependencies, often out of our control. Examples include the timing of development staging by a private partner linked to market pre-sales, the preparation of a community needs assessments, and the release and vacating of a council property for renewal or development. *We will continue to align our planning with the council group, be more conservative in our project planning, and communicate risks to projects associated with dependencies that are out of our control.*

About us

Ngā kōrero mō mātou

Working in partnership with council group

Auckland Council works in partnership with its CCOs. The agreed approach to governance is outlined within the CCO Accountability Policy and the *Auckland Council: Statement of Expectations of substantive council-controlled organisations*, July 2021.

Key engagement and reporting includes:

- CCO Direction and Oversight Committee – Statement of Intent, performance, opportunities and risks through the quarterly reporting.
- Planning, Environment and Parks Committee – direction on urban regeneration planning and strategic outcomes.
- Governing Body – decisions on asset recycling and mandate.
- Transport and Infrastructure Committee – projects and programmes that have a significant impact on the region’s transport strategies or infrastructure.
- Local boards – direction and input on projects and programmes that have impact on their local areas and communities, through regular engagement and joint CCO quarterly reporting.

Eke Panuku Board composition and responsibilities

Eke Panuku board has seven directors who bring a broad range of experience, for example, in property development, urban regeneration, design, and health and safety.

The Board Charter sets out the principles of corporate governance that assist the board in performing its duties. It outlines the various roles, responsibilities, and authorities of the board of directors, both individually and collectively, in setting the direction, the management and the control of the business.

The board’s core responsibilities are:

- negotiate the Statements of Intent with the council
- act consistently with the guidelines provided in the Statement of Expectations
- actively review and direct the overall strategy, policies and delegations
- obtain full and timely information to discharge its obligations
- identify, evaluate and mitigate identifiable risk factors
- manage and monitor the Chief Executive’s Performance
- provide leadership in relation to key stakeholders.

The Eke Panuku Board is supported by an Audit and Risk Committee.

The Eke Panuku Board has a regular programme of meeting with local boards in the locations where we work to discuss their aspirations and how we work together. The board visits the locations to see the projects first hand and discuss the local urban regeneration challenges and opportunities.

The Eke Panuku Board also meets with other CCO boards and the Independent Māori Statutory Board to ensure integration and work towards shared objectives. Regular engagement with mana whenua is supported by a bi-annual Rangatira hui.

Board directors have a keen interest in the Eke Panuku team – supporting the executive’s focus on leadership, engagement, development, wellbeing and culture. The board undertakes health and safety audits visiting construction activity and business interests and supports the overall health and safety culture.

The Eke Panuku Board approves all projects and site sales through application of a project management framework that is directly linked to board delegations; including programme business cases, development outcomes and “go to market” strategies.

Board meetings

Ngā hui a te poari

Eke Panuku is required to **hold two public meetings** a year under the Local Government, Auckland Council Act 2009.

Meeting purpose	Date	Form of Public Notification
Consider shareholder comments on draft SOI	July 2023	Advertisement in NZ Herald at least two weeks prior to meeting and on Eke Panuku website five working days prior.
Consider performance against SOI targets	October 2024	

All Eke Panuku board meetings are open to the public. Members of the public wishing to be heard on issues relevant to Eke Panuku, can email their request in advance of each meeting via the Eke Panuku website. A public-excluded session will be held at each meeting to discuss confidential matters.

Agendas and board papers (with confidential information redacted) are posted on the Eke Panuku website (ekepanuku.co.nz) three working days prior to each meeting.

Mana whenua iwi are individually invited to present to the Board about any matters of interest. From time-to-time board meetings are held at various locations around Auckland to enable the Eke Panuku Board to meet with Local Boards.

Making more information available

There is an expectation for all Council-Controlled Organisations (CCOs) to be more transparent with the shareholder and the community. Eke Panuku is committed to being an accountable and transparent organisation. To this end, we readily make information available to our shareholder, our stakeholders, and the public.

Eke Panuku publishes corporate information on its website to ensure the public understands our organisation and the work we do.

Eke Panuku undertakes to increase the amount of high public interest information on its website, to strengthen trust and confidence, and to improve community engagement.

Publicly available information includes Eke Panuku board reports, quarterly reports, engagement strategies, stakeholder and community insights, corporate costs, and up-to-date project information.

Part 2 – Statement of performance expectation 2023/24

He tauākī mō ngā whāinga e pā ana ki te whakatutuki i ngā mahi

How we deliver – three-year programmes 2023-26

Tā mātou e whakatutuki ai – Ngā tau e toru e tū mai nei

This Statement of Performance Expectation section sets out the key initiatives and projects that will be delivered across the programmes during the period 2023-2026.

To make the required capital and operational savings requested by council we have had to make adjustments to our programmes. We have reviewed our programmes through the application of our prioritisation framework to reduce the regeneration capital expenditure in FY24. The process considered a number of factors including meeting our contractual and compliance requirements, aligning with partners and optimising opportunities to leverage our investment. We have ensured that we continue to maintain a level of activity across all the current priority locations and that we continue to plan and build a pipeline of projects for the future.

The reduced capex funding has deferred approximately 20 projects in priority locations across the regeneration programmes. This affects primarily the level of investment in new public space and amenity. The projects will occur a few years later or may be rescope in collaboration with local boards and relevant stakeholders. We will continue to undertake the work related to advancing major development sites to achieve revenue for council and development outcomes. These will progress to market, subject to the prevailing market conditions.

A significant reduction in the budget for local placemaking in town centres means that some activities will be reduced. This includes Matariki festivals, children’s workshops, community walks, Christmas, and ethnic new year celebrations. The level of communication engagement with local boards and stakeholders will also need to be adjusted. However, our Priority Location Directors together with the community and stakeholder relations and place making teams will endeavour to ensure relationships are maintained, information is shared, and the role of local boards is supported.

Overall our programme will slow down and reduce in scope and scale over the next period. This approach has enabled us to achieve the required \$5m opex savings in the FY24 Annual Plan and beyond.

Urban Regeneration Programmes by location

Te Hōtaka Whakarauora I ngā Wāhi o te Tāone

Detailed below are some of the significant projects in our programmes over the next three years. There are a number of risks associated with the timely delivery of these projects and programmes, outlined in Part 1.

NORTH		
NORTHCOTE Staged redevelopment of town centre delivering shops, eateries, new homes and an extended community hub and improved roading connections. Link: https://www.ekepanuku.co.nz/neighbourhoods/northcote/		
2023/2024 project delivery		Indicative programme benefits
Northcote town centre development – creating new homes, upgrading retail offering public space.	Taking 115 Lake Rd, a central site, to market. Completing necessary works for subdivision, consents, and titles.	570 new homes
Northcote town centre streets – extending Ernie Mays Street a key part of the road network.	Final business case, developed design and resource consent approved.	2800 sqm streetscape
Northcote community hub – refurbishing and extending the Mitchell Building to a multi-purpose community hub (currently home to Northcote Library).	Concept design approved (in collaboration with council’s community facilities department).	Refurbished building and 600sqm of new space
Cadness Reserve upgrade – including a new playground, an area for events, a covered outdoor space and better integration with the community hub.	Progress the reserve upgrade integrating with the Northcote community hub.	5000 sqm public space
Jesse Tonar Scout Reserve – including stream enhancement and landscaping.	Construction completed.	375 sqm public space
2024-2026 project delivery (following 2 years) <ul style="list-style-type: none"> Northcote town centre development and streets – progress town centre development sites and infrastructure with selected development partner/s. Northcote community hub – continue to progress delivery. Te Ara Awataha greenway and stormwater infrastructure – complete work (Healthy Waters partnership). Take College Road development sites to market to secure development partner. 		
TAKAPUNA New public spaces and street upgrades to improve amenity. Sale of development sites to enable high-density residential developments, retail and commercial space. Link: https://www.ekepanuku.co.nz/neighbourhoods/takapuna/		
2023/2024 project delivery		Indicative programme benefits
Waiwharariki Anzac Square – including a water feature, planters and Whare.	Construction completed.	3,200 sqm public space (2000 sqm – stage 3)
Huron and Northcroft streetscapes –improve connections, planting and lighting.	Complete construction of Northcroft Street and concept design for Huron Street.	11,000 sqm streetscape (5500 sqm Northcroft St)
Auburn Street development site – high-density high-rise residential and commercial outcomes.	Progress site sale to unconditional stage.	300 new homes 1,500 sqm commercial
2024-2026 project delivery (following 2 years) <ul style="list-style-type: none"> Anzac Street/Hurstmere Road development site – progress development of the first of five development blocks with developer Willis Bond. Progress the staged sale and development of remaining sites, closely monitoring achievement of development outcomes. 78 and 72A Hurstmere Rd development – complete sale to the adjoining owner for a mixed-use project. 		

CENTRAL

CITY CENTRE

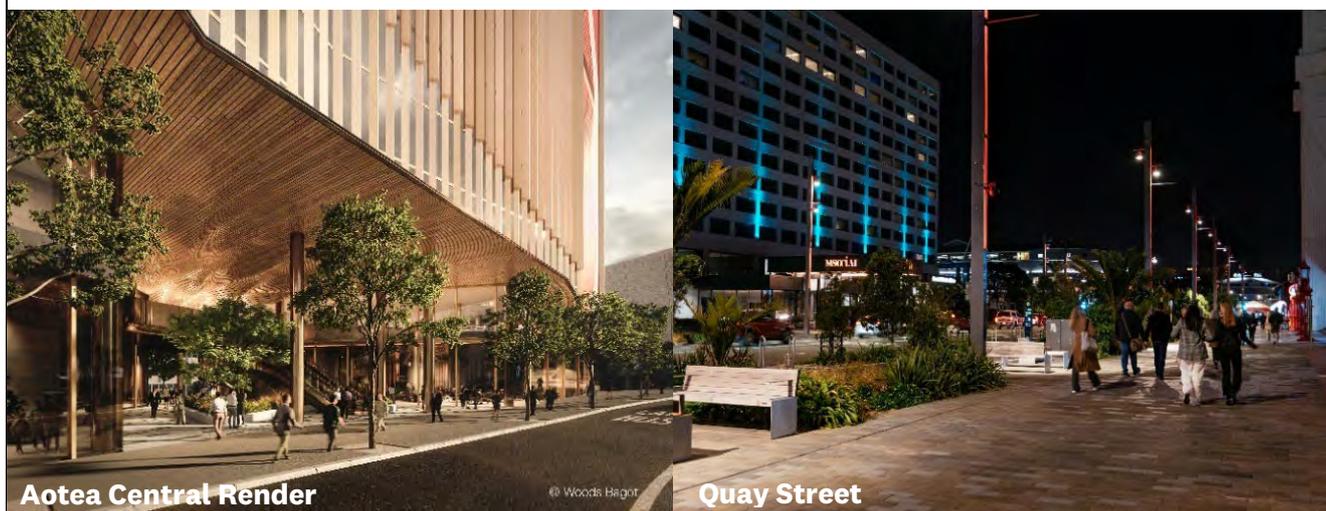
Our role is to lead the council group by supporting the existing work programmes to deliver on immediate priorities, develop an action plan for the next 10 years and implement the City Centre Masterplan.

Link: <https://www.ekepanuku.co.nz/neighbourhoods/city-centre/>

2023/2024 project delivery		Indicative programme benefits
City Centre Action Plan – guides the council group’s investment and programme of activity.	Complete action plan, input into 2024 LTP process, and progress action plan priorities.	City Centre Action Plan
Existing city centre programmes – support programmes and projects led by other agencies (including below).	Deliver on immediate priorities and contribute to the realisation of the City Centre Masterplan.	Key milestones achieved
Midtown Programme – providing transport and public realm improvements in conjunction with City Rail Link (CRL).	Deliver on the midtown suite of projects (led by Auckland Council).	Key milestones achieved
Karanga-a-hape station neighbourhood and bus improvements – supporting the design and delivery of safer streets and public spaces.	Deliver the station neighbourhood and bus improvement projects (led by Auckland Transport).	Key milestones achieved
Port Precinct Future Development – planning for staging development of land and wharves as they are released from port purposes.	Working with the council group to complete the framework plan.	Port Precinct Future Development Plan
Place Management – working with partners to support visitor attraction, business activity and city centre recovery.	Continue to lead and coordinate a cross agency team focused on place management.	Place management programme

2024-2026 project delivery (following 2 years)

- Work with our development partner on the **Symphony Centre**, the over-station development at Te Waihorotiu station, to build a mixed-use building upon the completion of the CRL station.
- Achieve an unconditional agreement on the sale of **Downtown Carpark** to deliver a high-quality, sustainable and mixed-use development that contributes positively to Auckland’s cityscape.



Aotea Central Render

© Woods Bagot

Quay Street

WATERFRONT		
<p>Continue to progress the delivery of public realm projects, monitor the delivery of development outcomes by our development partners and take a new development site to the market. In Wynyard Quarter, we will lead on design with mana whenua on the public open space guided by the Te Ara Tukutuku Plan.</p> <p>Link: https://www.ekepanuku.co.nz/neighbourhoods/wynyard-quarter/</p> <p>Link: https://www.ekepanuku.co.nz/neighbourhoods/westhaven/</p>		
2023/2024 project delivery		Indicative programme benefits
Precinct Stage 3 development – This includes three commercial buildings with a 5 Greenstar rating, basement carparks, public open space and public laneway.	Work with Precinct properties to remediate contamination of the site as part of the development agreement.	18,500 sqm commercial 750 sqm of new public realm
North Wharf development site – mixed-use development on the waterfront.	Take the site to the market and achieve a conditional long-term lease agreement.	3,300sqm development site
Lysaght building – creating an income stream from this special character commercial building.	Progress long-term lease.	1,815 sqm commercial space
Te Ara Tukutuku (Wynyard Point) design – this covers five hectares of open space, laneways, stormwater, utilities, landscaping, lighting and seawall raising.	Developed design for the project is approved.	50,000 sqm public realm
Westhaven Seawall Upgrade – providing protection from wave overtopping during storm events and prevention of damage to property.	Progress resource consent and design for staged delivery.	300m of seawall
Water Edge Response Works – ensures that spaces across the key wharves in the waterfront precinct are accessible and safe for public and marine uses.	Complete appropriate water edge design treatment and capital works.	2900 sqm public space (860m of new balustrades on wharf edges)
Pile Berth Redevelopment – Complete the staged construction of new public promenade space, pier access and carparking to support the marina new berths.	Complete the staged construction and open for public use.	2000 sqm public space and car park
<p>2024-2026 project delivery (following 2 years)</p> <ul style="list-style-type: none"> • Progress Te Ara Tukutuku project. • Secure a development partner the North Wharf site. Monitor development outcomes delivered by other development partners at the Wynyard Quarter. • Complete Westhaven Seawall Upgrade and other funded capital projects. • Commence design and engagement for public realm improvements along Eastern viaduct and Te Wero Island. • Continue to activate the AC36 legacy spaces to support of major events. 		
WEST		
AVONDALE		
<p>Working with partners, stakeholders, Kāinga Ora and the council family to create new high quality residential neighbourhoods, public spaces and a purpose-built community facility.</p> <p>Link: https://www.ekepanuku.co.nz/neighbourhoods/avondale/</p>		
2023/2024 project delivery		Indicative programme benefits
Avondale Central development – is a significant, sustainable, mixed-use residential development staged over six years.	Progress the implementation of the development agreement with Marutūāhu Ockham Group including design and consent of the cycle and pedestrian link.	600 new homes 400 sqm public space
10 Racecourse Parade development site – Kāinga Ora manages 42 existing homes on the site.	Complete acquisition of property from Kāinga Ora to enable development of Avondale Central.	Complete acquisition and clear site

<p>Te Hono - Avondale community hub and town square – integrating the town square with the Auckland Council-led Avondale community hub.</p>	<p>Complete developed design for the town square.</p>	<p>5,000 sqm</p>
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2024-2026 project delivery (following 2 years)

- Continue supporting and monitoring outcomes delivered by development partners alongside progressing **Te Hono** community hub and the **Avondale town square**.



HENDERSON

Investment of public realm projects will improve connectivity within the town centre to enable walking, cycling and more amenities. We will work with development partners undertaking residential development in Henderson Valley Road and Laidlaw College which acquired parts of the former Waitakere City council site.

Link: <https://www.ekepanuku.co.nz/neighbourhoods/henderson/>

2023/2024 project delivery		Indicative programme benefits
<p>Opanuku Link – includes a new bridge for walking and cycling, a new playground and a shared cycleway.</p>	<p>Complete design and commence construction of Opanuku Link.</p>	<p>650 sqm public space</p>
<p>Wai Horotiu Henderson connection (formerly Oratia Link cycleway) – including a bridge over Oratia Street and elevated connection in Newey’s Reserve.</p>	<p>Complete developed design and final business case for stage one of the project.</p>	<p>Stage one is approximately 2,600m²</p>
<p>Catherine Plaza – to enhance connections, activation, outdoor dining space, landscaping.</p>	<p>Lodge resource consent.</p>	<p>900 sqm public space</p>

2024-2026 project delivery (following 2 years)

- Progress the construction of Opanuku Link and Catherine Plaza.



ISTHMUS		
ONEHUNGA		
Creating a series of new public spaces with great design, facilitating new retail and housing choices and enhancing connectivity in the town centre. Link: https://www.ekepanuku.co.nz/neighbourhoods/onehunga/		
2023/2024 project delivery		Indicative programme benefits
Paynes Lane streetscape enhancement – enabling a key east-west pedestrian friendly corridor.	Lodge resource consent.	1800 sqm public space
Waiapu precinct – mixed-use residential, commercial developments and new public space including a playground and connections across the town centre.	Finalise design and submit consents required for stage one subdivision and enabling works.	Estimated 10,140 sqm public space 7,900 sqm Commercial 120 Residential
1 Waiapu Lane and 61-65 Selwyn Street – new supermarket development.	Progress the sale.	Supermarket of approximately 4,000 sqm
Onehunga Mall site acquisitions – properties are in a strategic location adjacent to land that the council owns.	Conditional sale and purchase development agreement achieved.	Acquisition of sites totalling approximately 1,130 sqm
2024-2026 project delivery (following 2 years)		
<ul style="list-style-type: none"> Paynes Lane streetscape enhancement – finalise design and submit all consents. Waiapu Lane precinct development site – commence construction of stage 1 subdivision and enabling works. 1 Waiapu Lane and 61-65 Selwyn Street – complete unconditional sale to facilitate the new supermarket. Onehunga Mall site acquisitions – complete remaining transactions. 		
PANMURE		
Public realm investment will create a well-connected network of urban spaces in the centre that enhances visitor experience and supports future residential growth. Development sites will be taken to the market to enable mixed-use development, increasing the vibrancy of the town centre and economic activity. Link: https://www.ekepanuku.co.nz/neighbourhoods/panmure/		
2023/2024 project delivery		Indicative programme benefits
Lagoon Edge Reserve Enhancement – creating an urban waterfront park adjacent to the existing Lagoon Pools.	Complete design and obtain all consents for the non-coastal components.	4,500 sqm public space
535 Ellerslie Panmure Highway site – to enable a mixed-use development.	Conditional development agreement reached.	7,500 sqm commercial
2024-2026 project delivery (following 2 years)		
<ul style="list-style-type: none"> Complete construction of stage 1 of non-coastal components of Lagoon Edge Reserve Enhancement. Reach a conditional development agreement for 3 Kings Road to enable a residential development of up to 36 sustainable dwellings. 		
MAUNGAWHAU		
Commence a market process to seek private sector partners and investment. Work with Kāinga Ora to deliver new homes surrounding the emerging rapid transport network (City Rail Link). Link: https://www.ekepanuku.co.nz/neighbourhoods/maungawhau-and-karanga-a-hape/		
2023/2024 project delivery		
<ul style="list-style-type: none"> Commence marketing of development sites surrounding Maungawhau Station. 		
2024-2026 project delivery (following 2 years)		
<ul style="list-style-type: none"> Negotiations and conclusions of development agreement(s) with development partners for sites surrounding Maungawhau Station. 		

SOUTH

MANUKAU

Implementing projects that support the Te Whakaoranga o Te Puhinui – The Puhinui Regeneration Strategy that aims to regenerate the Puhinui stream. We will continue to invest in public realm improvements increasing access, connectivity, safety and amenity, and prioritise property development projects that enliven Manukau’s city centre.

Link: <https://www.ekepanuku.co.nz/neighbourhoods/manukau/>

2023/2024 project delivery		Indicative programme benefits
Puhinui Regeneration Strategy initiatives – construction of new walkway and cycleway along stream corridor connecting central Manukau to the Botanic Gardens.	Progress land acquisitions and the design of a new walkway and cycleway.	7.6ha of new open space
Osterley Way Civic Streetscape Works – includes streetscape upgrades (two intersections) with landscaping, new surfacing, lighting, wayfinding and separated cycleway.	Detailed design commenced and resource consent lodged. Approval obtained from Auckland Transport.	2,200 sqm streetscape
Cavendish Drive & Sharkey Street AUT Link – upgraded streetscape and new cycleway.	Preferred concept confirmed internally and with Auckland Transport.	11,300 sqm streetscape 390 sqm cycleway
14 Davies Avenue – to enable residential and commercial development.	Progress subdivision consenting and Auckland Transport release for sale.	5,500 sqm development site
10 Putney Way, 9 Osterley Way and 33 Manukau Station Road sites – to enable commercial, mixed-use and residential development in the town centre.	Progress sale of sites.	8,700 sqm for three development sites
Hayman Park wetlands – capital works to help manage stormwater during significant weather events.	Complete design and lodge resource consent.	Planting 1,400 sqm Pathway/boardwalks 4,000 sqm

2024-2026 project delivery (following 2 years)

- Progress design and construction of public realm upgrades including walking and cycling connections and streetscape upgrades in collaboration with Auckland Transport and Auckland Council.
- Progress site sales and monitor development partner progress with development sites.



Hayman Park, Manukau



Puhinui Stream, Manukau

PAPATOETOE

Develop new housing choices around the completed commercial developments of a shopping mall, supermarket and carpark to enable the centre to flourish and the community to thrive.

Link: <https://www.ekepanuku.co.nz/neighbourhoods/old-papatoetoe/>

2023/2024 project delivery		Indicative programme benefits
Cambridge Terrace extension and car park – includes upgraded streetscape, laneways and shared path / cycleway.	Design completed, consents obtained, and procurement in preparation for commencement of construction.	780 sqm streetscape 950 sqm shared path /cycleway

Stadium Reserve Capital Works and Chambers laneway upgrades – provides high-quality amenity to adjoining property redevelopments.	Complete developed design and lodge resource consent.	5380 sqm public space and laneway
St George Street residential development – new homes built over the next 18 months.	Continue to support and facilitate construction progress.	82 new homes (first stage)
2024-2026 project delivery (following 2 years)		
<ul style="list-style-type: none"> Complete the Cambridge Terrace extension and carpark, Stadium Reserve Capital Works and Chambers Laneway enabling further redevelopment to occur. 		
PUKEKOHE		
Support Pukekohe’s vibrancy, growth potential and unique character and identity by progressing site sales, new project investigations, design and completing a public realm upgrade. Link: https://www.ekepanuku.co.nz/neighbourhoods/pukekohe/		
2023/2024 project delivery		Indicative programme benefits
Roulston Park Upgrade – a new all-age-friendly play opportunity in the park and pedestrian crossing on Stadium Drive.	Design completed, consents obtained, and contractor tender underway.	4600 sqm public space
Market Precinct – a flagship development which will attract and catalyse new life in and around the town square and add vibrancy to the centre.	Complete developed design and commence consenting for stage one of the project.	450 sqm GFA commercial space 3,500 sqm streetscape upgrade 2,500 sqm public realm upgrade (town square)
Edinburgh superblock – consolidate ownership of large central development site.	Progress feasibility and go to market strategy.	20,000 sqm
9 Hall St and 174-184 Manukau Rd site sales	Complete the sale.	9 Hall Street – 890 sqm site 174-182 Manukau Road 4,090 sqm site
Double traffic light upgrade at East, King, Manukau and Massey roads	Support Auckland Transport in commencing construction.	6,000 sqm of streetscape
2024-2026 project delivery (following 2 years)		
<ul style="list-style-type: none"> Roulston Park upgrade construction completed. Market Precinct stage one construction completed. Edinburgh superblock go-to-market completed, and development partner secured. 		
URBAN REGENERATION		
REGIONAL PROGRAMMES		
Over the next three years:		
<ul style="list-style-type: none"> Commence work on the Eastern Busway Urban Regeneration programme in neighbourhoods along the route of the Busway between Pakuranga and Burswood. Continue to progress the sale of various single sites that make up the ‘support’ development category and the general asset portfolio approved for sale and development by the council. Continue to work with local boards to deliver service property optimisation which is a development approach targeting sub-optimal council service assets. Work with Auckland Council and Haumaru Housing to develop a sustainable funding model that will enable the delivery of a development pipeline and viable partnership via the joint venture. Link: https://www.ekepanuku.co.nz/neighbourhoods/housing-for-older-people/ Continue to review the portfolio to develop a proposed pipeline of properties that feed into future development sites and contribute to the next LTP funding. 		

2023/2024 project delivery		Indicative programme benefits
Own Your Own Home portfolio – this is a housing scheme for older people which consists of 150 residential units over 14 village locations, 52 units are owned by council.	Progress sale.	
198 Dominion Road, Mount Eden – this is a mixed-use development of sustainable dwellings and commercial space.	Progress sale.	92 new homes 600 sqm commercial
65 Hadington Drive, Ormiston – a residential development site.	Go to market to find a development partner.	30 new homes

PROPERTY & ASSET RENEWAL PROGRAMME

PROPERTY AND MARINA MANAGEMENT

We manage council’s non-service properties that includes commercial, residential, and waterfront public assets. We optimise return to the council and service to the public. The focus is **on asset management planning, new projects, asset renewals and planned maintenance**, that includes maintaining levels of service for property management and marina and accommodate for marina growth.

2023/2024 project delivery		Indicative programme benefits
21 Princes Street Commercial Property, Auckland City – this heritage building will undergo refurbishment enabling it to be re-leased.	Commence construction.	470 sqm heritage building
Westhaven Marina Fire Alarm System upgrades – to current standards and separate the fire alarm system from the building and the marina piers.	Complete construction.	Alarm system upgraded
Bascule bridge Waterfront – health & safety renewal works.	Complete construction.	Health & Safety works
Manukau Harbour/Wairopa Channel Works – renewal of channel navigational markers to meet NZ Maritime and international standards.	Complete construction.	Beacon, Channel Marker and Buoy

2024-2026 project delivery (following 2 years)

- We will continue to implement our leasing strategies to gain more revenue for the Council and maintain condition of assets and properties with our asset renewals and maintenance programmes.



Bascule Bridge, Waterfront



Westhaven Marina

Performance measures and targets

Ngā ine me ngā pae whāinga

Eke Panuku has an agreed set of performance measures and targets which form the basis of accountability for delivering on the council's strategic direction and priorities. Eke Panuku's significant and material performance measures relates to the value it creates through its two core business activities, urban regeneration and property portfolio management. These are reported to the shareholder on a quarterly basis.

The performance measures and targets are as follows:

Key Performance Indicator		Actual 21/22	Annual Plan			
			22/23	23/24	24/25	25/26
Urban regeneration programmes and projects						
1	Net new dwellings (housing units) ¹ – LTP performance measure	Achieved 404 net new dwelling units	200	60	290	330
2	Commercial/Retail gross floor area (GFA) or net lettable area (square meter) ² – LTP performance measure	The timing of construction projects meant no projects were planned for the year.	Nil	Nil	Nil	Nil
3	Public realm – square meters ³	Achieved 23,226 sqm	7,000 sqm	7,000 sqm	15,000 sqm	27,000 sqm
4	The percentage of significant capital project milestones approved by the board achieved – LTP performance measure ⁴	Achieved 81% We completed 13 of the 16 milestone targets set for FY22.	80%	80%	80%	80%
5	Achieve board approved Transform and Unlock (T&U) sales for the financial year through unconditional agreements ⁵	Achieved \$51.3m	\$21.7m	\$115m	Annual approved target	Annual approved target
6	The asset recycling target agreed with the Auckland Council ⁶	Not Achieved \$35m	\$70m	\$40m	Agreed target	Agreed target
Property Portfolio and Marina Management						
7	Annual property portfolio net operating budget result agreed with the council achieved ⁷ – LTP performance measure	Achieved \$27.1m Net operating budget result is \$5.2m ahead of target	\$19.4m	\$17.3m	\$16.7m	\$16.2 m
8	The monthly average occupancy rate for tenantable properties ⁸ – LTP performance measure	Achieved Commercial 93.4% Residential 97.9%	Commercial 85% Residential 95%	Commercial 90% Residential 95%	Commercial 90% Residential 95%	Commercial 90% Residential 95%
9	The percentage of marina customers surveyed who are satisfied with marina facilities and services ⁹	Achieved 90%	85%	88%	88%	88%
Sector Leadership						
10	Creating positive outcomes for Māori	Achieved 51 completed this year	50	40	40	40

Key Performance Indicator		Actual 21/22	Annual Plan	Targets		
			22/23	23/24	24/25	25/26
	Deliver a number of ongoing or new initiatives that support Māori Outcomes ¹⁰					
11	Enhancing the relationship between Eke Panuku and mana whenua. Increasing the percentage of satisfaction with the support they receive from Eke Panuku ¹¹	Achieved A baseline survey has been set 50% satisfaction was achieved	5% increase on previous year			
12	The percentage of complaints received by Eke Panuku are resolved within 10 working days.	Not Achieved 34%	80%	80%	80%	80%

¹ Eke Panuku enters into development agreements with partners on the sale or long-term lease of council land and monitors the outcome of dwelling units built after the sale. Dwelling units are recognised when construction is completed by development partners. The LTP target for FY24 has reduced from 350 to 60 dwelling units due to presale and construction of dwelling units by development partners being affected by the slower property market and worsening economic conditions. To manage risk, a certain level of presales needs to be achieved before development goes ahead and development partners have adjusted the timing of their construction starting.

² Eke Panuku sells or leases properties long term to development partners across locations to achieve retail or commercial outcomes. LTP planned GFA was 29,000 sqm for FY24, this is now targeted for future years. The economic environment has changed significantly since the LTP was adopted, retail and office space demand are lower than we projected. We will be discontinuing this measure in the next LTP process because these projects are irregular, and the quantum of new commercial space is quite small.

³ The public realm measure represents the areas in town centres that have been improved, renewed, or enhanced through capital projects. Improving the quality of the place also helps attract new investment. Types of projects include town squares, cycleways, footpaths, roads/laneways, playgrounds and other. In FY24 the target reduced from 57,000 to 7000 sqm due to external dependencies affecting project delivery, such as cancellation of the Northern Pathway and works contingent on land acquisition from a third party.

⁴ This measure demonstrates the different types of capital delivery projects within our pipeline of work. The projects reflect tangible milestones in project lifecycles and are included to illustrate projects at different phases such as construction start/finish, design, consent, and approval by key stakeholders.

⁵ This measure relates to total value of properties sold unconditionally or leased long term in T&U locations during the financial year. The property sales help fund reinvestment in the T&U locations and town centres.

⁶ This measures the total value of properties sold unconditionally or leased long term (excluding sales in T&U locations). The asset recycle target is agreed with Auckland Council during the annual plan or LTP planning process and contributes to council funding. The asset recycle target is calculate like the T&U sale target.

⁷ This measure demonstrates that Eke Panuku optimises return on properties it manages for the council group. The properties are sometimes held for projects in the short to medium term, so we cannot maximise the rental income. The property portfolio budgeted net direct income (direct revenue less direct expense) is agreed with the council as part of the annual plan, the 12-month actual result is compared to budget.

⁸ This measures a rolling 12-month average occupancy of tenantable properties over the 12 months of the financial year.

⁹ The marina satisfaction survey is carried out by independent service provider.

¹⁰ Eke Panuku supports Māori outcomes through implementation of the Achieving Māori Outcomes (AMO) plan. Initiatives may relate to culture and identity, governance, economic, wellbeing or te taiao (the natural environment). Initiatives are wide ranging including events and placemaking, art, design, cultural narratives, landscaping, te reo naming, commercial development opportunities and organisational development. The number of initiatives has been reduced in FY24 from 50 to 40 to recognise the reduction or delay to projects from the budget savings.

¹¹ The Mana Whenua satisfaction survey is carried out by independent service provider.

Financial statements

Ngā tauākī ā-pūtea

Eke Panuku financial statements are presented as follows:

- Summary of capital and operational revenue and expenditure – this is a summary of inflows and outflows which demonstrates the contribution Eke Panuku makes to the Council Group.
- Eke Panuku company budgets – set out as required by legislation and in alignment with the Auckland Council Annual Plan.
- “Managed on behalf budgets” relating to properties we manage on behalf of the council group.
- Other financial information.
- Significant business activities – as requested by the Council, a summary of activity-level budgets for urban regeneration including asset sales, and property management.

Summary of capital and operational revenue and expenditure - inflows and outflows

The table below depicts the operational income and expenditure flows from Eke Panuku operations in a consolidated format, joining assets managed on behalf of Auckland Council, Auckland Transport and Eke Panuku. We have eliminated inter entity transactions which are included in the operating budgets in the Eke Panuku company budgets and managed on behalf budgets sections below, which duplicates some costs and income. Capital inflows are based on when projected unconditional sales agreements are reached. This presentation style was introduced for incoming councillors in October 2022.

\$millions	FY 23/24	FY 24/25	FY 25/26
Capital Inflows			
Selling Council's surplus property	115.0	70.0	70.0
Selling or long leasing property to reinvest in our urban regeneration locations	40.0	74.7	69.8
Third party capital contributions	3.8		
Total capital inflows	158.8	144.7	139.8
Capital Outflows			
Investing in council group assets to support regeneration and asset renewals	76.7	79.9	95.8
Net Capital	82.1	64.8	44.0
Operational Inflows			
Revenue from property interests for Council group	68.7	61.4	61.6
Operational Outflows			
Managing council group properties	26.6	25.9	26.9
Utilities and leases for council group owned assets we manage	6.3	4.9	5.0
Rates on council group owned assets	7.9	7.0	7.2
Maintenance of council properties	13.0	10.5	10.6
Consultation, negotiation and sales processes to sell council property	3.5	3.6	3.7
Leading regeneration of town centres, city centre and waterfront	17.4	19.2	19.9
Net Operational	(6.0)	(9.7)	(11.7)

Eke Panuku company budgets

This section outlines the 2023/2024 budget that is aligned to Council's 2023/2024 Annual Plan. This excludes the activities that Eke Panuku manages on behalf of the council, which are outlined separately in the next section.

Operating budgets - \$millions	21/22 Actual	22/23 Budget	23/24 Budget	24/25* Budget	25/26* Budget
Net direct expenditure/(income)	17.9	24.1	24.2	25.0	25.6
Direct revenue	16.3	17.2	17.6	18.0	18.4
Fees & user charges	0.0	0.0	0.0	0.0	0.0
Operating grants and subsidies (external)	0.0	0.0	0.0	0.0	0.0
Other direct revenue**	16.3	17.2	17.6	18.0	18.4
Direct expenditure	34.2	41.3	41.8	43.0	44.0
Employee benefits	28.6	32.6	33.3	34.4	35.3
Grants, contributions & sponsorship	0.0	0.0	0.1	0.1	0.1
Other direct expenditure	5.6	8.7	8.4	8.5	8.6
Other key operating lines					
AC operating funding	(18.3)	(24.1)	(24.5)	(25.3)	(26.0)
Depreciation and amortisation	0.4	0.0	0.3	0.3	0.3

* The FY25 and FY26 budget numbers represent the 2021/2031 LTP adjusted for flow on impact from the 2023/2024 Annual Plan process. Numbers are subject to Council approval as part of upcoming LTP process.

** Other revenue comprises recharges to the council for consultancy costs related to acquisition as well as staff time recharged to the council for marina activities and priority location operating expenditure projects. Other expenditure include director's fees, audit fees, consultancy, corporate communication, office and administration costs.

Forecast statement of comprehensive revenue and expense

(\$million)	FY24 annual plan	FY25 forecast	FY26 forecast
Revenue			
Operating funding from Auckland Council	24.5	25.3	26.0
Fees and user charges	0.0	0.0	0.0
Other revenue (including service income from the council group)	17.6	18.0	18.4
Total Revenue	42.1	43.3	44.4
Expenditure			
Employee Benefits expense	33.3	34.4	35.3
Depreciation and amortisation	0.3	0.3	0.3
Other operating expenses	8.5	8.6	8.8
Total Expenditure	42.1	43.3	44.4
Surplus/(deficit) before income tax	0.0	0.0	0.0
Income tax expense			
Surplus/(deficit) after income tax	0.0	0.0	0.0
Other comprehensive revenue and expense	0.0	0.0	0.0
Total comprehensive revenue and expense	0.0	0.0	0.0

Property managed on behalf of Auckland Council

He rawa wāhi e whakahaerehia ana mā Te Kaunihera o Tāmaki Makaurau

This section outlines the budgets for Auckland Council activities which are managed by Eke Panuku, as contained in the council's approved adjusted LTP budgets for the next three years. The commercial property portfolio includes non-service properties owned by the council throughout the Auckland region and Westhaven, Silo and Viaduct marinas.

Operating budgets - \$millions	2021/22 Actual	2022/23 Budget	2023/24 Budget	2024/25* Budget	2025/26* Budget
Net direct expenditure/(income)	(4.7)	0.4	(1.1)	(1.0)	(0.2)
Direct revenue	46.1	43.1	45.3	41.3	41.2
Fees & user charges	1.3	1.2	1.9	1.9	1.1
Operating grants and subsidies (external)	0.0	0.0	0.0	0.0	0.0
Other direct revenue**	44.8	41.9	43.4	39.4	40.1
Direct expenditure	41.4	43.5	44.2	40.3	41.0
Employee benefits	0.1	0.1	0.0	0.0	0.0
Grants, contributions & sponsorship	0.0	0.0	0.0	0.0	0.0
Other direct expenditure	41.3	43.4	44.2	40.3	41.0
Other key operating lines					
Non-direct revenue	0.0	0.0	(3.8)	0.0	0.0
Depreciation and amortisation	19.9	21.1	23.0	24.3	25.8
Net finance revenue	(0.1)	(0.0)	(0.1)	0.0	0.0
Tax expense					

* The FY25 and FY26 budget numbers represent the 2021/2031 LTP adjusted for flow on impact from the 2023/2024 Annual Plan process. Numbers are subject to Council approval as part of upcoming LTP process.

** Other direct revenue includes rental and berthage income. Other direct expenditure includes repairs and maintenance, rates and utilities plus staff costs recharged by Eke Panuku to the council for marina activities.

Accounting Policies

The accounting policies of Eke Panuku can be found in the annual report for the year ended 30 June 2022. This is available on www.ekepanuku.co.nz at [this link: https://www.ekepanuku.co.nz/media/rrylg0z3/eke-panuku-annual-report-2021-2022.pdf](https://www.ekepanuku.co.nz/media/rrylg0z3/eke-panuku-annual-report-2021-2022.pdf)

Other financial information

Ētahi atu pārongo ā-pūtea

The "other financial information" around shareholder equity is unchanged from previous years.

Current value of assets	The projected value of Eke Panuku total assets as at 30 June 2023 is \$18m	
Shareholder equity ratio	The projected shareholder equity ratio for Eke Panuku as at 30 June 2023 is 65%	
Accounting policies	Eke Panuku Development Auckland's accounting policies are consistent with those of the Auckland Council group policies	
Financial reporting	Eke Panuku Development Auckland's financial reporting will be in accordance with requirements of the CCO Accountability Policy and Statement of Expectations	
LTP general asset/ asset recycling sales (\$ million)	2021/22 Actual	\$35m
	2022/23 Annual Plan	\$70m asset recycling target agreed with the council
	2023/24 LTP	\$115m asset recycling target agreed with the council
	2024/25 LTP	Achieve asset recycling target agreed with the council

Financials information for significant business activities

Eke Panuku has two significant workstreams included in the Property Managed on behalf of Auckland Council, property management and regeneration.

Property Management

Activity-level Budgets

The numbers in the tables below do not reconcile with the Eke Panuku Managed Activities net surplus in the operating budget tables above, as the numbers do not include consolidation entries between Council entities.

\$ millions	FY 23/24	FY 24/25	FY 25/26
Direct Revenue	56.5	51.8	51.9
Auckland Council Properties	33.0	27.8	27.3
Business Interests	0.4	0.2	0.2
Waterfront Public Space	0.3	0.5	0.5
Marina Operations	16.1	16.8	17.2
Marina Trusts	6.8	6.6	6.8
Direct Expenditure	35.5	31.0	31.4
Auckland Council Properties	16.3	12.5	12.5
Business Interests	0.7	0.3	0.3
Waterfront Public Space	5.0	4.6	4.7
Marina Operations	6.5	6.7	6.9
Marina Trusts	6.9	6.9	7.1
Net Direct Expenditure	21.2	20.9	20.5
Auckland Council Properties ¹	16.7	15.3	14.8
Business Interests ²	(0.3)	(0.1)	(0.1)
Waterfront Public Space ³	(4.7)	(4.1)	(4.2)
Marina Operations ⁴	9.6	10.1	10.3
Marina Trusts ⁵	(0.1)	(0.3)	(0.3)

1. Eke Panuku manages Council property Assets which are not used to provide a Council service. This includes commercial, residential properties, 3rd party leases and many assets which do not generate revenue.
2. Business interests include the Joint Venture with Waste Disposal Systems, at Whitford and East Tamaki Transfer Stations, forestry interests and three quarries managed by third party operators. In addition to the direct revenue shown above there is a \$8.2m share of profit from the Waste Disposal Services joint venture is not shown as direct revenue, due to accounting treatment of dividend payments.
3. Eke Panuku manages the public space in the Wynyard Quarter that was previously managed by Waterfront Auckland. This includes costs for rates, security, maintenance, rubbish, lighting and water.
4. Marina Operations includes three Marinas – Westhaven, Silo and Viaduct and is the management and rental of berths owned by Auckland Council.
5. Marina Trusts, Eke Panuku manages two trusts in Westhaven which include berth entitlements owned by members of the public and Auckland Council.

Auckland Transport properties include residential and commercial properties that were acquired and are held for future roading projects. These are managed on its behalf by Eke Panuku. The net revenue generated from the optimisation of the sites, before they are demolished, or subdivided and sold, is transferred to Auckland Transport on a monthly basis. We have separated this activity out from the ones above as the net surplus is included in Auckland Transport's operating budgets.

\$ millions	FY 23/24	FY 24/25	FY 25/26
Direct Revenue	6.4	5.3	5.4
Auckland Transport Properties	6.4	5.3	5.4
Direct Expenditure	5.8	3.9	3.9
Auckland Transport Properties	5.8	3.9	3.9
Net Direct Expenditure	(0.6)	(1.4)	(1.5)
Auckland Transport Properties	(0.6)	(1.4)	(1.5)

Capital Budgets – Property Renewals

\$millions	FY 23/24	FY 24/25	FY 25/26
Property renewals	8.0	10.0	10.0

Asset Sales on behalf of the Council Group

\$millions	FY 23/24	FY 24/25	FY 25/26
General Asset sales ⁶	115.0	To be agreed	To be agreed

6. Auckland Council has sites in a wide range of locations that in many cases are no longer needed or are underutilised. Once approved for sale by council, Eke Panuku takes these sites to the market with essential design outcomes to be achieved. This provides revenue to council as well as quality developments, often providing new homes and commercial spaces.

Urban Regeneration

Operating Budgets

\$ millions	FY 23/24	FY 24/25	FY 25/26
Direct Revenue	0.7	0.1	0.1
Regeneration in priority locations ¹	0.7	0.1	0.1
Direct Expenditure	12.5	13.1	13.4
Regeneration in priority locations ¹	12.5	13.1	13.4
Net Direct Expenditure	11.8	13.0	13.3
Regeneration in priority locations ¹	11.8	13.0	13.3

1. This includes the cost of Eke Panuku staff working on these programmes, such as leading integrated master planning, place making, community and stakeholder communications and engagement and the pre design and due diligence work to get a capital project to a business case.

Capital Budgets for Urban Regeneration

\$millions	FY 23/24	FY 24/25	FY 25/26
Isthmus	3.8	14.1	22.7
North	6.8	5.8	9.7
South	13.7	23.5	20.1
West	15.6	8.0	12.0
Maungawhau	0.1	0.0	0.0
Waterfront	15.8	13.2	18.0
Transform and Unlock Locations²	55.8	64.6	82.5
Regional ³	13.0	5.3	3.3
Total	68.8	69.9	85.8

2. Improving amenity and infrastructure in town centres to attract investors, residents and visitors. Includes street or open space upgrades, town square, cycling and walking connections.
3. Regional programmes include the Eastern Busway, Haumaru, property optimisation, Ormiston, Hobsonville and sales in other locations with development outcomes attached that are not in transform and unlock locations.

Asset Sales and Long Leases

\$millions	FY 23/24	FY 24/25	FY 25/26
Reinvestment – Transform and Unlock ⁴	20.0	40.9	49.7
Waterfront long leases ⁵	20.0	33.8	20.1
Strategic Development Fund Repayments ⁶	0.0	7.0	10.0
Total Asset Sales	40.0	81.7	79.8

- Unconditional Sales made in our Transform and Unlock locations of surplus council land, the proceeds of which are reinvested in the urban regeneration of our Transform and Unlock locations.
- Pre-paid long leases in the Waterfront location are typically for 120 years and provide a cash inflow to council.
- The strategic development fund is a \$100m revolving fund which enables the purchase of property which through agglomeration adds to the strategic outcomes or values of existing council owned sites with transform and unlock locations. When properties purchased are sold the sales receipts are recycled back into the fund.

FY24 – Capital Project Milestones

Ngā Pae i Taea mō ngā Kaupapa ā-Haupū Rawa

This list of capital project milestones relates to performance measure 4 of the SOI. More details on the projects are contained in the regeneration programmes in Part 2 of the SOI.

Location and Programme		Project	Deliverable milestone	Indicative Development results
Isthmus	Onehunga	1. Paynes Lane, Onehunga Streetscape Enhancement	Lodge resource consent	1800 sqm public space
	Panmure	2. Lagoon Edge Reserve enhancement works	Lodge resource consent	4,500 sqm public space
North	Northcote	3. Jesse Tonar Scout Reserve upgrade	Complete construction	375 sqm public space
	Takapuna	4. Waiwharariki Anzac Square	Complete construction	2000 sqm public space (stage 3)
		5. Northcroft streetscapes	Complete construction	5500 sqm streetscape
Renewals		6. 21 Princes Street, Auckland City heritage building refurbishment	Commence construction	470 sqm heritage building
		7. Westhaven Marina fire alarm system upgrade	Complete construction	Alarm system upgraded
		8. Bascule Bridge health & safety works	Complete construction	Health & Safety works
South	Manukau	9. Hayman Park wetlands	Lodge resource consent	4000 sqm pathway/boardwalks
	Papatoetoe	10. Cambridge Terrace extension and car park	Lodge resource consent	780 sqm streetscape 950 sqm shared path/cycleway
		11. Stadium Reserve capital works	Lodge resource consent	5380 sqm public space and laneway
	Pukekohe	12. Roulston Park upgrade of public amenities	Lodge resource consent	4600 sqm public space
Waterfront		13. Wynyard Quarter – Waters edge response works	Complete construction of balustrades for AC36 bases G, F, E and C and open up to the public.	2900 sqm public space (860m of new balustrades on wharf edges)
		14. Pile berth redevelopment	Complete the staged construction of new public promenade space, pier access and carparking to support marina use.	2000 sqm public space and car park
West	Henderson	15. Catherine Plaza	Lodge resource consent	900 sqm public space



25 May 2023

Paul Majurey
Chair
Eke Panuku Development Auckland

By email: paul.majurey@ahmlaw.nz

Tēnā koe Paul,

Shareholder comments on the draft Eke Panuku Development Auckland Statement of Intent 2023-2026

Thank you for providing the draft Statement of Intent 2023 – 2026 (SOI) for Eke Panuku. The CCO Direction and Oversight Committee considered it at its 11 May 2023 meeting. As context for this discussion a copy of the full report can be found here:

https://infocouncil.aucklandcouncil.govt.nz/Open/2023/05/20230511_CDOCC_AGN_11505_WEB.htm

Below are shareholder comments common to all CCOs and following that, the shareholder comments specific to your CCO.

I would like to thank you for the hard work that you and your organisation have put in producing the draft SOI. We acknowledge that the environment the Council group is operating in remains a very challenging one and appreciate your support as we navigate this.

General shareholder comments to all CCOs

Financial and non-financial performance

Final SOIs should reflect the council's final decisions on the 2023/24 annual budget and financial statements should be fully populated consistent with these decisions and agreed with the council's Financial Planning staff. Officers note that the financial information for final SOIs will be finalised through the annual budget process and decisions are being made 8 June 2023.

The draft SOIs do not clearly explain the impacts on CCO activities of the requested cost reductions in the Mayoral proposal. Final SOIs should include a clear view of any impacts on activities from budget reductions.

Some draft SOIs reflected changes to performance measures and/or targets, or targets were missing. Final SOIs should ensure that all performance measure targets are fully populated and that measures and targets reflect those in the long-term plan, with agreed variances being clearly identified.

Council wants to receive more meaningful information about the activities of each CCO. Activity based financial information (opex and capex) should be provided in the financial statements of final SOIs and reported quarterly. Reporting on activities and assets is important to enable oversight of projects and activities.

Independent Māori Statutory Board

Final SOIs should outline the CCOs' relationships with the Independent Māori Statutory Board and refer to the IMSB's Māori Plan or Schedule of Issues of Significance. This was missing across all CCO draft SOIs.

Response to letters of expectation (all CCOs)

CCOs have responded positively to the request for specific projects or areas of work that were set out in the letters of expectation but this is generally at a high level. More specifics should be provided in final SOIs on the projects requested in letters of expectation, including milestones and timeframes.

Transparency and accountability

Council is pleased to see commitments in the SOIs to operating openly and holding meetings in public. But the Lead Councillors are concerned that there is still much of the CCO board's business conducted in confidential meetings and not made available to the public. We believe CCOs should do better and we will be scrutinising your performance in this regard.

Council also acknowledges the importance of facilitating opportunities for direct Governing Body and CCO board engagement and relationship building. We will work with your board over the coming months to establish these.

Specific shareholder comments for Eke Panuku

Response to the letter of expectation (Eke Panuku specific)

The Eke Panuku draft SOI needs to be amended to be more concise, with a clearer explanation of your core functions, activities and deliverables as requested in the letter of expectation. SOIs are public documents and should be easy to understand. The CCO review noted that many people have little understanding of what Eke Panuku do, so it is particularly important for your SOI to be clear. In particular, the section 'nature and scope of activities' needs to be reviewed and reworked. This section should focus on providing an overview of your two core functions – urban regeneration and property and marina management.

You have committed to delivering the pieces of work requested in the letter of expectation:

- delivering priority urban regeneration projects to ensure tangible public benefits and local ownership of the projects – as outlined in 'Part 2 – Statement of performance expectations'. With the reduction in funding, some Eke Panuku projects and programmes have been reduced, slowed or deferred. More information is needed on what the impacts of these reductions will be for the scope, scale and speed of these urban regeneration programmes.
- Plans for port land – the port concept plan and staging programme for the consolidation of port activity is to be completed by December 2023. I note that you have advised us that funding for this work may need to be discussed with council, once scoping is completed.
- Management of non-service properties – delivering an improved commercial return on the portion of the property portfolio that can be leased commercially. You will also support council to develop principles governing its property ownership and to assess the case for consolidating management of non-service properties / group property functions.

- Reducing corporate costs and becoming a smaller, more focused agency – the draft SOI outlines that the organisational size and corporate spend of Eke Panuku will be reduced to meet this direction and to achieve the savings set out in the annual plan consultation document 2023/2024.

Performance measures

Some of the performance measures in the draft SOI need the role of Eke Panuku explained more clearly. For example the role of Eke Panuku in delivering net new dwellings. Changes to targets should also be explained.

There are some recommendations from the KPMG review that will be progressed with you over the next year:

- potentially adding a measure on the quality of partnerships, for example a survey with development partners.
- discontinuing the measure ‘commercial / retail gross floor area or net lettable area (sqm)’. This is because these projects are irregular and the quantum of new commercial space is quite small. This is a current LTP measure, therefore, the change will be considered in the next LTP process.
- improving climate and Māori outcome measures (together with other CCOs), with work to be led by the council. In the interim it would be helpful to have an explanation of the nature of the 40 initiatives that support Māori outcomes.

Other comments

The draft SOI covers the contribution that Eke Panuku makes to key council strategies, including the Auckland Plan, Kia Ora Tāmaki Makaurau and Te Tāruke-ā-Tāwhiri: Auckland’s Climate Plan. We note that:

- work that contributes to Kia Ora Tāmaki Makaurau is described, but this should also reference the potential to partner with matāwaka entities on development projects and strengthening relationships with matāwaka partners.
- the ongoing commitment of Eke Panuku to the implementation of Te Tāruke-ā-Tāwhiri is noted. Council will continue to work with Eke Panuku to ensure delivery against the outcomes. We note the recent flooding events have shown the importance of climate resilient urban design. We request that the final SOI includes that you will seek to report on scope 3 greenhouse gas emissions and actions to reduce, consistent with your commitments and the Auckland Council group approach.

A review of Eke Panuku urban regeneration work, by KPMG, was completed in March 2023. The SOI should reference this work, specifically how key recommendations will be taken forward, in particular:

- the need to refresh urban regeneration programmes, roughly every five yearly to reconfirm the outcomes and to support council’s investment decisions
- enhanced reporting against programme outcomes.

The ‘partnerships and relationships’ section of the draft SOI should also reflect relationships with mana whenua, matāwaka and the Independent Māori Statutory Board. The NZ Superfund partnership is also not mentioned here (or throughout the draft document). The focus and timing of this relationship should be outlined, given its importance. Likewise local board decision-making and quarterly reporting requirements at a governance level should be covered in the ‘about us’ section.

Council staff will work closely with your staff to ensure these shareholder comments are clear, and to relay any feedback from the 11 May 2023 committee meeting that relates to performance or operational issues, or issues of detail or wording.

I look forward to receiving the final SOI by 31 July 2023.

Ngā mihi



Wayne Brown
MAYOR OF AUCKLAND

*Copy to: Deputy Mayor, Desley Simpson
Councillor Wayne Walker, Chair - CCO Direction and Oversight Committee
Councillor Shane Henderson, Deputy Chair - CCO Direction and Oversight Committee
Councillor Chris Darby, Lead Councillor Eke Panuku
Jim Stabback, Chief Executive, Auckland Council
David Rankin, Chief Executive, Eke Panuku
Brenna Waghorn, General Manager - Strategy and Planning, Eke Panuku*

Decision paper: Corporate Business Plan FY 2023-2024

Author: Brenna Waghorn, GM strategy & Planning

July 2023

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. Approve the FY 2023-2024 Corporate Business Plan and associated budgets and activities.

Whakarāpopototanga matua | Executive summary

1. The Corporate Business Plan (the Plan) sets out Eke Panuku business priorities, budgets, performance measures and targets for the next financial year.
2. The Plan includes initiatives to implement our business goals of :
 - Supporting positive employee experience and wellbeing – people first.
 - Maintaining delivery momentum.
 - Building leadership capability and collaboration, internally and with partners.
 - Telling our story.
 - Ongoing business improvement, adjusting to our challenging environment.
3. The priorities have been agreed by ELT as a result of a review of the directorate business plans and priorities, consideration of the strategic context and recent cost savings, planning assumptions, and the need to better manage workloads to support staff well-being. The business plan priorities identified by the ELT for FY24 are:
 - Employee experience and wellbeing - supporting retention, development, and engagement.
 - Long term plan - timely, robust, and responsive input to the council's 10-year budget process. Our aim is a successful bid to sustain current and deliver new programmes.
 - Urban regeneration – agreement on future programme and funding model.
 - Property management – improved commercial returns and agreement on group property functions.
 - Statement of Intent – achieving key performance measures, delivery milestones and budgets. Meeting council expectations and priorities, including Port Precinct Future Development and increased transparency.

4. We will carry out planned urban regeneration programmes in the priority locations, progressing development projects, public realm improvements and placemaking activities. These are based on the approved programme business cases and priorities within the FY24 budgets. These are summarised for each location and regional programme, in the spatial development plans (provided in part 2 of the Plan). A selection of highlights include:
 - Completing construction of amenity and streetscape improvements in Manukau, Takapuna, Waterfront and Northcote. Progressing concept plans, resource consents, and public engagement for projects in Henderson, Pukekohe and Papatoetoe.
 - Progressing site sales and development agreements in the City Centre, Takapuna, Onehunga, Northcote, Manukau, Panmure, Pukekohe, Hobsonville and Waterfront.
 - Implementing and promoting the public realm environmental guidance and the Achieving Māori Outcomes Plan, year 1.
5. Other significant activities and material financial targets in our plan include:
 - Capital budget of \$68.7m for new capital works and renewals in our locations.
 - Unconditional site sales and long-term leases in the Transform and Unlock locations with projected revenue of \$40m and that will contribute to our dwelling and other regeneration outcomes.
6. Property management targets and activities include:
 - Returning a net surplus of \$17.3m to the council from the property portfolio we manage.
 - Delivery of critical renewals of around \$8m, maintaining public assets and properties.
 - Management of tenants facing uncertain economic times and ensuring performance targets are met for occupation and arrears.
7. Sale of sites to meet our share of the council's asset recycling target of \$115m to be approved by council in July as part of the budget approval process. This will contribute to funding council programmes or reduction of council debt.
8. We may undertake strategic acquisitions within the Priority Locations, where new opportunities are presented to the market, and the acquisition will give effect to the strategic outcomes of a programme and can be accommodated within existing budgets.

Horopaki | Context

9. The Plan has a wider scope than the performance activities and targets agreed with the shareholder and described in our Statement of Intent (SOI).
10. The budgets, activities, milestones, performance targets and benefits presented in this plan are more comprehensive and ambitious. Information in the SOI is risk-adjusted and presented to meet council and audit requirements. Part 1 of the Plan contains objectives and strategic priorities. Parts 2 and 3 of the Plan contain more detailed information on business areas, projects and programmes.

11. The SOI is also presented to the Board for approval in July 2023.

Nga whiringa me te taatai | Options and analysis

12. The Corporate Business Plan is included as Attachment A to this report, for approval by the Board.
13. Approval will confirm budget allocation, performance measures and targets, as well as approval to dispose of sites in the Transactional Approvals on page 30, including sale of some of those sites via direct negotiation.
14. Approval of the plan also confirms the areas of new work and business improvement we will be focusing on to deliver our goals.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

15. Pages 23 to 28 of the Plan detail the company-wide financials, as well as the sales targets, which result in a financial return to council.
16. Income targets from site sales are risk adjusted to reflect the current market and fact that the sales programme is dependent on finding suitable development partners.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

17. The corporate risk register will be updated with the Board, to confirm risk ratings and mitigations.
18. Progress against agreed mitigations will be regularly reported to the Board.

Tauākī whakaaweawe Māori | Māori impacts

19. Eke Panuku will continue to show business leadership through how it partners with mana whenua and delivers more widely to Māori.
20. Our focus will be delivering year 1 of the Achieving Māori Outcomes Plan presented to the board in June.
21. Eke Panuku continues to work to deliver against the SOI target of 40 initiatives which support Māori outcomes.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

22. The proposed programme and funding continue to deliver against commitments to stakeholders in both the property and regeneration parts of the business.
23. As one of the Eke Panuku focus areas for FY24, work will continue to improve stakeholder engagement and implement the engagement strategy adopted in FY23.

Tauākī whakaaweawe āhuarangi | Environment and Climate change impacts

24. Our urban regeneration delivers low carbon resilient communities, supporting active and public transport modes and sustainable building and public spaces, reducing vehicles use and emissions.
25. The focus for FY24 is implementing the new public realm environmental guidance, improving our ESG story and meeting the council requirements for climate related risk financial disclosure. This includes beginning to report on scope three emissions. We will continue to increase our sustainable procurement.

Ngā koringa ā-muri | Next steps

26. Eke Panuku will provide a detailed progress report against the Plan on a quarterly basis, with high-level updates each month.

Ngā tāpirihanga | Attachments

Attachment A – Eke Panuku Corporate Business Plan FY 2023-24

Ngā kaihaina | Signatories

Brenna Waghorn, GM Strategy & Planning

David Rankin, Chief Executive

eke panuku

**Corporate
Business Plan
2023-24**





Kia Manawaroa Tātou

Together we can rise to the challenge

*I haere pokere atu tāua, ko tōku oranga i herea ki tōu oranga.
Ngātahi ka hinga i a tātou te tipua.*

*We walked into the unknown, my wellbeing relying on your
wellbeing. Together we beat the odds.*

Contents

Part 1:

1. Executive summary
2. Scope of the corporate business plan
3. Strategic framework
4. Operating environment
5. Business plan assumptions
6. Business plan objectives
7. Priorities and focus areas – new work and business improvement

Part 2 : Detailed Business Plan – programmes, budgets, performance measures

Part 3 : Spatial delivery plans for regeneration

Part 1:

Detailed Business Plan

1. Executive summary
2. Scope of the corporate business plan
3. Strategic framework
4. Operating environment
5. Business plan assumptions
6. Business plan objectives
7. Priorities and focus areas – new work and business improvement

1. Executive Summary

- The Corporate Business Plan (the Plan) sets out Eke Panuku business priorities, budgets, performance measures and targets for the next financial year. It should be read alongside the Statement of Intent.
- Eke Panuku will be working in a challenging environment with multiple factors that may affect the achievement of its objectives reflected in its operating context and business planning assumptions for FY24.
- The plan includes initiatives to implement our business goals of
 - Putting people first: fostering positive employee experience and wellbeing
 - Maintaining delivery momentum
 - Building leadership capability and collaboration, internally and with partners
 - Telling our story
 - Ongoing business improvement, adjusting to our challenging environment.
- We will advance urban regeneration programmes in the priority locations, progressing development projects, public realm improvements and placemaking activities, as Lead Agency. Projects are based on the approved programme business cases and are summarised for each location and regional programme, in the spatial delivery plans (Part 3). Highlights include:
 - Completion of the Manukau destination playground, Takapuna Waiwharariki Anzac Square , Jesse Tonar Scout Reserve upgrade in Northcote and Wynard Quarter water's edge response works.
 - Port Precinct Future Development and City Centre Action Plan
 - Commencing marketing of the development sites surrounding Maungawhau Station and Northcote central site.
- We will manage the portfolio and marinas to achieve agreed targets and improve commercial returns, undertake critical renewals and continue developing our asset management planning.

1. Executive Summary (cont)

- Other significant activities and material financial targets in our plan include:
 - Capital budget of **\$68.65 m** for new capital works in our locations.
 - Sale of sites in the Transform and Unlock locations with projected revenue of **\$40 m** that will contribute to our dwelling and regeneration outcomes (\$15 m waterfront leases, \$31.2 m other locations).
 - Returning a net surplus of **\$17.3 m** to the council from the diverse property portfolio we manage and delivery of critical renewals of around **\$8m**, maintaining public assets and properties.
 - Sale of sites worth about **\$115 m** to meet our share of the council's asset recycling target. This will contribute to funding council programmes or reduction of council debt.
- The plan also contains key strategic and business improvement initiatives:
 - Long-term Plan – timely, robust and responsive input to achieve funding for current and future programmes
 - Urban regeneration programme – agreement on future programme and funding model
 - Property function - improved commercial returns and agreement on group property functions
 - People Priorities – with a focus on employee experience and wellbeing, leadership and culture to supporting retention, development and engagement, implementation of the diversity and inclusion strategy.
 - SOI Performance Targets – a sharper focus on achieving these targets, milestones and budget within the wider work programme
 - Implementing our Achieving Māori Outcomes Plan and climate change initiatives.

2. Scope of the Corporate Business Plan

This corporate business plan (plan) sets out the programme of work and business priorities, the budget and the performance measures for the 2023-24 year. These are grouped under the two main business areas which are urban regeneration and property and marina management. The Corporate Business Plan does not include all organisational outputs and BAU. These activities are captured in directorate plans, urban regeneration and regional and renewal programmes, with progress reported to the Executive Leadership Team.

The plan has been developed in line with adjusted funding available to the company from the third year of Auckland Council's 10-year budget, the Long-term plan 2021-2031 (LTP), as Eke Panuku's funding is part of the group funding determined by rates increase, borrowing, asset sales, non-rates revenue and other sources of funding for the council group. We have met a savings target of \$5m as we go into FY24 which includes a reduced capex envelope and a reduction in staff resource.

This plan covers activities in the next 12 months but also targets future opportunities and activities that can contribute to the company's future funding and objectives. In addition to regeneration and property management plans and targets, the plans also includes business improvements areas and work towards strategic outcomes.

Note: The Corporate Business Plan has a wider scope than the performance activities and targets agreed with the shareholder and described in the Council's Long-term Plan and our Statement of Intent (SOI). The budgets, activities, milestones, performance targets and benefits presented in this plan are comprehensive and ambitious. Information in the SOI is risk-adjusted and presented to meet council and audit requirements.

3. Strategic Framework

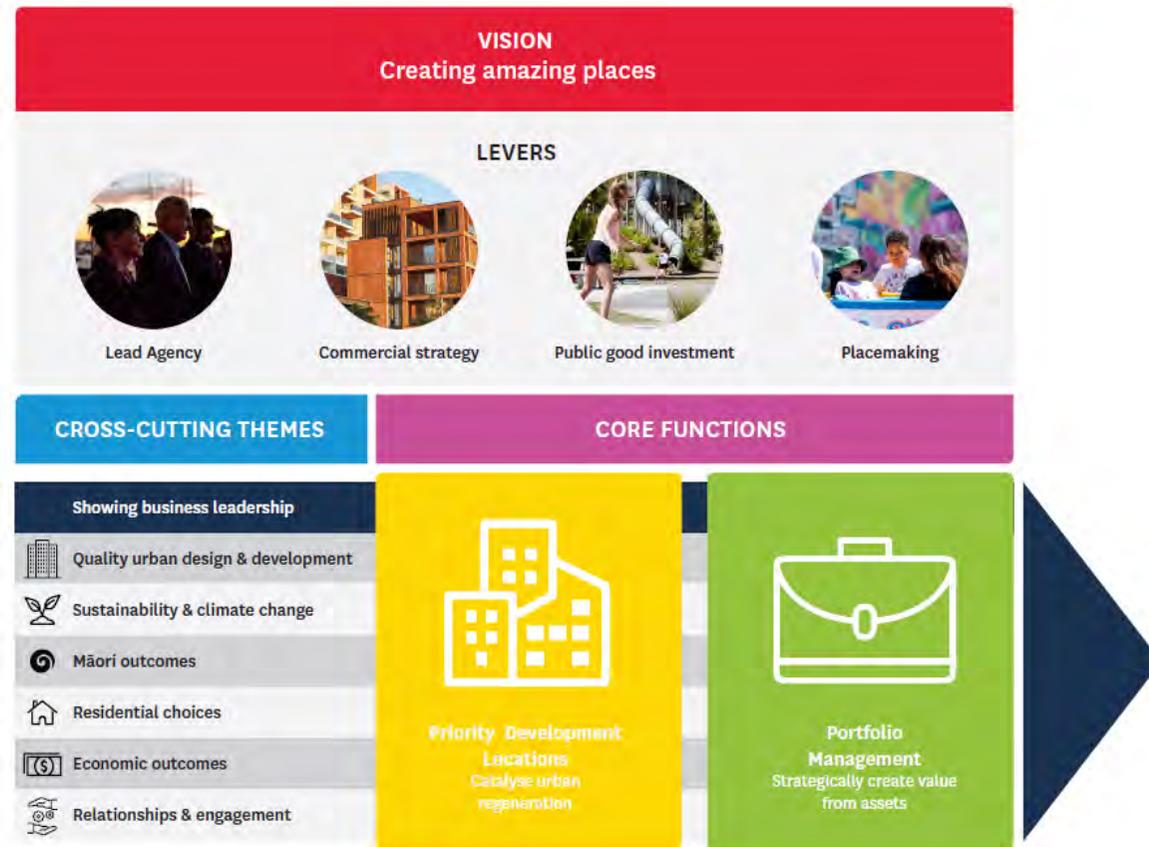
A **new lever** has been added as a result of the council review of our urban regeneration performance which acknowledged this important role:

Lead Agency – facilitating support for a shared vision and plan for each location, leading an integrated council group response, coordinating stakeholder and community input and driving implementation

Eke Panuku has two core functions:

- Our urban regeneration programmes across Tāmaki Makaurau / Auckland, with a focus on town centres and locations agreed with Auckland Council
- Our property portfolio, where we manage \$2.3 billion of council’s non-service properties and provide property-related services to the council group.

Our activities help support sustainable and well-functioning urban environments and thriving, resilient communities. We seek to achieve an overall balance of commercial and public interest outcomes in carrying out our functions.



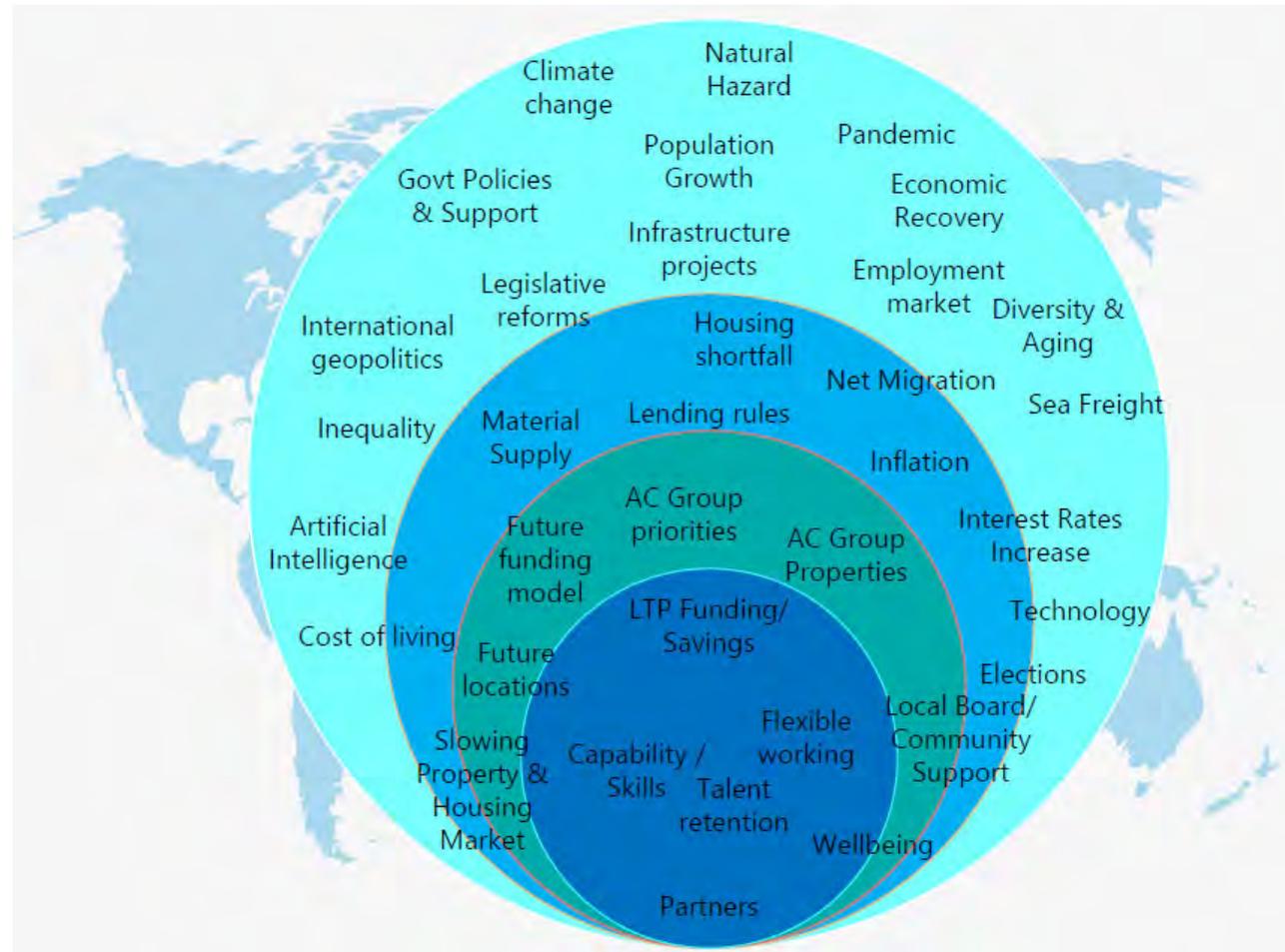
4. Strategic context and intent



5. Operating environment

Looking out three years, it is important the we remain agile to respond to external factors. We are working in a changing environment. We can expect ongoing impacts from the global pandemic and geo-political and economic volatility, as well as from more local factors, such as the property and labour market, the national elections, and shareholder expectations for ongoing savings and revenue. Ongoing impacts are difficult to see and we will need to adjust accordingly, with the council group.

The diagram notes a range of factors in our operating environment, from the strategic and external to the more local and internal, that will impact us, over time.



Context

- Looking back it has been a challenging three years on multiple fronts. Global and local economic, public health and environmental challenges such as the recession and cost of living crisis, high interest rates and inflation, the Covid-19 pandemic, the Auckland drought, floods and cyclone and a slowing property market. We have new routines and ways of working and living.
- There has been political and executive leadership and change within Auckland and central government. With ongoing financial challenges and savings requirements, the Auckland Council Group has been under fire with many issues debated in a highly public way.
- Auckland experienced five extreme weather events since January 2023, which caused flooding and land instability throughout the region with a devastating and lasting impact on many communities and individuals. The need for greater resilience in the face of climate change has come to the fore. The Recovery Coordination Office established in March is tasked with coordinating Tāmaki Makaurau Recovery efforts across Auckland Council group, NZ Government, and other key stakeholders. A Making Space for Water programme is being developed for improved flood management.
- There is considerable uncertainty relating to government investment in key city-shaping infrastructure projects in Auckland. Decisions on the Auckland Light Rail and Waitemata Harbour Connections Projects, along with council plans and strategies such as the Auckland Transport Plan and the Future Development Strategy will impact our current and potentially future work.
- The property sector has slowed markedly and there is little consensus as to when the economy will lift out of recession. There is a limited future pipeline of apartments and recently very high levels of resource consents. Net migration is much higher than predicted.
- The combination of the many challenges and uncertainties above, as well as the change process undertaken to make the required savings means that the Eke Panuku team are fatigued. Our relationships with council group colleagues, stakeholders and communities indicate that this is a challenging time for many.

Outlook

- Uncertain environment with waves of ongoing change anticipated. Within the Council Group this will include the potential of further savings and deferrals, restructures, shared services, office consolidation, changes in personnel and leadership. These changes will affect our relationships and momentum.
- Continued long-term reduction in debt, fairer funding for local boards, funding for infrastructure and opportunities to increase council's revenue are all matters that will be considered in the 2024-2034 Long Term Plan. Also, urban regeneration and economic development.
- The demanding political environment will mean mixed support for building sustainable asset recycling pipeline, requirements for increased and detailed reporting, and unplanned workstreams that we are required to participate in.
- High construction costs creates further uncertainty around development and renewals. Availability of materials could slow projects and cause disruption to tenancies and delays to properties going on the market for lease.
- Property portfolio – in spite of some government support and our Hardship Framework, our tenants have been struggling due to the impacts of covid-19. The financial viability of some businesses remains uncertain meaning recovery of debt and security of future income streams can be affected.
- Election – irrespective of the outcome, we can anticipate changes in policy direction and priorities that impacts housing and property sectors, planning, infrastructure, building and local government. It may take time some before there is clear direction on city-shaping infrastructure projects with local and central government agreement.
- Weak property market and lower demand particularly first home buyers and investors. This will impact our short to medium term property sale targets with the effect of slowing down the anticipated timing of unconditional sales. Supply chain issues, cost of borrowing and tighter lending affects demand and development viability, although as a consequence of rising immigration, residential rentals are forecast to increase. This will increase the viability of some marginal residential schemes.
- Large shocks with enduring impacts will continue to happen. Auckland and Aucklanders are still significantly impacted by the extreme weather events of 2023. The 'buyout' programme and flood management approaches will be prioritised by Council.

5. Business planning assumptions

- **Economy:** remains subdued and slowly pulls out of recession, increased unemployment, interest rates will stabilise. Property and housing market will pick up at some point with high levels of net migration.
- **Council-wide savings and deferrals:** The Long-term Plan process will need to balance the 10-year budget. The process will articulate priorities. We will continue to be part of the council group efficiency reviews to deliver cost savings and to deliver revenue through asset recycling.
- **Existing and new opportunities:** We will develop our future urban regeneration programme and funding options for early discussion with the Council. Some level of ongoing funding in the LTP is assumed. A reduced funding level will require project delays and rescoping and reduce capacity to take on any new locations.
- **Climate change:** public and stakeholder pressure increases for action in carbon mitigation and climate adaptability. Reporting requirements increase in relation to asset vulnerability and financial risk. Government and Council responses become clearer e.g. acquisition of red stickered properties. Increasing interest in approaches ‘making way for water’.
- **Development Partners -** We will continue to build and maintain our relationships with our development partners, helping us realise strategic and commercial value from our sites. Emphasis will be placed on advancing our partnership with NZ Super Fund, implementing changes to the Selecting Development Partners Policy and testing new approaches.
- **Central government-led infrastructure projects** Auckland Light Rail and Waitemata Harbour Connection will have major implications for Auckland and create potential opportunities for Eke Panuku. This will be subject to confirmation of council position and resource availability.
- **The nature of work:** Our flexi working approach of 3 days per week in the office becomes BAU, helping to maintain the culture and collaboration.
- **National Elections:** Irrespective of the outcome anticipate ongoing change in policy and priorities.

A different response is needed – areas of focus in changing and challenging times

- Nurture our people, foster our culture, and stay connected with each other
- Maintain our reputation by telling our stories and continuing to deliver
- Stay focussed, provide stability where we can and ensure suitably resourced so we can do what we say we are going to do
- Protect the trust and integrity we have developed and enhance our transparency
- Stay tuned in with our context and continue to learn, grow and get better
- Acknowledge what we have (budget, people resources and skills), use and leverage it optimally with our partners.
- Acknowledge that we will be doing things differently with less resource in areas like communications and engagement, placemaking and corporate responsibility.

6. Our Business Plan objectives

1. Putting people first: Fostering positive employee experience and wellbeing
2. Maintaining delivery momentum
3. Building leadership capability and collaboration, internally and with partners
4. Telling our story
5. Ongoing business improvement, adjusting to our changing environment

7. Priorities or focus areas

Our strategic priorities for FY24

- **Employee experience and wellbeing** – supporting retention, development and engagement
- **Long-term Plan** – timely, robust and responsive input – our aim is a successful bid to sustain current and deliver new programs
- **Urban regeneration** – agreement on future programme and funding model
- **Property Management** – improved commercial returns and agreement on group property functions
- **Statement of Intent** – achieving key performance measures, delivery milestones and budget and meeting council expectations and priorities:
 - Port Precinct Future Development
 - Increased transparency including reporting
 - Urban regeneration and property management (included above)

*These **five** priorities or ‘big rocks’ have been agreed by ELT as a result of a review of the directorate business plans and priorities, consideration of the strategic context, planning assumptions and budget, and the need to manage workloads to support staff well-being.*

Urban regeneration priorities

- Urban regeneration – agreement on future programme and funding model; options are presented, and benefits are well articulated.
- Port Precinct Future Development – outputs are credible and well received by Governing Body; a clear forward work programme and funding is agreed
- Strategic transport projects - Confirmation of Eke Panuku role in light rail project including acquisitions and resources agreed with Auckland Council, ALR and Stakeholder Governance Group; Confirmation of Eke Panuku role in Waitematā Harbour Connections project, with AC, WHC and AT.
- Reconfirmation of urban regeneration location plans - A schedule is prepared and agreed, to reconfirm location outcomes and priorities, on a rolling basis, with Committee (as per KPMG rec)
- Deliver first year of the new Achieving Māori Outcomes Plan, as agreed with mana whenua
- City Centre – adoption of the Action Plan by the council group.
- Deliver climate change and sustainability commitments in SOI. These include piloting new ways of working with council group, implementing the new public realm environment guidelines; improving our ESG story; meeting financial disclosure and risk reporting requirements; and engaging with the council’s recovery work and “making way for water” as relevant to our programmes
- Formal review of TAG; exploration of opportunities for internal design review for smaller projects, building on internal design process enhancements
- Acquisitions – take advantage of acquisitions opportunity and wider mandate in current market, supported by process improvements
- Build pipeline of service property optimisation opportunities and the disposals pipeline, to contribute to urban regeneration and asset recycling targets

Property management priorities

- Our People – improve the working environment for the Dockmasters and Maintenance teams
- Management of non-service properties – improve commercial return, support council to develop principles governing its property ownership and assess the case for consolidating management of non-service properties / group property functions
- Develop a comprehensive schedule of the Council’s non-service property portfolio, as managed by Eke Panuku
- Westhaven Marina changes to berth occupancy model – Governing Body briefing, obtain approvals, develop commercial market approach and implement
- Implement our One Marina Strategy
- Drive Asset Performance - Demonstrable move to integrated asset management bringing together people, information, assets, and finances so that informed decision can be made.
- Sustainability and climate change – identify priority portfolio and marina opportunities
- Implement agreed approach to managing properties in transform and unlock locations to increase commercial returns

Organisational priorities and business improvement

- Health Safety and Wellbeing Action Plan – year 2 actions:
 - Health and safety risk awareness / assessment training
 - Development of Noggin to include the end-to-end Health and Safety contractor management process
 - Provision of dedicated health, safety and wellbeing monthly reports to all directorates
 - Completion of the property health and safety risk programme across the property portfolio, with a focus on four key risks, asbestos, fire, electrical and structural.
 - Wellbeing – The delivery of a workshop to address the psychosocial risk of fatigue
- Group shared services – proactive input to reviews, decisions are implemented.
- Relocation of our office, if required, is well managed to reduce impact on delivery momentum, engagement and culture.
- Risk management - Adopt a refreshed risk management programme to be approved by ELT August 2023
- Transparency – increase access to Eke Panuku information on the website and ease of opportunity to engage with the board

We have an ongoing and rolling programme of **business improvement activity** to support our operating model and ensure we have fit-for-purpose systems, ICT and other, and processes. The focus for FY24 is

- Review and enhancement of Eke Panuku’s Portfolio, Programme and Project Management maturity (P3M3). Ensuring the Programme Management Framework (PMF) is supporting efficient and effective management and delivery of projects. Reviewing artefacts to ensure they are fit-for-purpose. A focus on change request process, closing projects, project initiation and business cases.
- Implementing Sentient resource tool – achieve effective use during F24. And other activities to support the Matrix model.

Our people priorities: People and Culture

Strategic Priority: Putting people first: Fostering positive employee experience and wellbeing, recognising they are the at the heart of Eke Panuku's success.

- Deliver a refreshed people strategy articulating our commitment and actions to create a work environment where our team feels valued, supported and empowered to contribute their best.
- Learning and growth opportunities: Build expertise and skillsets through investing in training and development opportunities. This includes leadership development, project leadership capability and responding to our cultural competency survey: Te ara ki Tua
- Employee engagement and feedback: Actively engage with our people, seeking input, ideas and feedback on matters that affect their work and wellbeing. Ensure the employee voice is heard and acted upon to improve our employee experience.
- Supportive work culture: Foster a supportive work culture where collaboration, respect and inclusion thrive. Implement Diversity, Equity & Inclusion strategy including commitments under the MAHI strategy and AMO plan

Relationships and partnerships

Strategic priority: Ensure successful relationships are in place with key partners and stakeholders to maintain programme momentum

- Partnership with NZ Superfund –
 - Implementation of Framework and Management agreement including operation of Management Agreement and JV arrangements;
 - Present opportunities, as appropriate, for investment;
 - Conclude agreement, of not, with NZ Superfund on the Northcote opportunity; take Northcote to the market.
- Cross-council partnerships - Ongoing change across the council group will require us to remain agile and rebuild working relationships to support ongoing collaboration and alignment.
- Community engagement - Deployment of our Engagement Strategy; Explore models of community engagement to ensure that local communities are involved in our work, and we understand their needs and priorities.
- With reduced resources, deployment of our communications strategy focuses on the provision of essential public information and demonstrating tangible public benefits of our work, our property role and attraction of private investment to catalyse urban regeneration, and less on local events.

Part 2:

Detailed Business Plan *(Section redacted)*

– programmes, budgets, performance measures

Regeneration summary

The programmes include transform and unlock, support regeneration programmes



Regeneration summary

The programmes include transform and unlock, support regeneration programmes



Net revenue / (expense) by activity

Direct revenue includes property rental and berthage income.

Direct expenditure includes repairs and maintenance, rates and utilities, occupancy costs, consultant and staff costs recharged by Eke Panuku to Auckland Council for marina activities.





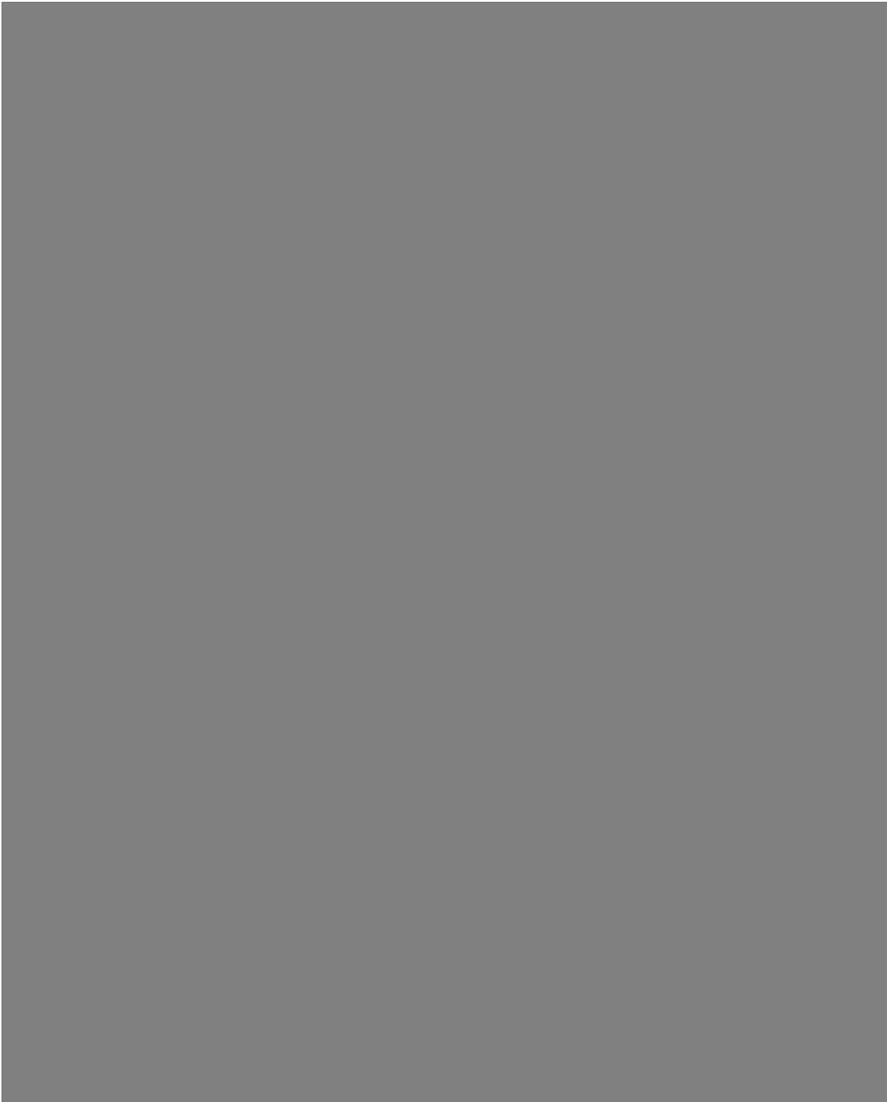
SOI performance measures (Draft)

Eke Panuku has an agreed set of performance measures and targets which form the basis of accountability for delivering on the Auckland Council's strategic direction and priorities. These are reported to the shareholder on a quarterly basis in accordance with the CCO Accountability Policy.



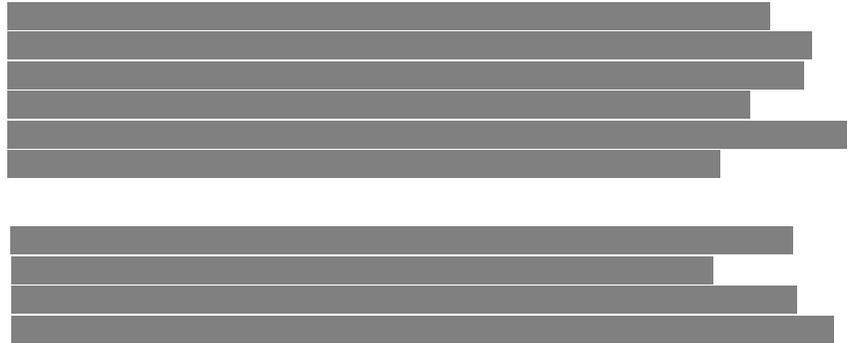
FY24 Transactional approvals

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FY24 Programme milestones

Grants and donations



Part 3:

Spatial Delivery Plans for urban regeneration

NORTHCOTE

Vision: A growing community with a lively and welcoming heart where business thrives, and everyone's needs are met.

Projects completed

- 1 Te Ara Awataha - schools edge
- 2 Acquisitions
- 3 Greenslade Reserve (Healthy Waters)

FY 24

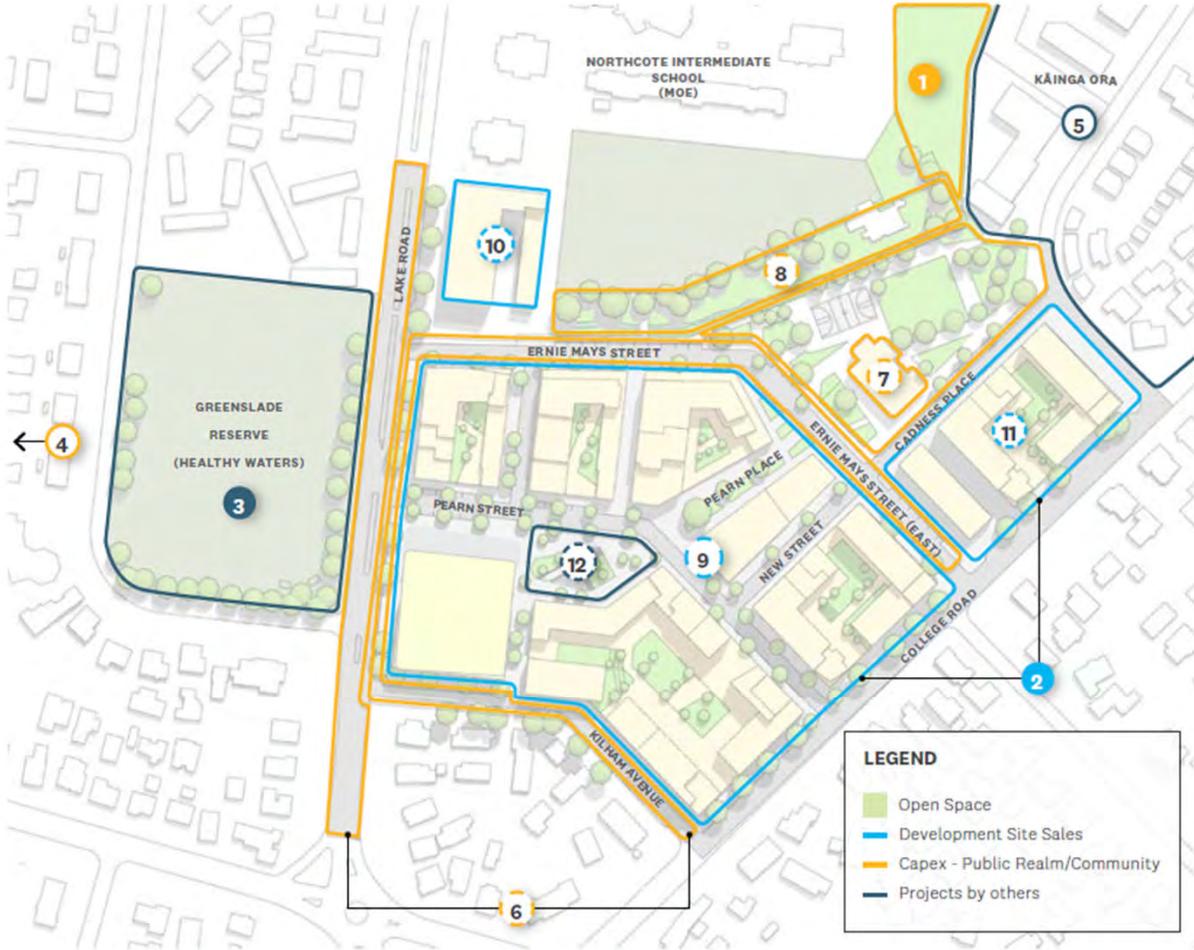
- 4 Jessie Tonar Scout Reserve upgrade
- 5 Kāinga Ora housing development

FY25

- 6 Street upgrades or extensions
- 7 Community Hub and Cadness Reserve upgrade
- 8 Te Ara Awataha - town centre edge
- 9 115 Lake Road - Town Centre Development

Long-term projects (FY26+)

- 10 123 Lake Road development (Countdown site)
- 11 College Road development
- 12 Town Square



Programme summary

	Actuals to date	FY24	FY25 & FY26	Prog. life
LTP Capex	48.4m	3.2m	20.6m	83.8m
LTP Opex	2.6m	367k	905k	5.3m
Sales gross	-	-	-	66.0m
New homes	-	-	-	750
Public realm	-	375	2,600	12,447

FY24 Capital SOI target

Plan no.	SOI target
4	Jessie Tonar Scout Reserve upgrade - Complete construction.

LTP Long Term Plan
 GFA Gross Floor Area
 SOI Statement of Intent
 Public realm and GFA are in square metres
 Programme life values stated are estimated values



TAKAPUNA

Vision: To make the most of Takapuna's lake and seaside setting to create a safe, accessible and vibrant town centre orientated around pedestrians and cyclists

Projects completed

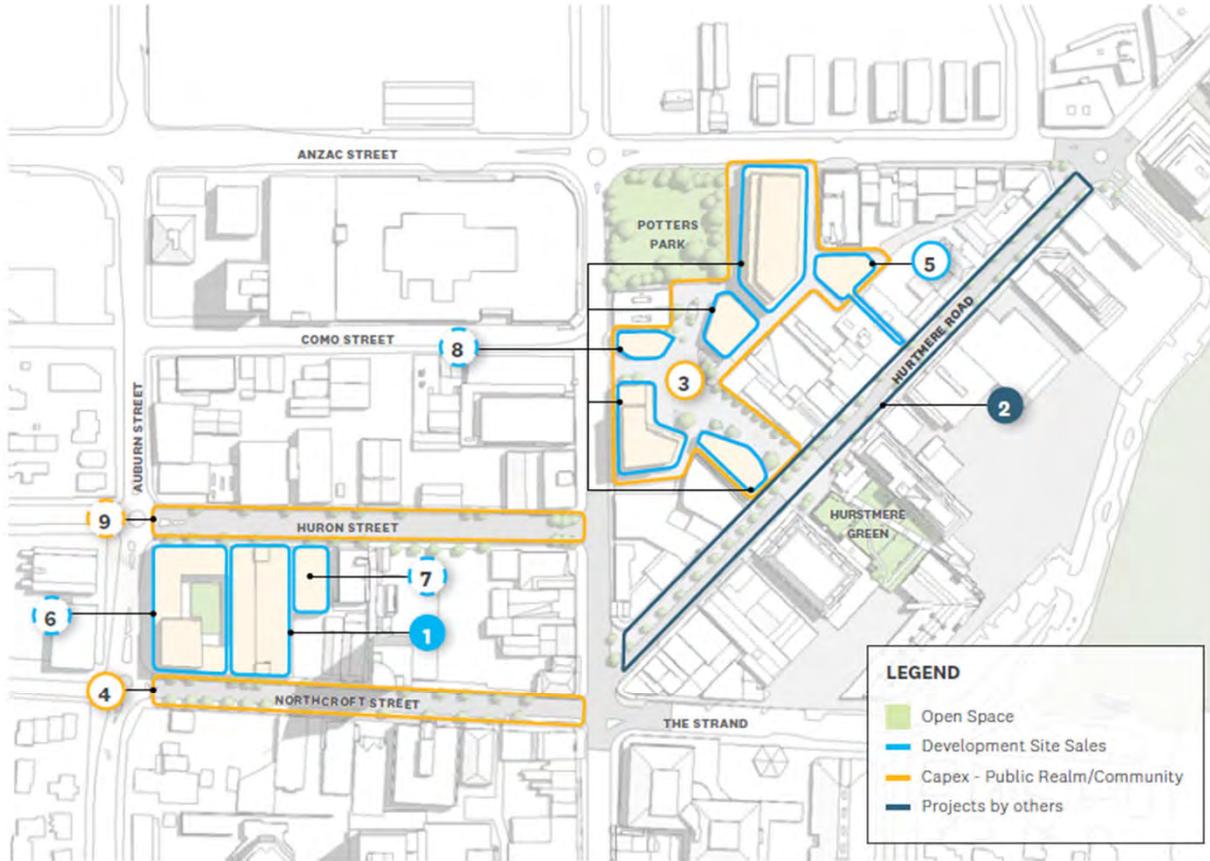
- 1 Toka Puia car park
- 2 Hurstmere Road upgrade (AT)

FY24

- 3 Waiwharariki Anzac Square
- 4 Northcroft Streetscape upgrade
- 5 R78 & 72A Hurstmere Road development

FY25+

- 6 Auburn Street developments
- 7 14 Huron Street development
- 8 Anzac Street development site
- 9 Huron Streetscape upgrade



Programme summary

	Actuals to date	FY24	FY25 & FY26	Prog. life
LTP Capex	50.8m	3.6m	74k	56.7m
LTP Opex	3.6m	296k	730k	4.9m
Sales gross	180k	12.6m	11.5m	38.4m
New homes	-	-	113	498
GFA	-	-	500	12,200
Public realm	1,119	7,500	5,000	12,119

FY24 Capital SOI target

Plan no.	SOI target
3	Waiwharariki Anzac Square - Complete construction.
4	Northcroft streetscapes - Complete construction.

LTP Long Term Plan
 GFA Gross Floor Area
 SOI Statement of Intent
 Public realm and GFA are in square metres
 Programme life values stated are estimated values



HENDERSON

Vision: An Urban Eco Centre enhancing the mauri of the twin streams Wai o Eke Panuku and Wai Horotiu.

Projects completed

- 1 Te Ara Pūheke (new road)
- 2 Haumaru Housing Henderson (Haumaru)
- 3 23-27 Henderson Valley Road (Henderson Green)
- 4 Falls Carpark, 14 Edmonton Road (future development)
- 5 2-6 Henderson Valley Road (future residential development by Laidlaw College)

FY24

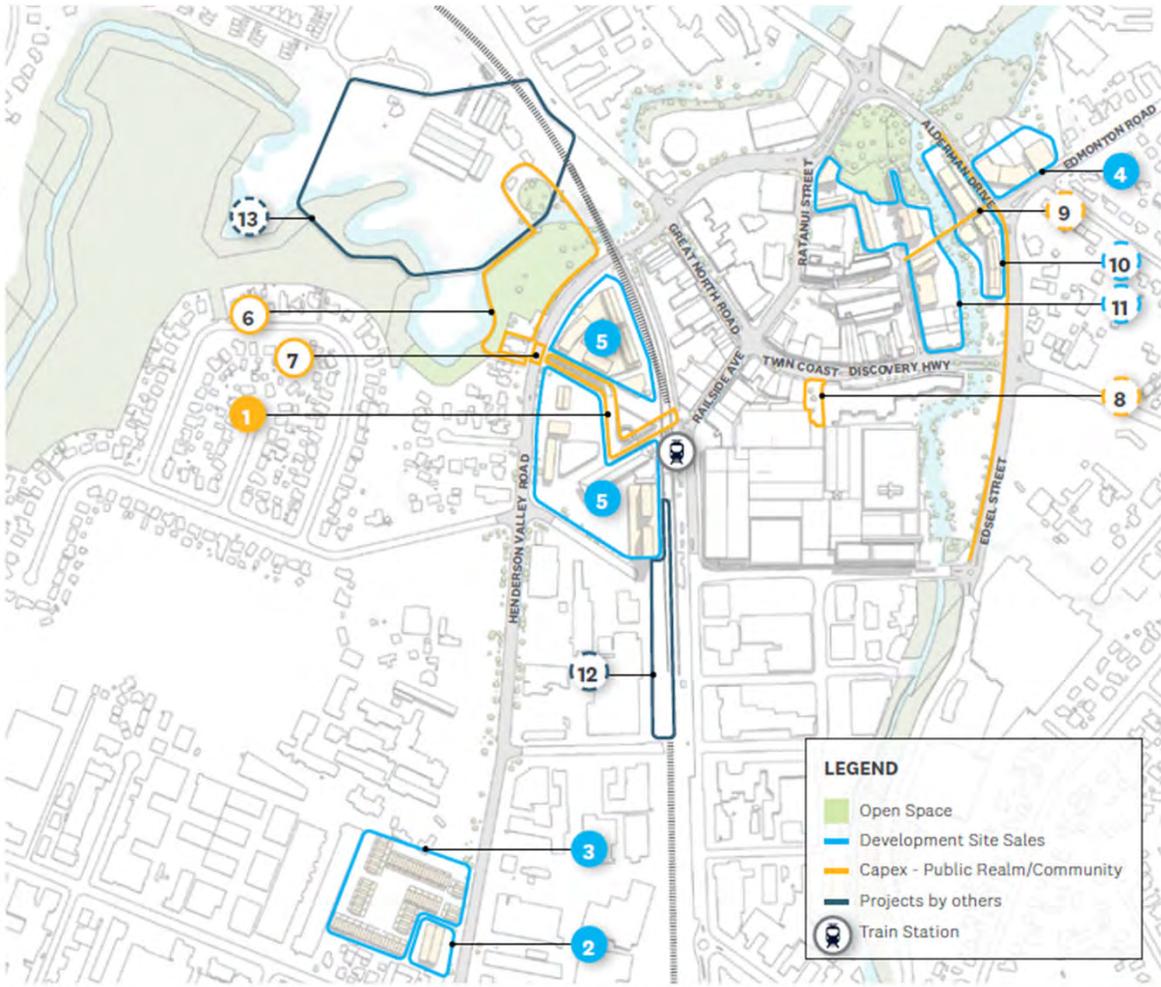
- 6 Opanuku Link
- 7 Henderson Valley Road enhancement

FY25

- 8 Catherine Plaza upgrade
- 9 Wai Horotiu (Oratia Link) - Cycleway and bridge
- 10 19 Alderman Drive carpark (C40)
- 11 Oratia Precinct (Trading Place)
- 12 City Rail Link Platforms (CRL)

Long-term projects (FY26+)

- 13 Corban Estate Masterplanning (Community Facilities)



Programme summary

	Actuals to date	FY24	FY25 & FY26	Prog. life
LTP Capex	15.5m	2.5m	16.2m	30.3m
LTP Opex	4.9m	424k	1.0m	6.9m
Sales gross	17.3m	1.1m	14.4m	31.8m
New homes	116	-	-	632
GFA	-	-	-	10,114
Public realm	220	-	19,565	19,938

FY24 Capital SOI targets

Plan no.	SOI target
8	Catherine Plaza – Lodge resource consent

LTP Long Term Plan
 GFA Gross Floor Area
 SOI Statement of Intent
 Public realm and GFA are in square metres
 Programme life values stated are estimated values

AVONDALE

Vision: To create a strong vibrant centre in which a growing community want to live, work and play.

Projects completed

- 1 Crayford Street West
- 2 Public car parking facility to support the Avondale Library & Community Hub
- 3 24-26 Racecourse Parade (Set Apartments, Ockham Residential)
- 4 Trent Street/Whakawhiti Loop (Housing Foundation/Eke Panuku)
- 5 Aroha Apartments (Ockham Residential & Marutūāhu Iwi)
- 6 Waterview shared path (Auckland Transport)

FY24

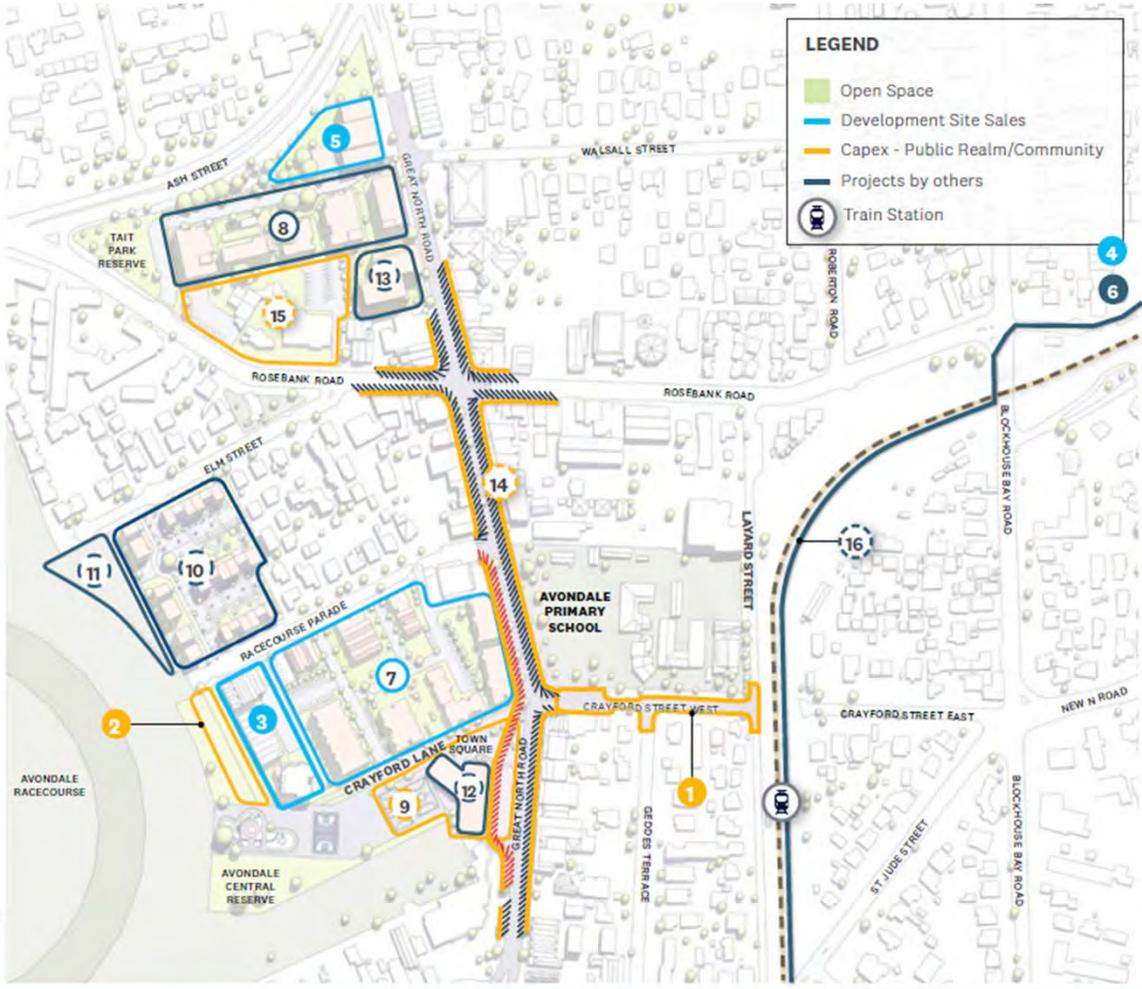
- 7 Avondale Central, 6 & 10 Racecourse Parade
- 8 Highbury Triangle - housing for older people (Kāinga Ora)

FY25

- 9 Town Square & outdoor spaces upgrade
- 10 18 Elm Street (Kāinga Ora)
- 11 26 Elm Street (Anson housing development)
- 12 Avondale Library & Community Hub (Auckland Council)
- 13 1843 Great North Road (Nordic Apartments)

Long-term projects (FY26+)

- 14 Great North Road Paving Project
 - Auckland Transport
 - Eke Panuku
- 15 93-99 Rosebank Road (Current Library & Community Centre)
- 16 New Lynn to Avondale shared path (Auckland Transport)



Programme summary

	Actuals to date	FY24	FY25 & FY26	Prog. life
LTP Capex	22.8m	13.1m	7.7m	49.6m
LTP Opex	2.7m	367k	905k	3.0m
Sales gross	47.8m	-	-	47.8m
New homes	195	-	-	1,111
GFA	-	-	-	500
Public realm	5,672	-	2,345	8,417

LTP Long Term Plan
 GFA Gross Floor Area
 SOI Statement of Intent
 Public realm and GFA are in square metres
 Programme life values stated are estimated values

CITY CENTRE PROGRAMME

Projects completed

- 1 Civic Administration Building Redevelopment
- 2 Bledisloe House Redevelopment

FY24

- 3 CRL Over Station Development: Symphony Centre
- 4 Downtown Carpark Redevelopment
- 5 Myers Park Underpass
- 6 Te Waihorotiu CRL Station
- 7 Te Hā Noa - Victoria Street Linear Park
- 8 Albert Street Upgrade
- 9 Hobson Street NZICC
- 10 Upper Mercury Lane
- 11 Pitt St, Canada St, East St, Cross St, Beresford Sq and Mercury Ln multi-modal improvements
- 12 Karanga-a-hape Station
- 13 Lower Queen Street Upgrade
- 14 Wellesley Street Bus Improvements Stage 1
- 15 Nelson Street Slip Lane

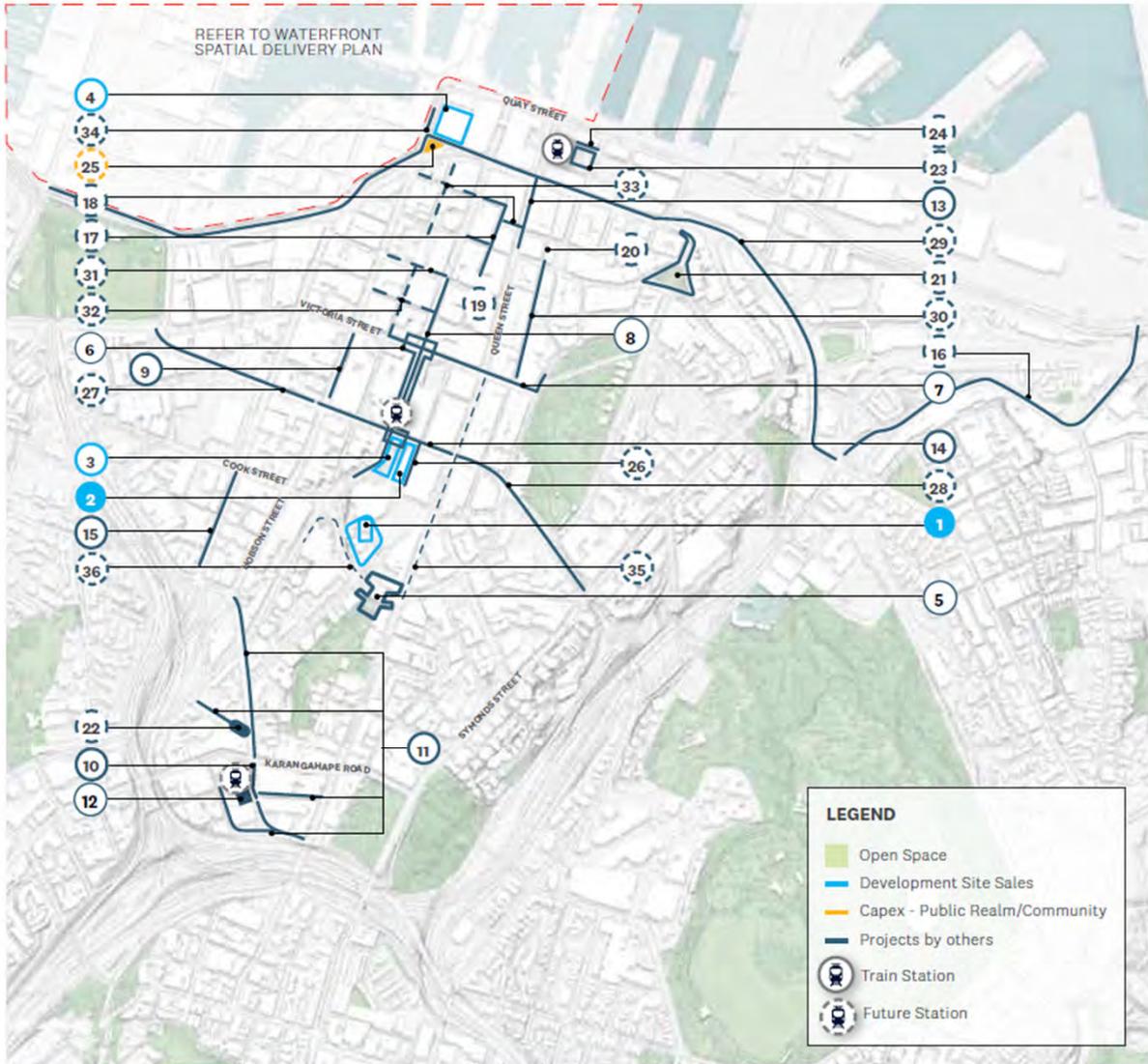
FY25

- 16 The Strand - T2 Freight Lane Investigation
- 17 Mills Lane & Swanson Streets Upgrade
- 18 Exchange Lane Upgrade
- 19 City Centre Wayfinding Programme (City wide)
- 20 Jean Batten Place Public Art
- 21 Emily Place Upgrade
- 22 Beresford Square Reinstatement
- 23 Station Plaza
- 24 Tyler Street Upgrade

Long-term projects (FY26+)

- 25 Sturdee Street Park
- 26 Bledisloe Lane Upgrade
- 27 Wellesley Street Bus Improvements Stage 2
- 28 Wellesley Street Bus Improvements Stage 3
- 29 Fanshawe St, Custom St and Beach Rd Bus Improver
- 30 High Street Upgrade
- 31 Wyndham Street Upgrade*
- 32 Federal & Kingston Streets Upgrade*
- 33 Federal Street Northern Precinct*
- 34 Hobson Street Flyover removal
- 35 Watercare Queen Street Diversion
- 36 Watercare Mayoral Drive Diversion

(*) - timing subject to adjacent development



The city centre programme is the largest combined programme of work for the council group and involves close coordination between council, CCOs and CRL.

Eke Panuku is the lead agency for the programme, working closely with other CCOs and CRL in the delivery of projects, activation of spaces, public engagement and the realisation of the vision in the City Centre Masterplan.

WATERFRONT

Vision: A world-class destination that excites the senses and celebrates our sea-loving Pacific culture and maritime history. It supports commercially successful and innovative businesses and is a place for all people, an area rich in character and activities that link people to the city and the sea.

Projects completed FY23

- 1 Redevelopment of pier J & S
- 2 Z Pier Boat share
- 3 Tiramarama Way - Stage 2

FY24

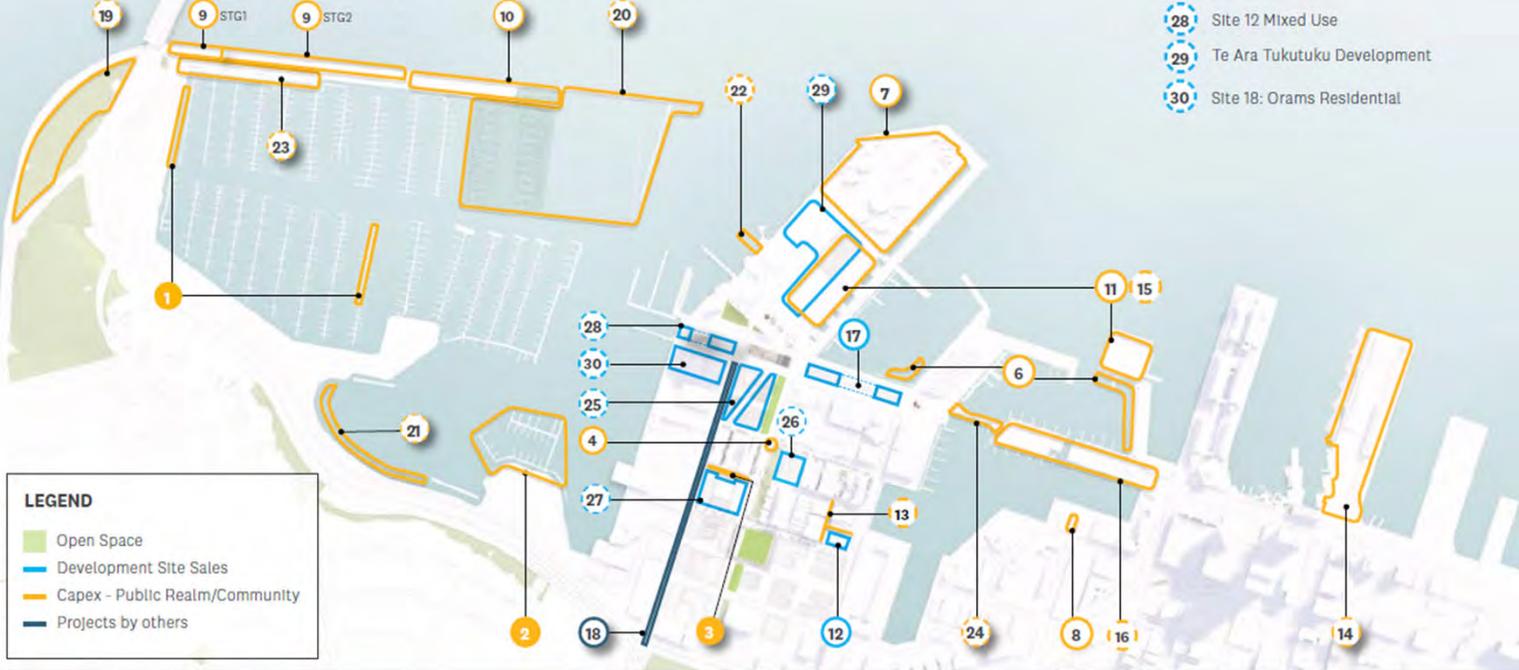
- 4 Wynyard Central Public Art
- 5 Water Edge Response Works (Queens Wharf, Halsey Wharf, Hobson Wharf, Wynyard Wharf)
- 6 Relocation of AC36 marine infrastructure
- 7 Te Ara Tukutuku Public Realm Design
- 8 Market Square Public Realm Enabling works
- 9 Westhaven Seawall upgrade
- 10 Pile berth redevelopment (continued)
- 11 Wynyard Quarter legacy public spaces
- 12 101 Pakenham Street (Lysaght building)

FY25

- 13 Site 6 New public realm
- 14 Queens Wharf Masterplan
- 15 Wynyard Quarter legacy public spaces continued
- 16 Eastern Viaduct Te Wero Island - East West connection
- 17 Site 14: North Wharf Mixed Use
- 18 Beaumont Street Upgrade (AT)

Long-term projects (FY26+)

- 19 Harbour Bridge Park public realm upgrade
- 20 AC Pier and future piers
- 21 St Mary's Bay beach
- 22 Vos shed slipway
- 23 Westhaven North transformation
- 24 Wynyard Crossing replacement bridge
- 25 Site 19: Jellicoe Street Mixed Use
- 26 East 1 Residential
- 27 West 2 Residential
- 28 Site 12 Mixed Use
- 29 Te Ara Tukutuku Development
- 30 Site 18: Orams Residential



LEGEND

- Open Space
- Development Site Sales
- Capex - Public Realm/Community
- Projects by others

Programme summary

	Actuals to date	FY24	FY25 & FY26	Prog. life
LTP Capex	141.9m	15.8m	42.0m	584.3m
LTP Opex	11.1m	2.3m	5.7m	18.4m
Sales gross	68.8m	15.0m	39.8m	280.0m
New homes	314	-	-	1,199
GFA	11,465	-	33,200	67,164
Public realm	54,199	5,860	27,583	165,984

FY24 Capital SOI target

Plan no.	SOI target
5	Wynyard Quarter - Waters edge response works - Complete construction of balustrades for AC36 bases G, F, E and C and open up to the public.
10	Pile berth redevelopment - Complete the staged construction of new public promenade space, pier access and carparking to support marina use.

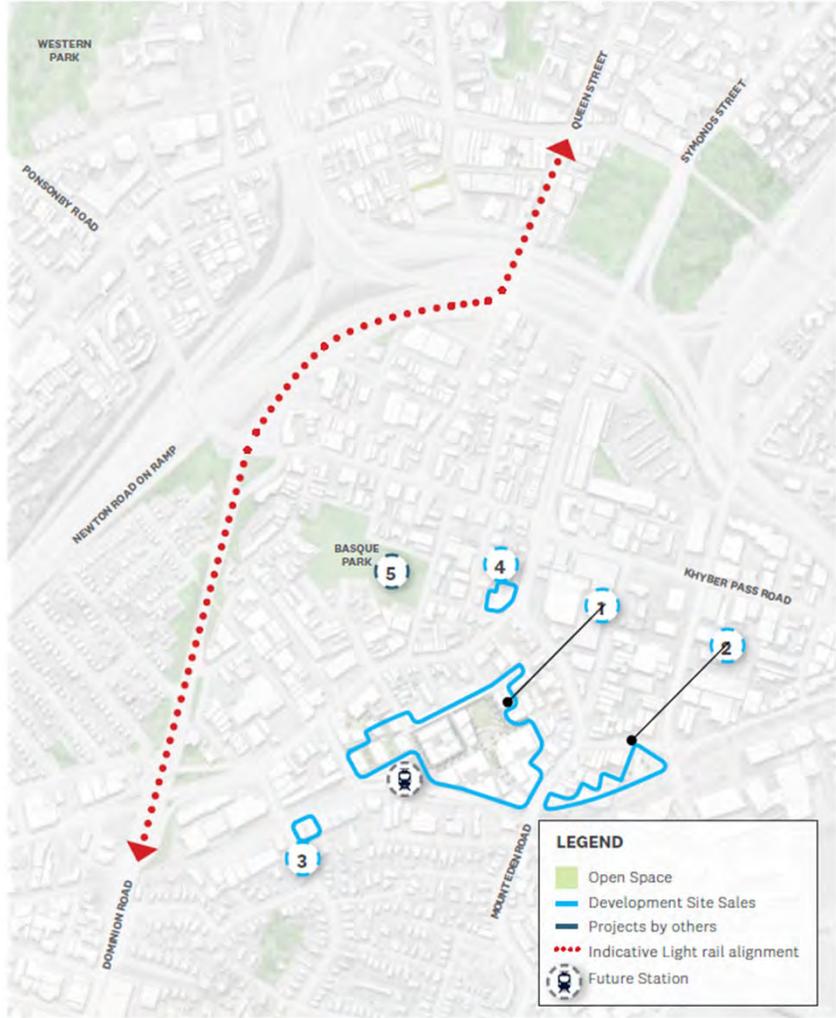
LTP Long Term Plan
 GFA Gross Floor Area
 SOI Statement of Intent
 Public realm and GFA are in square metres
 Programme life values stated are estimated values

MAUNGAWHAU

Vision: For each precinct to become one of the best-quality, high density urban villages in the country, which is highly accessible to all parts of the Auckland region. It will be highly sought after, contemporary, sustainable, resident-led, mixed-use urban village.

Long-term projects (FY25+)

- 1 Maungawhau Station development sites
- 2 14-22 Boston Road development site
- 3 1-3 Fenton Street development site
- 4 New North Road development site
- 5 Basque Park upgrade (Auckland Council)



Programme summary

	Actuals to date	FY24	FY25 & FY26	Prog. life
LTP Capex	-	50k	-	2.4m
LTP Opex	885k	75k	185k	1.7m

ONEHUNGA

Vision: To create a flourishing Onehunga that is well connected to its past, its communities and the environment, including the Manukau Harbour.

Projects completed & Underway

- 1 Laneway 7
- 2 38 Neilson Street acquisition
- 3 Onehunga Port acquisition
- 4 DressSmart 3 Paynes Ln Site Sale
- 5 Onehunga Mall Club (Lamont & Co.)
- 6 Fabric development (Lamont & Co)
- 7 Ngā Hau Māngere Bridge (Waka Kotahi NZTA)

FY24

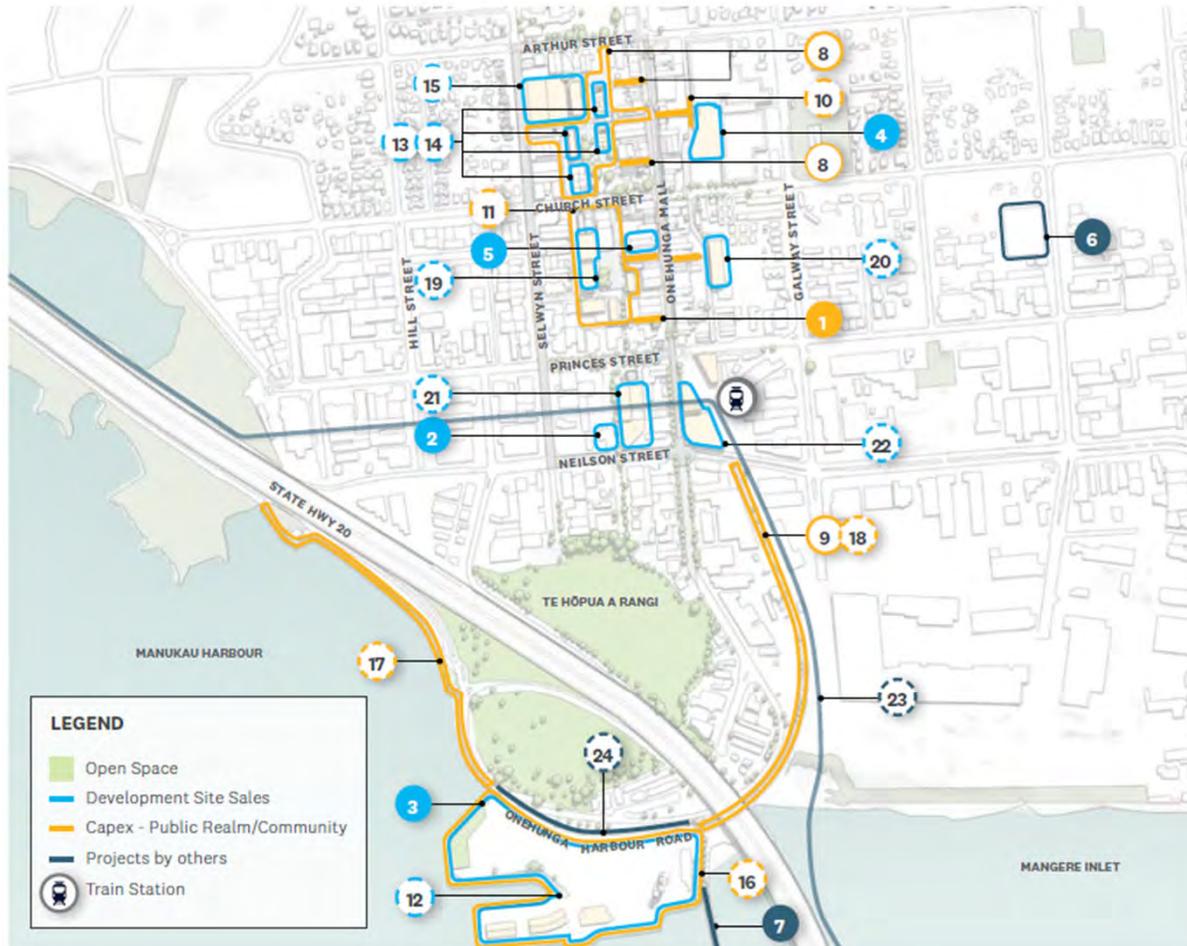
- 8 Waiapu Lane Precinct Public Realm
- 9 Town Centre to Wharf Link Stage 1

FY25

- 10 Paynes Lane Streetscape Upgrade (Laneway 8)
- 11 Municipal Precinct Public Realm
- 12 Onehunga Wharf Building Upgrades
- 13 Waiapu Precinct Commercial Site Sale
- 14 Waiapu Precinct Residential Site Sale
- 15 Waiapu Precinct Supermarket

Long-term projects (FY26+)

- 16 Onehunga Wharf Public Realm
- 17 Onehunga Wharf to Taumanu Walking & Cycling
- 18 Town Centre to Wharf Link Stage 2
- 19 Municipal Precinct Development
- 20 9-21 Waller Street Development
- 21 38 Neilson Street Development
- 22 Train Station Precinct
- 23 Auckland Light Rail (Waka Kotahi / AT)
- 24 East West Link (Waka Kotahi NZTA)



COMMERCIAL IN CONFIDENCE

Programme summary

	Actuals to date	FY24	FY25 & FY26	Prog. life
LTP Capex	25.3m	1.6m	33.0m	72.4m
LTP Opex	8.4m	696k	1.7m	10.1m
Sales gross	868k	-	12.5m	56.9m
New homes	-	-	-	925
GFA	-	-	9,700	62,440
Public realm	419	-	4,700	48,352

FY24 Capital SOI target

Plan no.	SOI target
10	Paynes Lane, Onehunga streetscape enhancements - Lodge resource consent

LTP Long Term Plan
 GFA Gross Floor Area
 SOI Statement of Intent
 Public realm and GFA are in square metres
 Programme life values stated are estimated values

PANMURE

Vision: To create a vibrant centre that is a great place to live, visit, and do business; building on Panmure's distinct landscape, transport connectivity, family friendly community, and lifestyle amenities.

Projects completed & underway

- 1 Streetscape Improvements Stage 1 (Clifton Court)
- 2 AMETI- Eastern Busway - AT
- 3 Panmure Station Upgrade

FY24

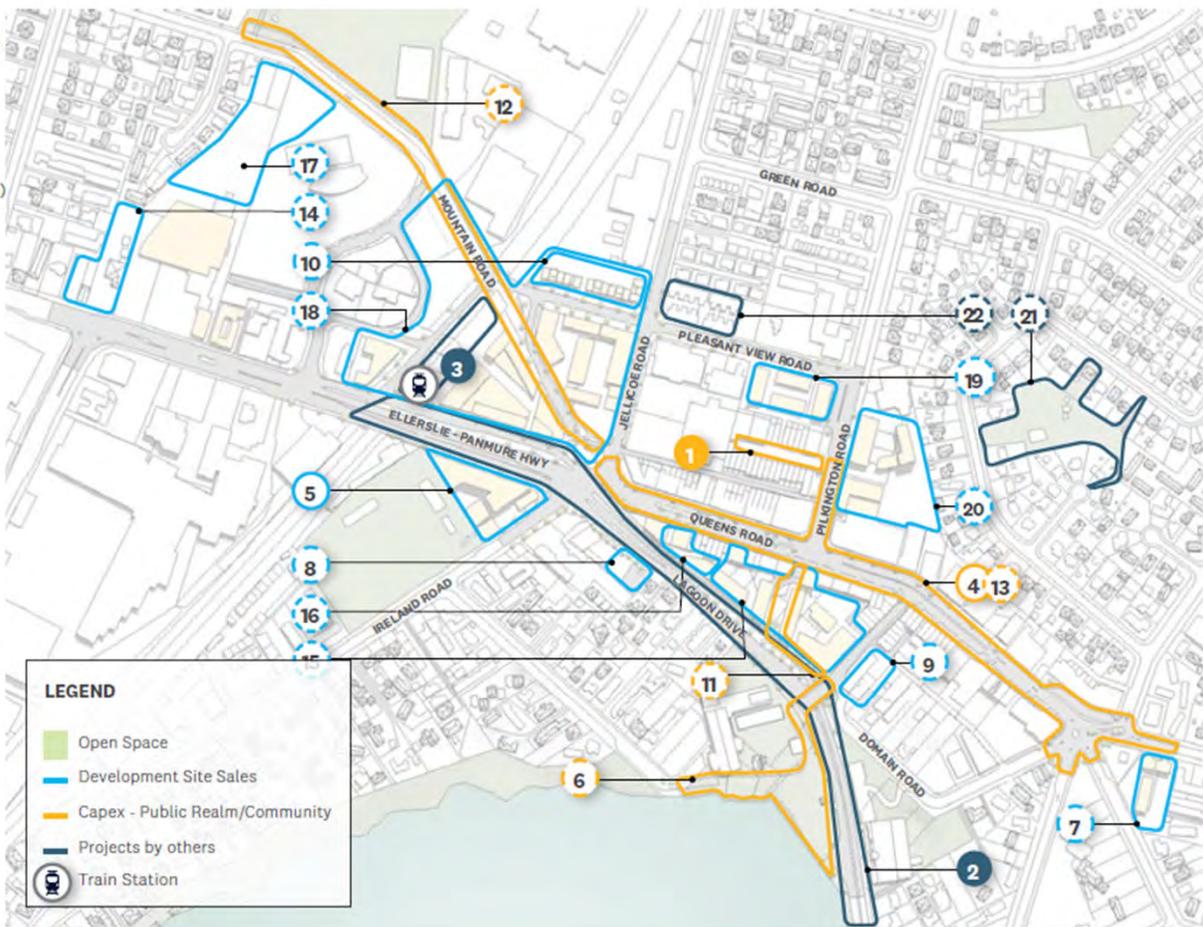
- 4 Streetscape Improvements Stage 2 (Queens Road)
- 5 535 Ellerslie Panmure Highway Site Sale

FY25

- 6 Lagoon Edge Reserve Upgrade
- 7 3 Kings Road Site Sale
- 8 11-13 Lagoon Drive, Panmure Site Sale
- 9 10 Basin View Lane Site Sale
- 10 9 Jellicoe Road Site Sale

Long-term projects (FY26+)

- 11 Basin View Pedestrian & Cycle Connection
- 12 Maungarei to Town Centre Connection
- 13 Streetscape improvements Stage 3
- 14 486-492 Ellerslie Panmure Highway Site Sale
- 15 Basin View Precinct Staged Site Sales
- 16 Gateway West 13-27 Queens Rd Site Sale
- 17 59 & 59a Mountain Road Site Sale
- 18 Station Precinct Staged Site Sales
- 19 28-30 Pilkington Road Site Sale
- 20 7-13 Pilkington Road Redevelopment Feasibility
- 21 Maunaina Upgrade (TRC)
- 22 Pleasant View Road Development (TRC)



Programme summary

	Actuals to date	FY24	FY25 & FY26	Prog. life
LTP Capex	8.3m	2.1m	13.3m	73.3m
LTP Opex	5.7m	1.1m	2.6m	15.0m
Sales gross	-	-	24.8m	74.2m
New homes	-	-	-	546
GFA	-	-	-	31,550
Public realm	-	2,944	6,610	20,296

FY24 Capital SOI target

Plan no.	SOI target
6	Lagoon Edge Reserve enhancement – Lodge resource consent.

LTP Long Term Plan
 GFA Gross Floor Area
 SOI Statement of Intent
 Public realm and GFA are in square metres
 Programme life values stated are estimated values



MANUKAU

Vision: Thriving heart and soul for the south

Projects completed

- 1 Westfield Mall Carpark Site Sale
- 2 Vodafone Events Centre Carpark (partial sale)
- 3 52-54 Manukau Station Road (MIT) Site Sale
- 4 20 Barrowcliffe Place Site Sale
- 5 Barrowcliffe Pond Shared Path
- 6 Barrowcliffe Bridge Works
- 7 Puhinui Wiri playground Works
- 8 Putney Way Stage 1
- 9 Wiri Bridge Capital Works

FY24

- 10 Leases and Covenants Progressed
- 11 Hayman Park Playground Works
- 12 Parking Management Solutions (across the programme)

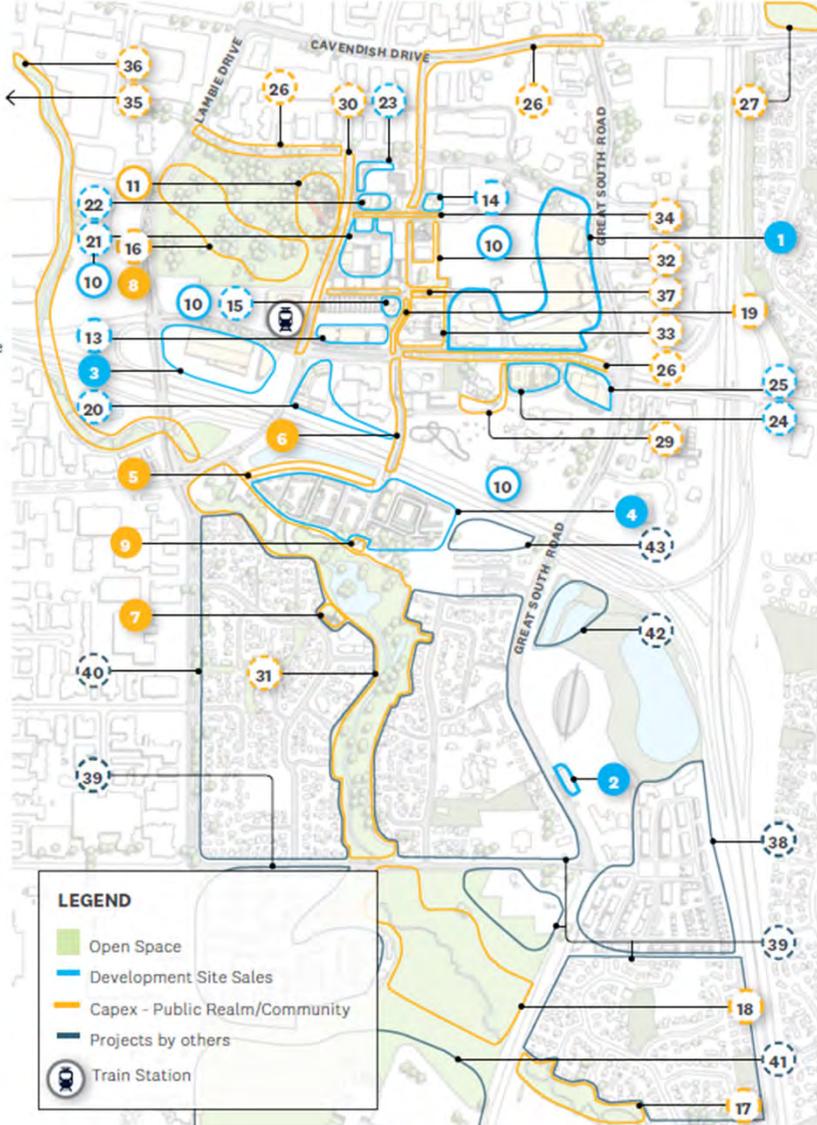
FY25

- 13 33 Manukau Station Road Site Sale
- 14 9 Osterley Way Site Sale
- 15 10 Putney Way Site Sale
- 16 Hayman Park Wetland Works Contribution
- 17 Puhinui Stage 1 - Ratavine Reserve Works
- 18 Puhinui Stage 2 - CMDHB Walkway Works
- 19 Osterley Way at Civic Streetscape Works

Long-term projects (FY26+)

- 20 50 Wiri Station Road Site Sale

- 21 14 Davies Avenue Site Sale
- 22 8 Davies Avenue Site Sale
- 23 2 Davies Avenue Site Sale
- 24 12 Manukau Station Road carpark Site Sale
- 25 2 Clist Crescent carpark Site Sale
- 26 Walking and Cycling Network Works
- 27 Manukau Sports Bowl Investigation
- 28 Manukau Public Art contribution (across the programme)
- 29 Karina Williams Way Extension Works
- 30 A2B Streetscape Contribution
- 31 Puhinui Stage 3 - Wiri Reserve Works
- 32 Manukau Square Works
- 33 Manukau Civic & Putney Way Contribution
- 34 Osterley + Amersham Way Works
- 35 Puhinui Stage 4 - Manukau Industrial Area Works
- 36 Puhinui Stage 5 - Puhinui Park Works (Plunket Ave)
- 37 Putney Way Stage 2
- 38 Pacific Gardens Residential Development
- 39 Wirihana Residential Development
- 40 Kāinga Ora Investigations
- 41 Manukau Health Park development
- 42 Healthy Waters Upgrades
- 43 Ngati Tamaho development



Programme summary

	Actuals to date	FY24	FY25 & FY26	Prog. life
LTP Capex	20.5m	8.9m	34.2m	146.3m
LTP Opex	11.6m	2.1m	5.1m	23.5m
Sales gross	114.8m	-	22.2m	156.0m
New homes	284	18	-	971
GFA	9,141	-	19,190	113,458
Public realm	14,310	1,304	105,160	370,567

FY24 Capital SOI target

Plan no.	SOI target
16	Hayman Park wetlands – Lodge resource consent.

LTP Long Term Plan
 GFA Gross Floor Area
 SOI Statement of Intent
 Public realm and GFA are in square metres
 Programme life values stated are estimated values

OLD PAPATOETOE

Vision: Assisting New Zealanders into sustainable housing choices. A popular place to live, to shop, for people to meet and enjoy themselves, and to provide the services and facilities the community needs.

Projects completed

- 1 89 Cambridge Tce
- 2 Supermarket and carpark
- 3 Papatoetoe Mall
- 4 91 Cambridge Tce - The Depot

FY25

- 5 Cambridge Terrace Extension+carpark
- 6 Chambers Laneway
- 7 St George's Lanes Integration Works
- 8 3 St George Street - St George's Lanes
- 9 98 St George Street and 15 Kolmar Road Site Sale + Intersection

Long-term projects (FY26+)

- 10 Papatoetoe Stadium Reserve Works
- 11 Community Hub - Allan Brewster Leisure Centre
- 12 Town Hall & Chambers Works
- 13 86 Cambridge Terrace Optimisation
- 14 27 St George Street (netball and gardens)
- 15 Papatoetoe Library Precinct Optimisation
- 16 86 Cambridge Terrace Optimisation (site sale)



Programme summary

	Actuals to date	FY24	FY25 & FY26	Prog. life
LTP Capex	10.6m	1.6m	14.0m	45.8m
LTP Opex	1.9m	389k	960k	2.9m
Sales gross	16.2m	-	13.0m	36.5m
New homes	8	29	120	299
GFA	-	-	350	350
Public realm	800	-	16,382	28,458

FY24 Capital SOI targets

Plan no.	SOI target
5	Cambridge Terrace extension and car park - Lodge resource consent
10	Stadium Reserve capital works - Lodge resource consent.

LTP Long Term Plan
 GFA Gross Floor Area
 SOI Statement of Intent
 Public realm and GFA are in square metres
 Programme life values stated are estimated values

PUKEKOHE

Vision: Our heritage and connections are strong, the land is flourishing, Pukekohe is prosperous, and our families are happy, healthy and thriving.

Projects completed

- 1 Small T projects (across entire programme)
- 2 Site Sales w/o Development Outcomes
- 3 82 Manukau Road

FY24

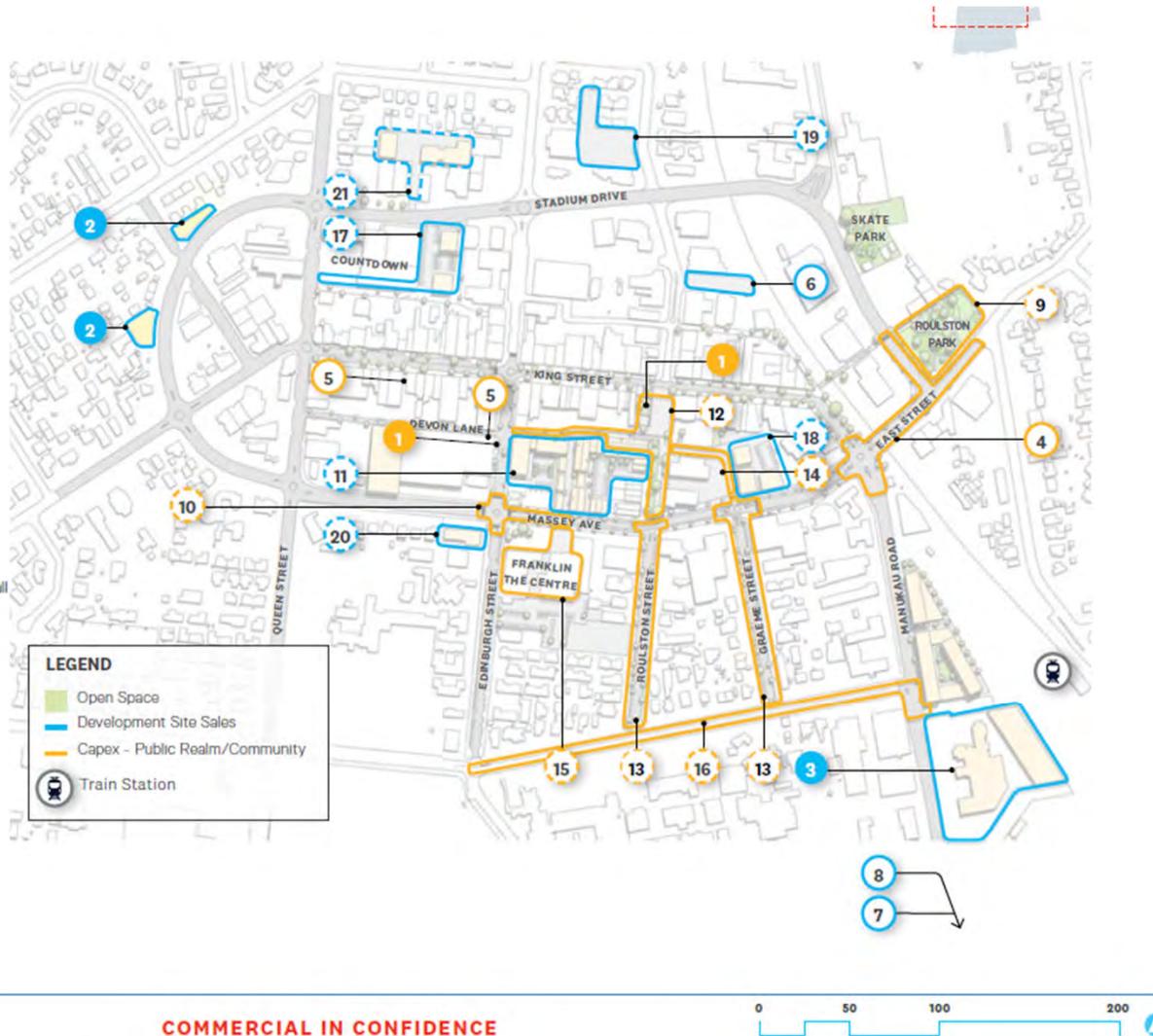
- 4 Intersection Capital Works 1
- 5 Small T projects (across entire programme)
- 6 9 Hall Street
- 7 174, 176b, 182 Manukau Rd
- 8 176a, 180 Manukau Rd

FY25

- 9 Roulston Park Upgrades
- 10 Intersection Capital Works 2
- 11 Edinburgh Street Superblock

Long-term projects (FY26+)

- 12 Market Precinct: Devon Lane, Roulston Street, Market Hall (1 Roulston Street) and Town Square Enhancements
- 13 Parking Management Solutions (across entire programme)
- 14 Roulston Lane Upgrade
- 15 Civic Hub Enhancements
- 16 Train Station to Centre Connections
- 17 4 Tobin Street
- 18 7 Massey Avenue
- 19 24 Hall Street
- 20 22 Edinburgh Street
- 21 9 Tobin Street



Programme summary

	Actuals to date	FY24	FY25 & FY26	Prog. life
LTP Capex	4.3m	3.2m	11.3m	28.1m
LTP Opex	3.6m	972k	2.2m	7.3m
Sales gross	-	5.5m	10.4m	29.3m
New homes	-	-	0	57
GFA	-	-	4,400	19,605
Public realm	-	-	4,600	12,224

FY24 Capital SOI targets

Plan no.	SOI target
9	Roulston Park upgrade of public amenities - Lodge resource consent.

LTP Long Term Plan
 GFA Gross Floor Area
 SOI Statement of Intent
 Public realm and GFA are in square metres
 Programme life values stated are estimated values

SUPPORTS SCOPE

Vision: To provide residential development and obtain best value for Council assets.

Projects completed

- 1 Civic Administration Building, Auckland City Centre
- 2 34 Moore Street, Howick
- 3 16 Fencible Drive, Howick
- 4 18 Totara Ave, New Lynn
- 5 84a Morrin Road, St. John's
- 6 Bledisloe House, Auckland City Centre

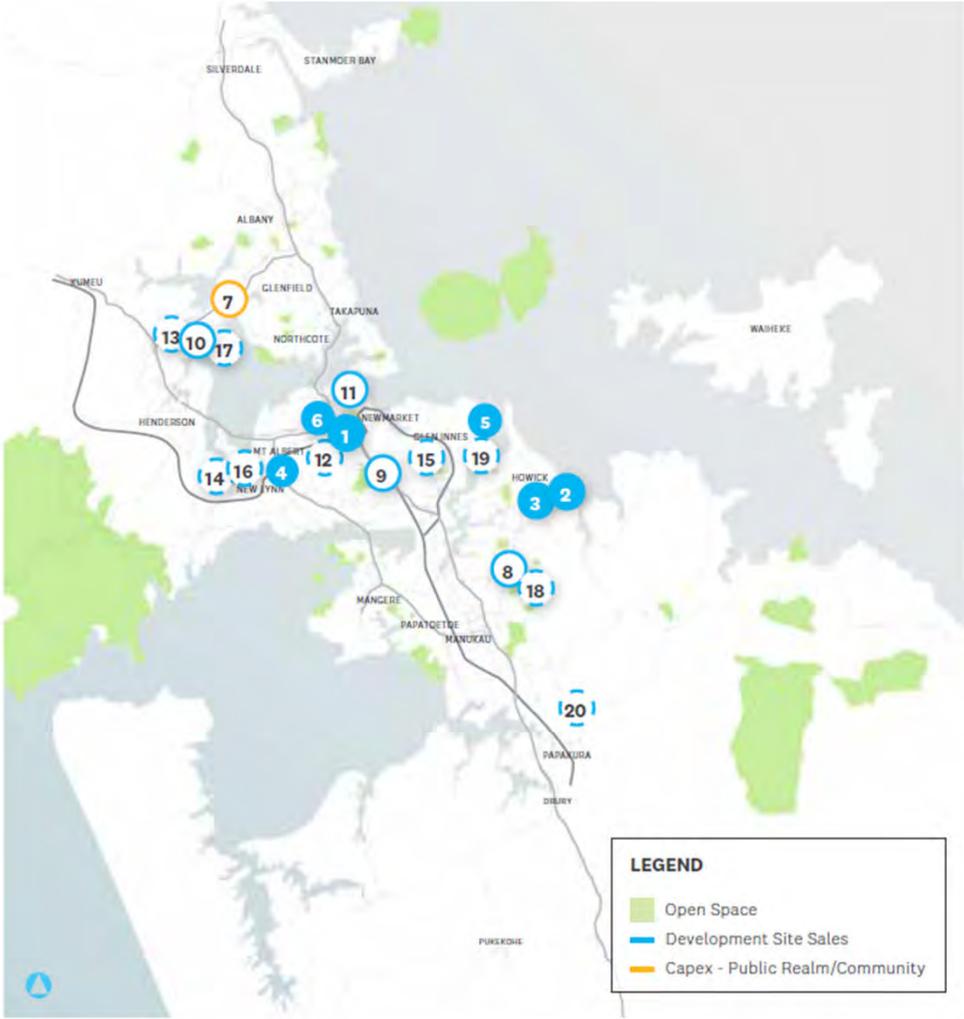
FY24

- 7 Pump station 6, Launch Road, Hobsonville
- 8 187 Flat Bush School Road, Flat Bush
- 9 132 Greenlane East, Greenlane
- 10 Hobsonville Airfields stage 3 - lots 5b
- 11 Downtown Carpark, Auckland City Centre

FY25+

- 12 198 Dominion Road, Mount Eden
- 13 Hobsonville Airfields stage 3 - 6a & 6b
- 14 10 Ambrico Place, New Lynn
- 15 84-100 Morrin Road, St. John's
- 16 41 McCrae Way, New Lynn
- 17 Hobsonville Airfields Stage 2 - Avanda
- 18 65 Haddington Drive, Flat Bush
- 19 78 Merton Road, St. John's
- 20 26-32 O'Shannessey Street, Papakura

Support, making the most of what we've got. Intensification is a key driver in the Auckland Plan. We support housing demands by enabling development of council-owned land.



Programme summary

	Actuals to date	FY24	FY25 & FY26	Prog. life
LTP Capex	48.9m	11.9m	2.0m	59.9m
LTP Opex	2.9m	417k	854k	4.4m
Sales gross	201.7m	151.8m	49.9m	331.6m
New homes	458	11	393	2,059
GFA	-	-	-	88,950
Public realm	4,427	-	3,500	13,927

LTP Long Term Plan
 GFA Gross Floor Area
 SOI Statement of Intent
 Public realm and GFA are in square metres
 Programme life values stated are estimated values

CORPORATE PROPERTY

Vision: A self-funding programme of works which utilises the capital receipts from the divestment of seven surplus properties that are no longer required to service Corporate Property office network and reinvest the sale proceeds to deliver a more efficient hub and spoke Corporate accommodation model.

Projects completed

- 1 Kotuku House, 4 Osterley Way, Manukau - sold July 22
- 2 35 Graham Street, CBD
- 3 50 Centreway, Orewa
- 4 82 Manukau Station Road, Manukau
- 5 6 Henderson Valley Road, Henderson

FY24

- 6 Symphony House, 4 - 10 Mayoral Drive, Auckland City

FY25+

- 7 35 Coles Crescent, Papakura



A Corporate Property Portfolio Strategy has been developed by Eke Panuku and Auckland Council’s Corporate Property team. That strategy was approved by Finance and Performance Committee in May 2018 and will contribute to a more efficient and operationally effective Corporate Property network. This is a self-funding programme of works which utilises the capital receipts from the divestment of seven properties that are no longer required for the Corporate Property office network and reinvests the sale proceeds to undertake a programme of works that delivers a more efficient hub and bespoke Corporate Property model.

Programme summary

	Actuals to date	FY24	FY25 & FY26	Prog. life
LTP Capex	3.2m	-	-	3.6m
LTP Opex	-	8k	18k	80k
Sales gross	95.2m	40.0m	2.8m	138.0m
New homes	-	-	-	60
GFA	-	-	-	66,000
Public realm	-	-	-	470

LTP Long Term Plan
 GFA Gross Floor Area
 SOI Statement of Intent
 Public realm and GFA are in square metres
 Programme life values stated are estimated values

HAUMARU SCOPE

Vision: To grow the portfolio consistent with projected social housing demand and rebalance the portfolio to areas of greatest demand. It is also to see older people in affordable homes within communities that are safe, age friendly and caring.

Projects Completed

- 1 21 Henderson Valley Road, Henderson
- 2 16 Handley Road, Narrow Neck
- 3 27-31 Greenslade Crescent, Northcote

FY 24

- 4 81a Godley Road, Green Bay

FY 25+

- 5 1R Crawford Avenue, Mangere Bridge
- 6 22 -24 Marne Road, Papakura
- 7 7 Coronation Road, Mangere Bridge
- 8 18 Inverell Avenue, Wiri
- 9 25 Kolmar Road, Papatoetoe
- 10 100 West Coast Road, Glen Eden
- 11 140 Lake Road, Northcote
- 12 33 Vauxhall Road, Devonport
- 13 14 Marne Road, Papakura
- 14 36 Taharoto Road, Takapuna
- 15 72 Dominion Street, Takapuna
- 16 33a Alma Road, Milford



Haumaru Housing - facilitating social housing and the long-term redevelopment of the network of homes for older people, raising the quality and increasing the number of properties in the portfolio

Programme summary

	Actuals to date	FY24	FY25 & FY26	Prog. life
LTP Capex	21.0m	-	-	21.6m
LTP Opex	657k	35k	73k	1.1m
Sales gross	16.0m	-	-	16.0m
New homes	30	-	4	200

LTP Long Term Plan
 GFA Gross Floor Area
 SOI Statement of Intent
 Public realm and GFA are in square metres
 Programme life values stated are estimated values

SERVICE PROPERTY OPTIMISATION

Vision: Service Property Optimisation will facilitate, enhance and speed up housing and town centre development activities, to release latent property values, and to achieve improved community outcomes. Where service property is optimised, the sale proceeds are locally reinvested to advance eligible projects or activities on a cost-neutral basis.

Projects completed

- 1 19 Jervois Road, Herne Bay

FY24

- 2 2 Pompallier Terrace, Ponsonby
- 3 39R Pohutukawa Road, Beachlands
- 4 17W Hawke Crescent, Beachlands

FY25+

- 5 Orakei Service Optimisation (confidential)
- 6 Red Hill, Papakura
- 7 6 Clonbern Road, Remuera
- 8 22 Tahapa Crescent, Meadowbank
- 9 587R Papakura, Clevedon Road, Ardmore
- 10 238R Great South Road, Manurewa
- 11 177 Burnside Road, Ardmore
- 12 Tadmore House, 1/190 Great South Road, Manurewa
- 13 39-41 Glenmall Place, Glen Eden
- 14 29-31 St Johns Road, Meadowbank
- 15 3 Gibbons Road, Takapuna
- 16 Papatoetoe Service Optimisation (confidential)

Service Property Optimisation - Eke Panuku, Community Services and local boards work together to identify and release value from underperforming service assets in order to fund local services while supporting urban regeneration. Projects must proceed on a cost neutral basis and any net proceeds are reinvested locally to advance approved projects.



Programme summary

	Actuals to date	FY24	FY25 & FY26	Prog. life
LTP Capex	2.0m	541k	4.9m	7.8m
LTP Opex	1.2m	170k	420k	3.4m
New homes	-	-	-	29
GFA	-	-	-	1,000
Public realm	-	-	-	1,000

LTP Long Term Plan
 GFA Gross Floor Area
 SOI Statement of Intent
 Public realm and GFA are in square metres
 Programme life values stated are estimated values

ORMISTON

Vision: For the various sites to provide residential development and obtain best value for Council assets. Where possible, the sites should relate to the individual local board plans for each locality.

Projects completed

- 1 Ormiston Town Centre (Blocks F and J)
- 2 Lot 1, 66 Flatbush School Road

FY24

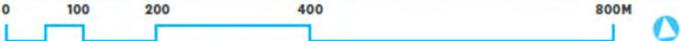
- 3 Bellingham Road works (Auckland Transport)



Programme summary

	Actuals to date	FY24	FY25 & FY26	Prog. life
LTP Capex	647k	-	-	904k
LTP Opex	852k	47k	101k	1.2m
Sales gross	25.5m	-	-	28.8m
New homes	260	-	-	720
GFA	40,900	-	-	40,900
Public realm	-	-	3,000	3,000

LTP Long Term Plan
 GFA Gross Floor Area
 SOI Statement of Intent
 Public realm and GFA are in square metres
 Programme life values stated are estimated values



OWN YOUR OWN HOME

FY 24

- 1 24 Bardia Street, Belmont
- 2 157 Bayswater Avenue, Bayswater
- 3 14-16 New Windsor Road, Avondale
- 4 16 Burch Street, Mt Albert
- 5 1, 3, 5, 7 and 19 Coyle Street, Sandringham
- 6 113 Trafalgar Square, Onehunga
- 7 19 Tripoli Road, Panmure
- 8 690 Pakuranga Road, Howick
- 9 9 Carrick Place, Mt Eden
- 10 2 John Bracken Way, Beach Haven



Eke Panuku has been tasked to sell Council's interests in the Own Your Own Home portfolio. Own Your Own Home(OYOH) is a housing scheme for older people which consists of 150 residential units over 14 village locations. Council is currently selling its interest in 124 units which are located in 12 of the OYOH villages, 52 are owned by Auckland Council and a further 72 are subject to a right of first refusal to purchase in favour of Auckland Council, at 80% of market value.

Portfolio summary

The Own Your Own Home portfolio summary is included in the Supports Programme summary on the previous page.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

REGIONAL RENEWALS PROGRAMME

Vision: Through proactive stewardship of council non-service assets we will maintain existing levels of service to create a safe, sustainable and fit for intended purpose portfolio and optimise the property portfolio return to enable assets for public and commercial use.

Projects completed

- 1 21 Princes Street, Auckland City - Roof Replacement
- 2 Wintergarden Pavilion - Café - Phase 1: Roof, window and minor H&S upgrades
- 3 Onehunga Wharf Renewals - Roding, Sheds, Admin Building and Dredging Works

FY24

- 4 Manukau Harbour / Watropu Channel - Beacon / Channel Marker / Buoy
- 5 73R Selwyn Road, Howick (Shamrock Cottage) - Seismic Strengthening Asbestos Roof & Toilet Upgrades
- 6 City Centre Renewals:
 - 21 Princes Street, Auckland City - External refurbishments and internal fit-out
 - 27 Princes Street Seismic Strengthening and Refurbishment
 - 313 Queen St - Canopy refurbishment
- 7 Onehunga Renewals:
 - Onehunga Wharf - Replace Access Ladders and Utilities Upgrades
 - CCTV Systems Rationalization and Upgrade - Onehunga Port
 - Onehunga Wharf - Shed C & D Priority Works
- 8 - 7 Hill Road, Manurewa - Cladding and roof replacement, minor internal works

Long-term projects (FY26+)

- 9 313, 315-317, 319, 321 Queen Street - Seismic Upgrades
- 10 Onehunga Renewals 2:
 - Onehunga Wharf Renewals - Buildings, Toilets, Klosks and other assets
 - Onehunga Wharf Renewals - Structure



Programme summary

	Actuals to date	FY24	FY25 & FY26	Prog. life
LTP Capex	38.1m	8.0m	20.0m	109.8m
LTP Opex	12k	125k	136k	294k

The above summary also includes the Waterfront Renewals Programme on the following page.

FY24 Capital SOI target

Plan no.	SOI target
6	21 Princes Street, Auckland City heritage building refurbishment - Commence construction.

LTP
GFA Long Term Plan
Gross Floor Area



WATERFRONT RENEWALS PROGRAMME

Vision: Through proactive stewardship of council non-service assets we will maintain existing levels of service to create a safe, sustainable and fit for intended purpose portfolio and optimise the property portfolio return to enable assets for public and commercial use.



Projects completed

- 1** Viaduct Precinct renewals:
 - Viaduct Tiling Upgrade - Phase 1
 - Viaduct - Angled Handrails Upgrades
 - Viaduct - Lighting Upgrade Works
 - EV Barcode Renewal
- 2** Wynyard Wharf North Toilet Refurbs and Demo Works

FY24

- 3** Westhaven Marina renewals:
 - Westhaven Pier Replacement (G, H and J)
 - Westhaven T-Pier Ablution Renewals
 - Westhaven Marina Fire Alarm System upgrades
 - Westhaven Pier Renewal (K and L) - funded by WML Trust
 - Z Pier Building Refurbishments
 - Z Pier Watermain Renewal (Stages 1 & 2)
 - CCTV Systems Rationalization and Upgrade - Westhaven

- 4** Silo Park renewals:
 - Silo 6 Temporary Disabled Ramp
 - Silo 6 & 7 Renewals to Steel and Concrete
 - CCTV Systems Rationalization and Upgrade - Silo
- 5** CCTV Systems Rationalization and Upgrade - Wynyard Quarter & Viaduct
- 6** North Wharf West - Structure, Wetlands, Foul Odour & Contamination investigations and remediation
- 7** Bascule Bridge - Health & Safety Works
- 8** Queens Wharf Electric Box Upgrades

FY25

- 9** Shed 10 Structural Upgrades
- 10** Queens Wharf Renewals - Wharves Structure

Long-term projects (FY26+)

- 10** Queens Wharf Renewals - Wharves Structure

LEGEND

- Open Space
- Capex - Public Realm/Community

The Renewals programme has multiple low value initiatives across Auckland which are not included in the spatial plan

Programme summary

The Waterfront Renewals Programme summary is included in the Regional Renewals Programme table on the previous page.

FY24 Capital SOI target

Plan no.	SOI target
3	Westhaven Marina fire alarm system upgrade - Complete construction.
7	Bascule Bridge health and safety works - Complete construction.

eke panuku

Ngā mihi

Decision paper: Corporate Property Optimisation

Author: Carl Gosbee, CFO

July 2023

Some information contained in this report should be treated as confidential, as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council. In terms of Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to withhold information where making available the information:

- would affect the commercial interest of a third party (s7(2)(b)(ii)); and
- would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)).

Ngā tūtohunga | Recommendations

That the Eke Panuku Board approve the relocation of Eke Panuku Corporate Office accommodation to Albert Street Levels 20 and 21.

Whakarāpopototanga matua | Executive summary

1. The Auckland Council Group identified it held excess office accommodation back in October 2022, and an agreed optimisation program was initiated.
2. Eke Panuku agreed to test the market for interest in its current corporate office accommodation on Wyndham Street, alongside many other Council Group office locations.
3. Having tested the market, we are aware of specific interest and a proposal from Argosy to facilitate Eke Panuku exiting the lease agreements on Wyndham Street. The Executive Leadership Team (ELT) has considered all current available options and has selected a move to Auckland House, 135 Albert Street as its preferred option.

Horopaki | Context

4. Due to changing work patterns post Covid 19, and with new Office accommodation coming online in Albany, the Auckland Council Group identified it had excess corporate office accommodation in October 2023
5. A cross party working group on corporate property was pulled together to look at optimising corporate accommodation and reducing the net costs to the wider group. Net costs were targeted as this allowed the avoidance of expenditure through lease termination, or the increase of income from subletting excess space.

6. Eke Panuku agreed to test the market with Colliers appointed to market the office accommodation of Auckland Transport, Tātaki, Eke Panuku and vacant floors in Auckland House, Albert Street, and the new accommodation in Albany.
7. Market interest in all spaces was high. Auckland Transport has been able to let level 4 of its accommodation in the Viaduct, Tātaki able to sublet its offices in Victoria Street, and with significant interest in Wyndham Street, Albert Street and Albany.
8. Tātaki has agreed to leave its space in Victoria Street and move into floors 22 and 23 of Albert Street.
9. [REDACTED]
10. The executive team has considered the available space in AT offices in the viaduct and Auckland Council floors in Albert Street. The Albert street solution provides for sufficient space across two floors, with some moderate fitout to facilitate a similar style accommodation as we currently have. This would see us with a floor for meeting rooms and reception, and a floor for staff to work from. We would have discreet access and our own branding / style to help differentiate our spaces.
11. [REDACTED]
12. A working team is being pulled together across the Eke Panuku team, to support and drive the office relocation and new fit out. A third-party project manager is being sought to ensure the office relocation runs smoothly.
13. It is anticipated that we will complete a move pre- Christmas.

Nga whiringa me te taatai | Options and analysis

14. The option of sharing space with AT, in the Viaduct offices was discounted as the proposal currently on offer was for about 120 desk space, which is insufficient, and with shared floor space / neighbourhoods and meeting rooms.
15. [REDACTED]
16. [REDACTED]

Ngā koringa ā-muri | Next steps

17. The project team and project manager will be brought together, and the project scope and timelines agreed.

July 2023

Ngā tāpirihanga | Attachments



Ngā kaihaina | Signatories

Carl Gosbee, Chief Financial Officer

David Rankin, Chief Executive

Decision paper: Auckland City Centre Action Plan 2023-2034 - our priorities for a thriving city centre

Author: Simon Oddie, Priority Location Director; Naomi Craymer, Principal Strategic Advisor

July 2023

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

1. Approve "Auckland City Centre Action Plan 2023-2034: our priorities for a thriving city centre" (Attachment 1) to provide for integrated implementation of the City Centre Masterplan.
2. Recommend its endorsement to the Parks, Environment and Planning Committee.
3. Recommend its endorsement to the Auckland Transport Board.
4. Recommend its endorsement to the Tātaki Auckland Unlimited Board.
5. Delegate approval of any final editorial amendments to the Chair and Chief Executive.

Whakarāpopototanga matua | Executive summary

6. The City Centre Action Plan is a new integrated implementation plan for the city centre. It supports cross-agency work programmes and the role of Eke Panuku as the lead agency for the city centre. This need for such a plan was identified in the original Planning Committee decision in November 2021 and confirmed through the discovery process to establish a lead agency.
7. The City Centre Masterplan remains the guiding document for the city centre. The Action Plan reinforces the strategic direction of the masterplan and provides a joined-up implementation pathway for its implementation.
8. Extensive, targeted stakeholder engagement was held over March-May 2023 to help gather insights and develop the Action Plan. These conversations have directly shaped the content of the plan. These conversations also provide support and reinforcement that the plan is identifying the necessary elements from a range of different sector interests. It has also provided a strong platform for ongoing conversations with city centre partners and stakeholders as the plan is implemented.
9. While the output of the Action Plan is important, the process of working together as a cross-agency team is equally key to success. The way of working together and processes underpinning this have been refined and further developed through the Action Plan. This supports the ongoing and iterative nature of integrated implementation. Collaboration and partnership underpin the Action Plan and its approach.

10. The action plan considers the changing context since the masterplan was refreshed over 2018-2020. This includes the impacts on the city centre resulting from COVID-19, recent social and economic pressures, and the impact of climate change. Four characteristics for the city centre are identified that will help drive its desirability over the next decade. These are evidence-based drivers, that have been informed by the masterplan, research and time spent listening to and working with city centre stakeholders, business leaders and community groups.
11. The action plan assists the council group to prioritise its work in the city centre and ensure a sharper focus on those projects and initiatives that have the greatest impact from limited funds to deliver on priorities over the short and medium term. It provides a set of shared prioritisation principles to support future decision-making.
12. The action plan is also a way to organise and communicate council group activity in the city centre within a coherent, single framework. This is done through a series of integrated programmes. These cover both city-wide (non-spatial) and place-based (spatial) initiatives.
13. Input was provided by the board at a workshop on 28 June 2023. At this workshop the board supported the broad direction and articulated a range of suggestions to strengthen the Action Plan and increase its impact. The plan has been updated to include this feedback, including a stronger reference to the opening of the New Zealand International Convention Centre and activating our cultural assets such as the Toi o Tāmaki Auckland Art Gallery. Actions have also been included around developing a deeper understanding of people's experiences in the city centre and helping people make sense of the city centre. The intent is to keep the document impactful and visual in the final design, a draft design version is included in Attachment 2.
14. Offers were made to each of the four representative organisations on the City Centre SteerCo to provide a briefing to their respective ELTs. This offer was taken up by Tātaki Auckland Unlimited, with a briefing provided to its ELT on 27 June 2023, followed by a workshop with the Tātaki Board on 3 July 2023. Auckland Transport is seeking time on its ELT agenda for 13 July 2023.
15. Following board approval endorsements will be sought from Parks, Environment & Planning Committee, Auckland Transport Board and Tātaki Auckland Unlimited Board. This reflects the collaborative approach and the joint input and ongoing commitment that underpins the plan.

Horopaki | Context

16. The City Centre Action Plan helps to clarify the council group's role and approach to urban regeneration in the city centre. It helps define how we achieve the masterplan's vision of the city centre, which can be summarised as a place for and desired by many, alongside our vision of a thriving city centre. It provides a rationale for why continued investment in the city centre is required and responds to the changing context of the city centre.

Previous Board / Council engagement and decisions

Date and meeting	Document	Decision / Outcome
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28 June 2023, Eke Panuku Board	Eke Panuku Board workshop	Opportunity to provide feedback
28 September 2022, Eke Panuku Board	City Centre Integrated Implementation Plan: preliminary scope and approach	Endorse preliminary scope and approach for Action Plan
7 July 2022, Eke Panuku Board	Priority location city centre update	Information paper
1 July 2022	Establishment of lead agency	Eke Panuku established as lead agency, appointment of Priority Location Director confirmed
30 November 2021, Planning Committee	City Centre Lead - Implementation of the City Centre Masterplan	Endorse Eke Panuku as the lead agency for the implementation of the City Centre Masterplan 2020

Nga whiringa me te taatai | Options and analysis

17. The action plan is an important deliverable of both Eke Panuku as lead agency and the council whānau as an integrated team. It has been supported by wide-spread stakeholder engagement. It outlines how we will give effect to the masterplan over the next ten years, through city-wide and place-based programmes. It builds on the combined capability of our organisations and charts a pathway for us to implement ongoing transformation of the city centre in a place-led, best-for-city-centre way.

18. The purpose of the action plan is to:

- Prioritise our investment by working to one plan and making the most of constrained funding while preparing for the future.
- Integrate our work for the city centre by working as one team, harnessing the skills and expertise from across the group and presenting a clear picture to decision makers.
- Inspire others to contribute to the masterplan outcomes by advocating for the city centre, listening, and speaking positively and as one on the most important issues, and championing the work of others in the city centre.

19. Urban regeneration is more than infrastructure. To respond to the potential and complexity of the city centre and our collective work in this place, the action plan needed to encompass three dimensions:

- City-centre wide programmes - critical actions that are often less tangible but important to advance economic, social, cultural and environmental outcomes.
- Place-based programmes - physical infrastructure such as urban realm enhancements and development delivery programmes.

- Phased - identifying when we need to invest in certain initiatives. While the masterplan is a 20-year plan, the action plan's integrated work programmes consider action across three timeframes - immediate, next 12 months; short term, 1-3 years medium term, 4 to ten years, with more clarity on the immediate and short-term actions.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

20. The work was primarily resourced with internal resources within Eke Panuku, Auckland Council, Auckland Transport and Tātaki Auckland Unlimited. A small budget was allocated to support design, engagement, and copyediting tasks.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

21. Project risks were identified and proactively managed through the project plan and project governance.

22. Key risks for the ELT and Board to be aware of:

- a. Funding status of actions - As this action plan has been produced at the start of an LTP/RLTP process, information about funding status is subject to further work to confirm funding and resources against priorities. The Action plan will be updated to reflect the final funding status once this is agreed through the Long-term Plan process.
- b. Governance and decision-making - Eke Panuku is mandated as the 'owner' of the action plan. The group is accountable to Eke Panuku to report against its delivery, in practice each organisation must follow its own governance processes regarding funding decisions. This means Eke Panuku's role, and that of the Action Plan, is to influence rather than to control meaning the support of the group at all levels is required to deliver on our integration aspirations.
- c. The council group has hundreds of activities and initiatives underway in the city centre at any one time. This action plan is not intended to be an exhaustive list of these but a summary of what we believe are key actions for consideration by the group in its funding discussions.
- d. Endorsement through CCO Boards and Council Committees - The action tables were developed collaboratively. Changes to the action plan may be required following further engagement with CCO Boards and Council committees to address their objectives through the actions outlined in the action plan. The action plan is therefore designed to be flexible to recognise that some actions require further work such as additional engagement, feasibility testing, detailed design and/or additional funding.

Tauākī whakaaweawe Māori | Māori impacts

23. To strengthen the relationship with mana whenua a series of hui have been held with the mana whenua forum. We will continue to strengthen our relationship and continue to work together to build our collective understanding. The Advance Mana Whenua Outcomes programme identified in the Action Plan provides one way for us to support this way of working together.

Eke Panuku Mana Whenua forum		
Date and meeting	Topic	Decision / Outcome
22 May 2023	City Centre Action Plan	Opportunity to provide feedback and direction, including Advance Mana Whenua outcomes section
4 April 2023	Introduction of City Centre location and City Centre Action Plan	Introduce City Centre location and City Centre Action Plan. Commit to a further hui to workshop key themes.
13 June 2022	Introduction to Priority Location Director	Introduce city centre location and new appointments

24. The Independent Māori Statutory Board (staff) were also briefed on the project and welcomed the opportunity for early and ongoing engagement.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

25. Extensive engagement was undertaken through the development of the Action Plan to gather the insights and priorities of partners and stakeholders whose organisations play significant roles in investment, operations, and day to day activity in the city centre. These conversations led on from the "listening sessions" held in 2022 as part of the establishment of the lead agency approach. The organisations engaged with are summarised in Attachment 3. They include representatives of mana whenua, city centre businesses, city centre residents group, city centre network, thriving city network, NZ Police, Ports of Auckland Ltd, developers, universities, central government agencies and departments, City Rail Link Ltd.

26. The themes that have arisen from stakeholders are highly consistent, irrespective of whether the partners and stakeholders engaged with represent business, residents, community organisations or public sector agencies. These emerging themes have helped shape the Action Plan:

- Importance of collaboration and interdependence if we are to achieve a shared vision for the city centre.
- Broad acceptance and support for the Masterplan outcomes and Action Plan strategic drivers - these should direct the development of the Action Plan and prioritisation.
- Importance of the city centre "experience" - quality of the public realm, safety, cleanliness, pedestrian friendliness, and wayfinding are essential to the city's success.
- Widespread concerns around safety especially in relation to crime, concern that this has worsened since the COVID-19 lockdown periods. Agreement that pro-social behaviours such as attracting more people into the city centre can help dissuade anti-social activity.
- Acknowledgement of the deep cultural significance of the city centre to mana whenua.

- Universal acknowledgement of the importance of transport and ease of movement around the city centre.
- High expectations around commissioning of the City Rail Link.
- Establishment of a city centre primary school considered a "game changer" for the city centre.
- Uncertainty over the future mix of residential and commercial uses in the city centre, acknowledging changing development dynamics and market conditions.
- Clear appetite for further investment and transformational projects in the city centre.
- Strong unsolicited support for a Lead Agency to plan for and co-ordinate city centre programmes. Eke Panuku as the council's regeneration agency, is seen as the appropriate CCO to take on this role. Eke Panuku role as lead officer on the City Centre Advisory Panel also acknowledged and supported.

27. The Action Plan was also developed with inputs and insights gathered from representatives across the whole of the group - Auckland Council, Auckland Transport, Tātaki Auckland Unlimited, Watercare alongside Eke Panuku.

Tauākī whakaaweawe āhuarangi | Environment and climate change impacts

28. The City Centre Action Plan supports implementation of Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan. The ambition is for the city centre to lead the way in sustainable living, development and transport. The Strengthen Climate Response programme helps define priority actions that support both adaptation and mitigation responses in the city centre. This programme aligns with Making Space for Water, the blue-green network approach.

Ngā koringa ā-muri | Next steps

29. The action plan is a resource to:

- Support our people
- Achieve clarity
- Support further integration
- Inform prioritisation; Statements of Intent (SOI), Long Term Plan (LTP) and Regional Land Transport Plan (RLTP) and business cases/place-based plans
- Inform future engagement
- Support a joined-up narrative for informing, storytelling, and promotion
- Provide coherence and confidence for working with partners.

30. We recognise there are significant resource constraints and ongoing change within the council group. The matrix team model offers an opportunity for the group to work in a much more collaborative and coordinated way.

31. We intend integrated reporting will take place quarterly to the joint steering committee and the Eke Panuku Board. Much of this will involve a compilation of existing reports and data rather than requiring new reporting.
32. There is likely to be less funding and resources than we have ambition for, the action lists will be further refined and prioritised through the LTP and RLTP process based on more granular information about funding envelopes, feedback from committee workshops and further detailed work to develop up requirements. This will be an iterative process – this aligns with the intent of the action plan being a ‘living document’. On this basis, priority actions will be considered and refreshed at least annually, with a full review of the action plan at least every three years.
33. The next steps are:
- Finalisation of document production and publication - July 2023
 - Parks, Environment and Planning Committee endorsement - August/September 2023
 - Tātaki Auckland Unlimited and Auckland Transport endorsements - August/September 2023
 - Communication external and internal - August 2023 onwards
 - Internal implementation and roll-out - August 2023 onwards

Ngā tāpirihanga | Attachments

Attachment A - City Centre Action Plan 2023-2034 our priorities for a thriving city centre - draft word version.

Attachment B - City Centre Action Plan 2023-2034 draft design example subject to further design work including sourcing images and photos.

Attachment C - Stakeholder engagement record.

Ngā kaihaina | Signatories

Ian Wheeler, Chief Operating Officer

David Rankin, Chief Executive

Auckland City Centre Action Plan 2023-2034

Our priorities for a thriving city centre

DRAFT

Foreword (Draft)

Our city centre is the beating heart of Tāmaki Makaurau. It has always been a magnetic gathering place where people can be together, seize opportunity, do business, learn, entertain and be entertained.

Its unique geography on the beautiful Waitematā, its valleys and ancient streams such as Wai Horotiu beneath Queen Street, have attracted people here throughout history from mana whenua to the earliest European settlers.

Throughout that history, and combined with our unique contemporary Māori culture and the strong Pacific and Asian influences, the city centre has become collection of experiences; stories of passion and perseverance, frustration and opportunity, sweat and celebration, resilience and regeneration.

Anywhere in the world, a thriving city centre is an energetic and entrepreneurial place - it humms with excitement, bustles with people, culture and nature; it is well-functioning, welcoming and accessible . It supports the daily routines of its people but also provides extraordinary moments that make us feel proud. This is Auckland city.

The world is changing, people's expectations of cities are changing, and Auckland is not being left behind. A major transformation has taken place here over the last decade: the regeneration of Wynyard Quarter from a bulk liquid storage area closed off to the public into an award-winning neighbourhood, the Downtown area where people can now connect with the sea, Britomart and Te Komititanga Plaza, Karanga a Hape Road, and Queen Street.

It's easy to point to physical infrastructure and development as success points but we know that the real success factor is the fulfilment of the people who live, visit and do business here. And that is a much harder goal to achieve. With our commitment to working together in a different way, putting people at the centre of our decisions we think this goal is achievable.

This action plan is a collection of things that many people, groups and organisations believe need to be done in Auckland city centre over the next ten years. Putting this together has been a team effort. This is a living plan that will be kept relevant through a process of constant alignment of priorities and investment. It's not a comprehensive summary of everything that will be done but it gives everyone a pathway for the council and its specialist organisations to deliver the aspirations of the City Centre Masterplan.

We are all custodians of this place and we look forward to working with you to deliver the city centre you deserve today, tomorrow and in the future.

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Summary (Draft)

Auckland's city centre is rebounding following the pandemic restrictions, significant council and private sector investment is underway including the largest transport infrastructure project in New Zealand's history, and local and international events, such as the FIFA World Cup, are bringing thousands of people back to the city.

At the same time, as with cities around the globe, our city centre faces complex economic, social and environmental challenges, severe financial constraints and simmering frustration with the central city experience which has seen significant disruption over recent years.

The council group, led by urban regeneration agency Eke Panuku, has been working towards an integrated action plan for the city centre - a tool for the council group to prioritise its work in the city centre. With constrained funding, the goal is to drive a sharper focus on the day-to-day experience of the city and on those things that have the greatest impact to deliver on priorities over the short and medium term.

The purpose of the action plan is to:

- Prioritise our investment by working to one plan and making the most of constrained funding while preparing for the future.
- Integrate our work for the city centre by working as one team, harnessing the skills and expertise from across the group and presenting a clear picture to decision makers.
- Inspire others to contribute to the masterplan outcomes by advocating for the city centre, listening, and speaking positively and as one on the most important issues, and championing the work of others in the city centre.

The city centre is made up of a collection of places with quite distinct histories and characteristics. These range from the Karanga-a-Hape ridgeline in the south, to the Victoria Quarter and Wynyard Quarter in the west, the Learning Quarter and Te Tangaroa/ports in the east, the central waterfront and downtown area to the north and Waihorotiu Valley/Queen Street at its heart.

The five organisations which collectively make up the council group provide hundreds of specialist services, facilities and infrastructure in the city centre: from roads and railway stations, to the Art Gallery and Aotea Centre, public spaces and events, rubbish collection, cleaning and pipes, development partnerships and placemaking, to buses and business support to name just a few.

There is an inspirational guiding masterplan for the city centre (the CCMP) and this remains the overarching high level document for the city centre over the long term. This action plan proposes a pathway for its implementation.

While the development and overall ownership of this plan was delegated to Eke Panuku, the council's urban regeneration specialists, it has been informed by a matrix team drawn from across the council group as well as engagement with a wide range of stakeholders regarding their issues and priorities.

Rather than being an exhaustive list of the council group's varied work for the city centre, this plan proposes a set of focus areas, integrated work programmes and priority actions to help focus our efforts. The prioritisation principles that underpin this work are intended to support future decision-making. These were informed by the masterplan, the changing context including the impacts on the city centre resulting from COVID-19, recent social and economic pressures, and the impact of climate change.

To support a 'best for city centre' approach, the action plan also provides a new way to organise and communicate the council group's work via a series of integrated work programmes. With priority actions identified for each, this supports a coherent and consistent narrative and will be overseen by a matrix leadership team from across the group.

The plan separates actions into immediate (this year), short term (1-3 years) and medium term (4-10 years) and outlines whether they are fully funded, partially funded or unfunded in council budgets as they stand. This information is intended to inform group's main long term budget negotiation processes which are underway, the long-term plan (LTP) and regional land transport plan (RLTP).

This plan must adapt and adjust over time so it will be a living document, updated regularly. However, it is as much about how we work as what we do. Collaboration and partnership are critical to its success. Just as no one council agency can do it all, the council group can't create a thriving city centre on its own; the private sector, central government and social sector and the people of Auckland must all play their part in its success.



Contents

Foreword

Summary

Contents

Introduction

The past 10 years

Looking ahead

How we set our priorities

Our focus in coming years

Our integrated work programmes

City-wide programmes

- Enhance people experience

- Increase investment and attraction

- Support communities

- Strengthen climate response

- Advance Mana Whenua outcomes

Place-based programmes

Integrate City Rail Link with public spaces, public transport and redevelopment projects

Lead and influence city-shaping infrastructure projects

Foster city centre development partnerships

Deliver integrated transport networks

Facilitate regeneration of our city centre precincts

Appendix 1: How we will track progress

Appendix 2: Prioritisation principles

Acknowledgements

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Introduction

We have developed this action plan to help us implement the City Centre Masterplan.¹ The masterplan offers a vision of how a revitalised city centre can look. It is inspirational, high-level and long-term. Outcomes are broadly defined. The role of this action plan is to set out the steps needed to achieve these outcomes. It prioritises some initiatives over others. This has been necessary because our finances are not unlimited, and the masterplan contains many more ideas and projects than we have the resources to fund in the short to medium term. We have therefore had to set priorities and target funds in a way that achieves the biggest possible impact. In drawing up this plan, we have also taken account of:

- the effects of the COVID-19 pandemic, recent social and financial pressures, and the impact of climate change
- the eventual impact of the City Rail Link, which will result in the city centre looking, and functioning, quite differently in three years' time
- the effects of potential infrastructure projects such as developing options for the future of port land, building a light rail system and constructing additional Waitematā Harbour connections
- feedback from groups we met over the past six months to gauge the potential impact of these changes on them, their businesses and their communities
- the adoption of an integrated approach by the four council agencies concerned to implement the plan's work programmes.² Urban regeneration is about planning neighbourhoods in such a way that their communities and economies are stronger. Implementation will aim to put the needs and aspirations of the city centre's people and places foremost, rather than individual agency needs, in a "best for the city centre" approach.

The plan works on three timescales: the **immediate** 2023-24 financial year (aligned to the current annual plan), the **short-term** (one to three years)³ and the **medium-term** (four to 10 years).⁴

¹ The City Centre Masterplan was introduced in 2012 and updated in 2020 to guide Auckland Council's efforts to rejuvenate the city centre. The city centre is, broadly speaking, the area bounded by the motorway ring of the central motorway junction, and the waterfront area between Westhaven in the west and Ports of Auckland in the east. The integration with adjoining neighbourhoods through the "city to villages" connection is acknowledged.

² They are: Eke Panuku, Auckland Council, Auckland Transport and Tātaki Auckland Unlimited.

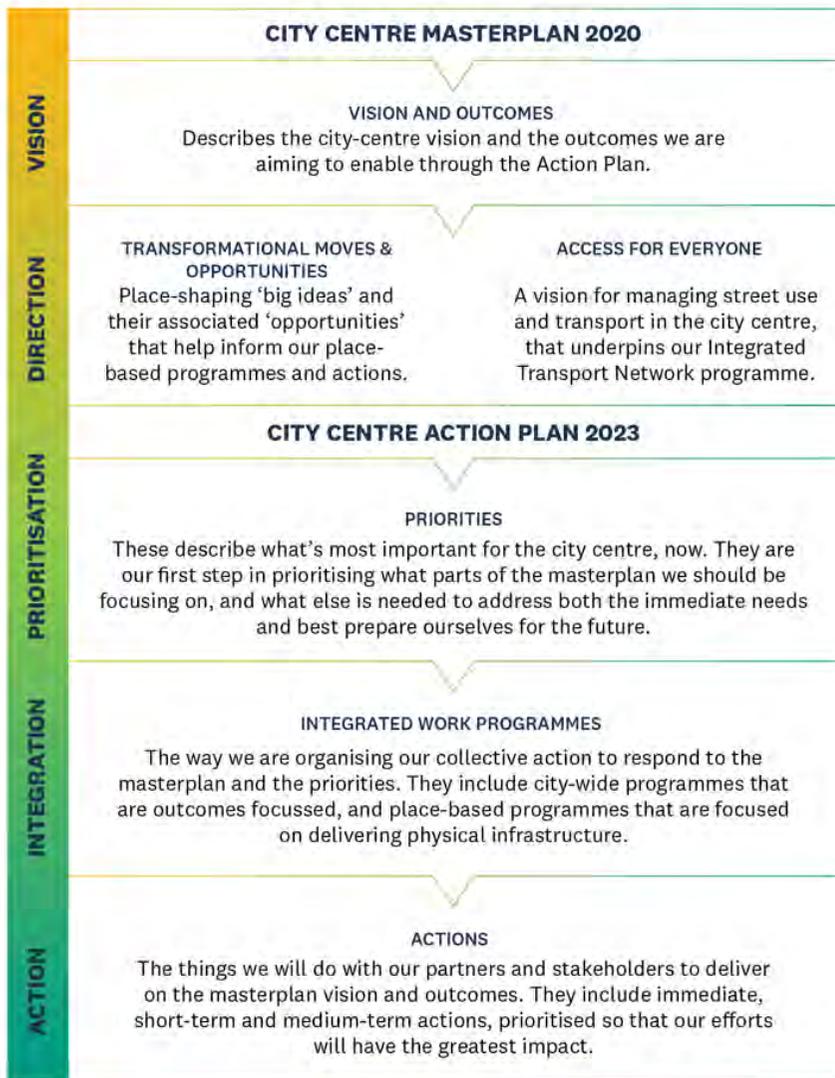
³ Aligned with the financial years 2025-27 and years one to three of the forthcoming 2025-2034 Long Term Plan and Regional Land Transport Plan.

⁴ Aligned with the financial years 2028-34 and years four to 10 of the forthcoming 2025-2034 Long Term Plan and Regional Land Transport Plan.

Naturally, details about projects in the earlier phases are more comprehensive than those in later years, which may not yet have been worked through. The plan contains a series of investments in obvious physical capital works, such as new and revitalised buildings and improvements to streets and footpaths, but it also devotes resources to less visible services and infrastructure, such as supporting the night-time economy and making it easy for visitors and others to find their way around, that ensure the city centre is welcoming and inclusive. It also contains milestones to strive for to ensure the city centre is, indeed, a thriving one. What will such a centre look like? It will be a place that celebrates its unique identity, offers integrated transport choices, sustains a healthy natural environment, provides quality urban living choices, and has a prosperous local economy.⁵

We will review, and where necessary revise, the plan each year in line with annual business planning and after engaging with relevant partner agencies. More comprehensive reviews will occur every three years as part of the council group's Long Term Plan and Regional Land Transport Plan.

⁵ Thriving Town Centre – guidance for urban regeneration in Tāmaki Makaurau Auckland (2022).



The past 10 years

The city centre has undergone substantial change in the decade since the masterplan took effect. Precincts such as Commercial Bay, Britomart and Wynyard Quarter are unrecognisable from 10 years ago. There have also been numerous projects that have helped create a more vibrant, people-friendly city centre, including shared spaces and laneways, construction of Te Ara I Whiti The Lightpath, redesign of Quay Street and the ferry basin, street upgrades along Karangahape Road, and redevelopment of Freyberg Place, the Ellen Melville Centre and Toi o Tāmaki Auckland Art Gallery. Residential growth has been rapid, too, during this time.

However, the events of the past three years have required us to become much more agile and resilient to an increasing amount and pace of change. The COVID-19 pandemic and subsequent lockdowns have had a significant impact on the social and economic fabric of the city centre. The increase in extreme weather has required a sharper focus on improving the city's climate resilience.

Resident numbers have dropped off since 2019 after rising sharply in the preceding period (see snapshot below). This not due to one single factor, but likely reasons include demographic and lifestyle changes and the loss of international students resulting from COVID-19. City centre residents are younger and more ethnically diverse than those in other parts of Auckland. Almost three-quarters are born overseas, and more than half are of Asian ethnicity. A significant proportion are aged between 20 and 34 compared with the Auckland-wide population.⁶

Office vacancy rates accelerated in the wake of COVID-19 as more people switched, partially or fully, from office to home-based work. This, in turn, has hurt city centre foot traffic and spending.⁷ The loss of international students and tourists, including cruise passengers, has contributed to the downturn. Public transport numbers have yet to return to pre-pandemic levels. However, there are positive signs the city centre is rebounding, helped by increased commercial activity and investment. Recent data indicates more people are choosing public transport, cycling and walking to get into the city. Real estate data suggests commercial tenants are switching to higher-grade office space.⁸ The number of businesses and employees in the city centre has risen, and several internationally branded hotels have opened for business.

Snapshot of city centre's health 2012-22*

⁶ NZ Stats Census (2018) SA1 data.

⁷ Pedestrian traffic fell by almost 70 per cent from March 2019 to March 2022, Heart of the City data and reporting.

⁸ JLL, CBRE, Colliers reporting in media (2023 various).

City centre	2012 (masterplan introduced)	2019 (masterplan revised)	2022 (collected data)	Change compared to 2012	Change compared to 2019
Residential population	29,970	38,390	36,460	21.7%	-5.0%
Number of businesses	11,808	14,151	14,958	26.7%	5.7%
Number of employees	111,441	141,640	146,601	31.6%	2.5%
Overall office vacancy rate	10.5%	5%	12.5%	-19%	
Office vacancy rate: prime offices	8%	3%	8.5%	-6.3%	
Office vacancy rate: secondary offices	12.0%	6.5%	17.0%	-41.7%	
Car commuters: morning peak*	-	104,127	75,206	-	-27.8%
Pedestrians and cyclists: morning peak*	-	17,077	13,720	-	-19.7%
Pedestrian traffic**	2,399,237	2,427,369	1,396,703	-42.5%	-41.8%
Spending*	-	159,790,000	130,864,000	-	-18.1%

* September to November

**October counts.

Looking ahead

In our rapidly changing world, cities across the globe are having to reconsider the role of their city centres, and Tāmaki Makaurau Auckland is no different. Research shows that the most successful city centres are reestablishing themselves as the primary places for face-to-face collaboration, providing a highly valuable counterpoint to the virtual environments we have become familiar with in recent years. They are also defining themselves as highly connected, walkable, culturally and amenity rich places where diverse experiences, social interaction, innovation and living intersect.

Tāmaki Makaurau is translated in the masterplan's vision as Auckland, the place desired by many. To ensure that our city centre remains desirable on a regional, national and global scale, our investment decisions must be guided by an eye to the future and an understanding of how our city centre needs to be positioned, how it is likely to evolve, and what makes it unique.

We have identified the following four characteristics for our city centre that we believe will drive its desirability over the next decade. These are evidence-based drivers, and have been informed by the masterplan, our research and our time spent listening to and working with our city centre stakeholders, business leaders and community groups to understand how they see Auckland's city centre of the future:

- **A diverse range of experiences:** The city centre will be welcoming, engaging and offer a wide variety of experiences. This will help attract more residents, businesses, talent and tourists to nurture a creative, thriving economic hub.
- **A leader in sustainability:** The city centre will lead the way in sustainable living, development and transport. It will protect and regenerate the natural environment and enhance its mauri. This will improve the quality of life for residents and city workers, as well as enhance the experience of visitors to the city centre. It will also attract more investment, businesses and residents.
- **A unique identity:** The city centre will proudly celebrate its unique historic and cultural heritage and its present-day superdiversity. It will also reinforce its foundational relationship to Te Waitematā. This will help create a distinctive sense of place that sets the city centre apart from those of other cities.⁹
- **An attractive place to live:** The city centre, like the region, will have to accommodate a growing number of residents. Our challenge will be to ensure the city centre has the amenities, facilities and transport options to make it an attractive and socially cohesive place to live in.

⁹ Auckland Place Brand - <https://auckland-brand.aucklandnz.com/brand>.

These drivers reinforce the direction of the masterplan and will help to inform and sharpen our areas of focus. They help guide our priority focus areas below.

How we set our priorities

We have drawn up a set of principles to guide how we will prioritise short-term and medium-term projects (see appendix 2). Much of the plan's first three years of work is already under way or is getting ready for delivery. It focuses on preparing the city centre for the new City Rail Link and supporting businesses, residents and visitors through the disruption caused by this important work. Within this context, these principles have helped us select projects and initiatives that have the greatest impact from our limited funds to deliver on our priorities over the short and medium term. At the same time, we will continue to look for opportunities to fund city centre projects and initiatives in partnership with others. We will use the same principles to help determine city centre priorities for our next 10-year long-term plan.

We recognise that developing a plan is only the first step in turning a vision into reality, and that effective implementation is the second crucial step. No single agency can do all of this – everyone has a role to play in the successful and ongoing revitalisation of the city centre. Our stakeholders and partners, as well as the council's elected representatives, have made it clear they expect the council's various agencies to work in a much more collaborative and co-ordinated way in implementing the masterplan. This includes:

- making the best use of available resources
- working effectively with partner organisations
- listening to – and responding to – the different needs of those who visit or live in the city centre
- being clear about what we will do, and when
- being upfront if plans need to change, and why.

Our focus in coming years

The next decade will be marked by continued transformation of the city centre. The short-term and medium-term work programmes in this plan have been developed according to our prioritisation principles. In implementing these programmes, we intend focusing on the following areas, especially in the short term:

Focus area #1: Improving the experience of the city centre: People's initial experience of the city centre plays an enormous role in their decision to work, live or visit there, or to invest here. We need to make improvements right away so people have a better experience of the city centre and what it can offer. No one can be expected to wait indefinitely for promised improvements. This means:

- **Getting the basics right:** We will put extra emphasis on initiatives that contribute to a clean, safe and well-functioning city centre, including such things as making it easy to do business.
- **Making it easy to get into and around:** We will focus immediately on removing obstacles to easy movement into and around the city centre, such as more servicing and loading areas for businesses, clearer signposting and more efficient use of temporary traffic management.
- **Boosting attractions:** We will continue to rebuild the city centre's reputation as a destination in its own right by promoting existing events more effectively, making promotional funding go further, and making the best use of facilities such as Toi o Tāmaki Auckland Art Gallery.

Focus area #2: Realising the full benefits of the City Rail Link: The City Rail Link is reshaping the city centre, and our focus over the next three years will be to ensure the city centre is in a position to take full advantage of the project's enormous benefits. This means:

- **Regenerating areas near new stations:** We will continue our investment in programmes aimed at regenerating areas around the Waihorotiu and Karanga-a-Hape stations.
- **Integrating public transport:** We will prioritise improvements to the public transport network so there is a seamless connection with City Rail Link services when they begin.

Focus area #3: Supporting residential growth in the city centre: The benefits of a larger residential population in the city centre are well understood, and a lot of our work is directed towards lifting population numbers. In the immediate future, we will focus on supporting existing residents, as well as ensuring we have a clear plan to support residential growth in the medium to longer term.

Focus area #4: Advancing other city-shaping projects: We will ensure other projects with the potential to remake the city centre, whether planned on in the scoping phase, receive sufficient attention, including:

- **Redeveloping the Downtown Carpark:** This project will have a pronounced impact on the entire downtown precinct as it gets under way over the next four years.
- **Redeveloping the port precinct:** This redevelopment has the potential to open up the waterfront in the short term as well as remake the whole city centre over the medium to long term.
- **Investigating light rail and another harbour connection:** Both of these projects could open up enormous possibilities for reshaping the city centre and will need thorough planning to ensure their benefits are fully realised.

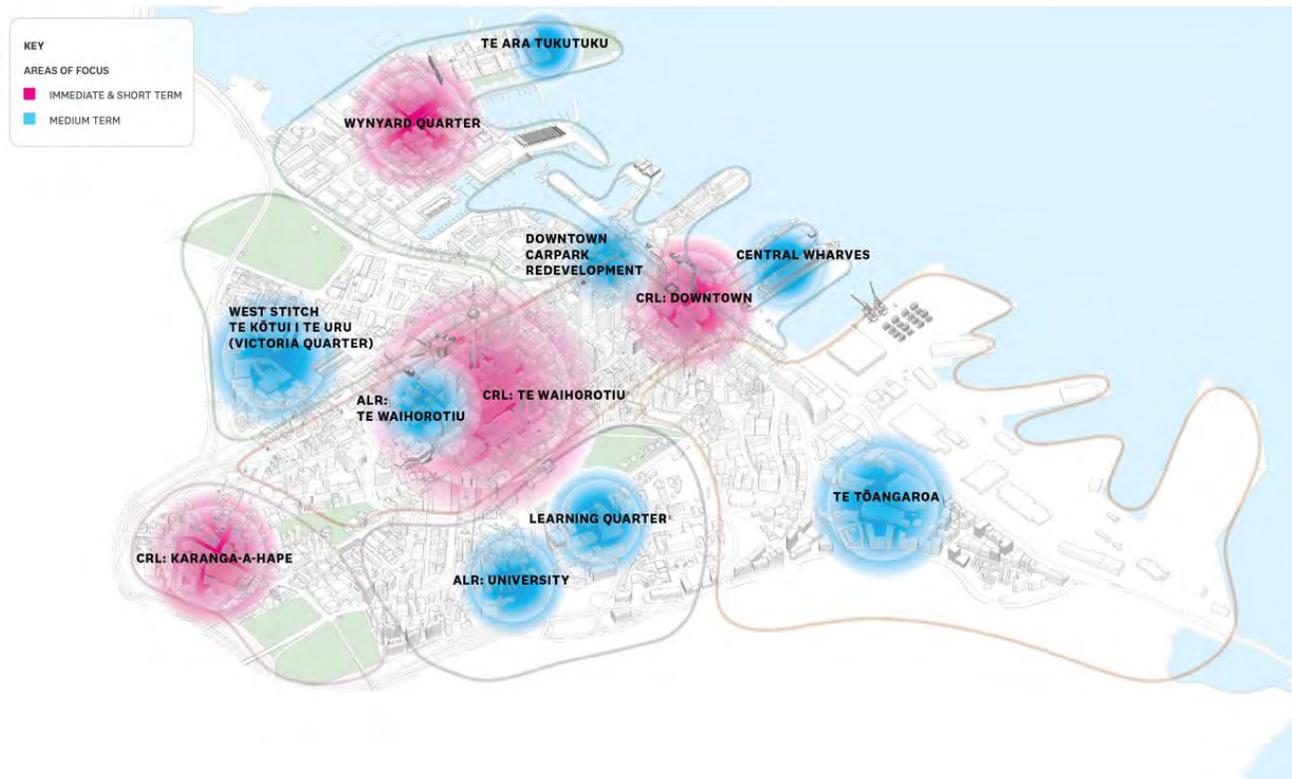
Focus area #5: Increasing climate resilience: Recent severe weather has driven home the urgency of making the city centre more resilient to climate change. Our focus will be on reducing emissions through increasing the appeal of public transport, cycling and walking over private cars, increasing tree cover and enhancing flood resilience.

Valuing collaborative partnerships: Turning our vision for the city centre into reality will not be possible without the involvement of others. Funding constraints add to the necessity of building partnerships with others – including mana whenua, developers, property owners, community groups and the universities – to achieve our goals. Building meaningful, effective partnerships will help us to implement the city centre masterplan.

Planning in an integrated way: While we have made substantial progress, there is still work for us to do to firm up the detail of our longer term priorities. As a living document, this plan will require revisions as projects are completed and the city centre is gradually transformed. Effectively integrating the many different aspects of our city centre, such as urban development and public transport through our planning approach will be vital to creating a green, liveable, and economically vibrant city centre. Areas of focus for our ongoing planning work will include the Waihorotiu valley, notably a low-emissions area, a laneway circuit and a revitalised arts and culture precinct; residential growth areas to the east and west of the city centre and ensuring better walking and public transport connections between them; and collaboration with the universities to ensure improved physical connections to the Learning Quarter as they invest in campus upgrades.

Investment and activity shaping the city centre

The map below shows where significant activity and investment is occurring and is expected to occur within the city centre over two time periods - the immediate to short term and the medium to longer term. This investment can fundamentally shape the city centre, and our approach here is to work with partners and align our efforts to deliver on the masterplan.



Our integrated work programmes

Our integrated work programmes help us to respond to our priority areas of focus, while giving us the framework to respond to the masterplan and deliver place-based urban regeneration. The plan consists of city-wide programmes that target the social, economic, environmental and cultural elements of the city. The programmes that focus more on delivering physical infrastructure and the integration of place and movement, are our place-based programmes. The city-wide programmes are inherently linked with and will inform implementation of our place-based programmes. They are:

- Enhance people experience
- Increase investment and attraction
- Support communities
- Strengthen climate response
- Advance Mana Whenua outcomes
- Integrate City Rail Link
- Lead and influence city-shaping infrastructure projects
- Foster city centre development partnerships
- Deliver integrated transport networks
- Facilitate regeneration of our city centre precincts

The action plan is flexible to recognise that some actions require further work such as additional engagement, feasibility testing, detailed design and/or additional funding. Funding status in the implementation tables refers as follows:

- Funded – action can be supported through existing funding allocated in council budgets.
- Partly funded – part of the action can be supported through existing budgets, but not in its entirety. Additional funding is required to realise full benefits.
- Not funded – action has not been identified in existing budgets and a funding gap exists. Future budget processes provide an opportunity to prioritise and reallocate funds to support unfunded projects if the feasibility phase shows strong justification. Alternative ways to fund initiatives also need to be explored.

INTEGRATED WORK PROGRAMMES

The way we are organising our collective action to respond to the masterplan and the priorities. They provide the framework for us to deliver place-led urban regeneration in the city centre.

CITY-WIDE PROGRAMMES

These are outcomes focused, and include things over and above physical infrastructure that are important to help us achieve a thriving city centre over the next decade.



PLACE-BASED PROGRAMMES

These are focused on enabling and delivering physical infrastructure. They encompass the different areas that make up the city centre, the transport networks that enable people to move to and around it, major projects that will have significant impact on its shape, and the critical partnerships we must have to deliver the changes we want to see.



ACTIONS

Each programme includes actions we will do with our partners and stakeholders. They include immediate, short-term (years 1-3) and medium-term (years 4-10) actions. We will prioritise those things that will have the greatest impact for the available resources.



Our work programmes are integrated and together help us achieve our mission of a Thriving City Centre.

Our

integrated work programmes and their focus on prioritised actions are outlined in the following sections.

City-wide programmes

The city-wide programmes are outcomes focused. They represent areas of importance over and above the delivery of physical infrastructure. They enable us to respond to systemic challenges and opportunities, and help to ensure that the value of our investment in infrastructure is fully realised. The programmes have been structured to respond to the outcomes of the masterplan as well as the four city-shaping characteristics, or drivers, outlined above. The actions within them also respond to the priority focus areas outlined above.

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Enhance people experience

Our focus

- Improve personal safety and perceptions of safety.
- Improve cleanliness and reduce graffiti.
- Improve the ability for people to navigate and make sense of the city centre.
- Improve communication about disruption from construction work.
- Manage disruption better.

Why this matters

A city centre must be, first and foremost, clean, attractive, safe and easy for users to navigate their way about. This applies regardless of whether construction work is in progress. Facilities must also be accessible to all. A well-functioning city centre needs to get the basics right – from maintaining footpaths and our public spaces to the collection of rubbish and the provision of essential services and amenities. Unless we get these basics right, we cannot expect to draw people into the city centre, whether to visit, live or invest here.

What we've heard

Most people said these characteristics were basic – and essential – elements of a well-functioning city centre, and that their absence would harm its reputation as an enjoyable place to live, visit or work in. Most were concerned about their safety and the prevalence of crime. They felt strongly that the city centre had become less safe since the COVID-19 lockdowns. Nearly half of those surveyed said feeling unsafe was the main reason they viewed city living in an adverse light.¹⁰ Residents ranked getting on top of noise as second only to improving personal safety. Stakeholders placed a high priority on making the city centre a safe place for everyone by reducing crime and anti-social behaviour. People generally agreed that anti-social behaviour in the city centre was discouraged by having more people around: high attendance at public events, patronage of food and beverage businesses, and more people using public spaces. This “passive surveillance” requires greater all-round use of the city centre. Businesses stressed the link between those things, the quality of public spaces, safety, cleanliness, pedestrian friendliness and wayfinding and business success. This includes attracting employees and clients into the city centre.

Our response

We plan to take the following steps to improve the overall experience of those who live, work in or visit the city centre:

¹⁰ City Centre Residents Survey (2023).

- Improve safety and perceptions of safety by adopting a comprehensive approach to the problem that takes in security, outreach and collaboration.
- Design public spaces applying the principles of crime prevention through environmental design (CPTED).
- Work in partnership with the Central City Community Safety Taskforce, police, Māori and Pacifica wardens and security firms and the two city centre business associations.
- Bring more people into the city by applying the concept of “safety guardians” to improve perceptions of safety.
- Seek innovative solutions to managing noise.
- Adopt a proactive approach to managing disruption caused by construction.
- Do more to keep the city centre clean and remove rubbish and graffiti.
- Make the city centre easier to navigate and get around by installing better physical and electronic signage particularly as it relates to public transport.
- Remove barriers to ensure people of all abilities and stages of life can access facilities using principles of universal design.

Implementation actions

Action	Masterplan outcome	Timeframe	Funding status	Implementation lead	Partners
Getting the basics right					
1.1 Safety: establish a multi-agency approach and action plan to set priorities to respond to issues of safety and antisocial behaviours. Includes: <ul style="list-style-type: none"> • Continuing the Central City Community Safety Taskforce partnership with Police. • Conducting regular CPTED audits and work with businesses to raise awareness of safety. 	3: Accessible and inclusive city centre	Immediate	Funded	Auckland Council	New Zealand Police, Auckland Transport, Māori and Pacifica wardens, Heart of the City, Karangahape Road Business Association, Outreach partners, Hospitality New Zealand, universities, Kāinga Ora – Homes and Communities ,

Action	Masterplan outcome	Timeframe	Funding status	Implementation lead	Partners
					City Centre Residents Group
<p>1.2 Development support: embed a comprehensive development response approach across the council group to better manage the impacts that our physical works have on the city centre community. This includes:</p> <ul style="list-style-type: none"> Continuing to support the community during construction of the the Midtown programme (ref action 6.4). Continuing to improve our development response by looking to good examples such as Midtown Collaborating and sharing information across agencies as a way of supporting the community through change in the city. 	10: Prosperous city centre	Ongoing	Funded	Auckland Council	City Rail Link Limited, Link Alliance, Auckland Transport, Waka Kotahi NZ Transport Agency
<p>1.3 Co-ordinated place management: enhance our response to addressing the underlying challenges around operations and maintenance:</p> <ul style="list-style-type: none"> Initiate weekly walk-overs of the city centre to address, breakage, construction waste and wayfinding issues. 	5: Public life	Ongoing	Funded	Auckland Council	Thriving City Network, Place Operations Group**

Action	Masterplan outcome	Timeframe	Funding status	Implementation lead	Partners
<ul style="list-style-type: none"> Place improvement plans: develop and implement co-ordinated place management plans to improve operations and maintenance. 					
1.5 Public realm: implement a co-ordinated public realm operations, maintenance and renewals programme to improve the functionality and appearance of our public spaces and streets.	5: Public life	Short (2025-2027)	Funded	Auckland Council	Auckland Transport, Eke Panuku
1.6 Public amenities: review provision of public toilets and changing rooms and identify any areas where they are needed. Identify opportunities to improve people's experience of public amenities and develop an improvement programme.	2: Connected city centre	Short (2025-2027)	Not funded	Auckland Council	
1.7 Quality footpaths and shared spaces: review renewals programme for footpaths and shared spaces within the city centre and revise levels of service to ensure that the quality of footpaths are not detrimentally impacting peoples experience in the city centre.	2: Connected city centre	Immediate	Unfunded	Auckland Transport	Auckland Council
1.8 Public transport experience: improve the experience for customers in and around city centre by continuing to address bus driver shortages, providing	2: Connected city centre	Ongoing	Partly funded	Auckland Transport	Waka Kotahi NZ Transport Agency

Action	Masterplan outcome	Timeframe	Funding status	Implementation lead	Partners
clear and reliable information about schedules and changes.					
Easy to get to and around					
1.9 Wayfinding: complete wayfinding strategy and begin putting into effect in midtown area.	2: Connected city centre	Short (2025-2027)*	Partly funded	Auckland Transport	Auckland Council, Eke Panuku
1.10 Temporary traffic management: improve temporary traffic management practices in the city centre to remove clutter and reduce the number of cones to enhance ability to move around the city centre.	Outcome 3: Accessible and inclusive city centre	Short (2025-2027)	Partly funded	Auckland Transport	Waka Kotahi NZ Transport Agency
Understanding the needs of our communities, now and into the future					
1.11 Customer insights: create a repository for sharing customer insights to support a single voice throughout city centre initiatives.	5. Public life	Immediate (2023-2024)	Funded	Eke Panuku	Tātaki Auckland Unlimited, Auckland Transport, Auckland Council
1.12 City centre personas: complete research to better understand the needs of different users of the city centre to help us and our partners create a city centre experience that attracts a wider range of people.	3: Accessible and inclusive city centre	Immediate (2023-2024)	Funded	Eke Panuku	Tātaki Auckland Unlimited, Heart of the City, K’Road Business Association

Action	Masterplan outcome	Timeframe	Funding status	Implementation lead	Partners
Enhancing experience					
1.13 Placemaking: establish a shared calendar for programming, events and activations to support collaboration and planning.	10: Prosperous city centre	Immediate (2023-2024)	Funded	Eke Panuku	Place Operations Group
1.14 Management of our public spaces: implement six-month placemaking pilot for Te Komititanga. <ul style="list-style-type: none"> Utilise pilot to inform how we get the best from the city centre's premier civic spaces (Te Komititanga, Aotea Square, Queens Wharf and Wynyard Quarter) and how they are programmed and activated. 	5: Public life	Immediate (2023-2024)	Funded	Eke Panuku	Tātaki Auckland Unlimited, Auckland Transport, Heart of the City, businesses

* Refers to financial years (July 1 to June 30).

** The Place Operations Group is made up of representatives from Auckland Council, Eke Panuku, Auckland Transport and Tātaki Auckland Unlimited.

Increase investment and attraction

Our focus

- Help support a night-time economy in the city centre.
- Attract more investment into the city centre.
- Encourage more students to live and study in the city centre.
- Encourage major events in the city centre.

Why this matters

The city centre plays a disproportionately large role in the Auckland economy. Its success is Auckland's success – and the country's, too, for that matter. Our goal is to ensure the necessary conditions and infrastructure are in place to attract investment and talented people to work and live in the city centre. The result will be an economy that thrives day and night, seven days a week, generating a dynamism that attracts still more investment. Major events add to that magnetism, drawing in visitors from near and far, which is why we will be working to encourage businesses to take advantage of the city centre's many top-class venues, stadiums and event centres. A final area of focus will be the tertiary sector, which is a big contributor to the local economy: students already add life and energy to the city centre. Our aim is to strengthen city campus life while exploring ways to improve connections with universities and the city centre.

What we've heard

Businesses, residents and mana whenua told us Aucklanders did not fully appreciate the extent to which the city centre's economy was linked to that of the Auckland economy, and indeed the national economy. They said the city centre's role in the social and cultural life of the region and country was also not fully appreciated. They said the city centre's role was an essential part of regional goods and services production and value chains, and also a significant source of income for many employees. They also noted that the city centre was the head office for firms with production in other parts of the region, and also the location of highly specialised service industries that, if not located in Auckland, would probably operate from overseas. Finally, they noted that city centre was a place where many of the region's recreational and cultural attractions could be found. Businesses said they regarded cultural and sporting events as invaluable in building a sense of ownership of, and connection to, the city centre by people who did not necessarily work or live there. They said they were strongly in favour of some form of flagship event in the city centre.

Our response

We plan to take the following steps to increase investment and boost attraction in the city centre:

- Promote the city centre’s major cultural institutions and event venues.
- Support inspiring, memorable arts and cultural events in the city centre.
- Explore opportunities for a signature, flagship event in city centre.
- Work with partners to help support a stronger night-time economy.
- Encourage further private sector investment in the city centre.
- Help foster a lively campus atmosphere that makes Auckland’s universities the choice of those taking up tertiary study, and the nearby city centre their choice of place to live while studying.
- Promote the city centre as a compelling destination for tourists.

Implementation actions

Action	Masterplan outcome	Timeframe	Funding status	Implementation lead	Partners
2.1 Night-time economy: update research from 2020 and use results to identify factors that stand in the way of, or could foster, a night-time economy. Identify a pilot area for implementation.	10: Prosperous city centre	Immediate (2023-2024)	Partly Funded	Tātaki Auckland Unlimited	Eke Panuku, Auckland Transport, Auckland Council, Heart of the City or Karangahape Road Business Association, Hospitality New Zealand, businesses
2.2 Increase and align investment: map current sources of public and private investment and develop a targeted private investment plan and proposition.	10: Prosperous city centre	Short (2025-2027)	Partly Funded	Tātaki Auckland Unlimited	Auckland Council, Auckland Transport
2.3 Major events: identify opportunities to host new events and co-ordinate with the programming calendar. Work on introducing an annual signature event.	10: Prosperous city centre	Short (2025-2027)	Unfunded	Tātaki Auckland Unlimited	Auckland Council, Eke Panuku

<p>2.4 Tertiary students: update research on city centre university students from 2020 and use to identify ways to improve city centre campus life and attract more students into the city centre.</p>	3: Accessible and inclusive city centre	Short (2025-2027)	Funded	Auckland Council	University of Auckland, AUT University, Eke Panuku
<p>2.5 Destination marketing: work with others, such as business associations and participants in the Destination Partnerships programme, to ensure the co-ordination of destination marketing and place branding in city centre.</p>	10: Prosperous city centre	Immediate (2023-2024)	Funded	Tātaki Auckland Unlimited	City centre businesses, Heart of the City, Karangahape Road Business Association
<p>2.6 Neighbourhood identity and place branding: review opportunities for place branding and naming of city centre precincts or neighbourhoods to create a strong sense of identity within the city centre, in alignment with the “experience” of each area.</p>	10: Prosperous city centre	Immediate (2023-2024)	Unfunded	Tātaki Auckland Unlimited	Eke Panuku, Auckland Transport, Auckland Council, Heart of the City, Karangahape Road Business Association
<p>2.7 Digital twin: investigate and implement a live digital replica or “twin” of the city’s infrastructure to support public and private sector asset owners to plan and invest for the future. Develop a pilot platform for the city centre to improve infrastructure integration.</p>	10: Prosperous city centre	Immediate (2023-2024)	Partly Funded	Eke Panuku	Tātaki Auckland Unlimited, Kāinga Ora, Ministry of Business Innovation and Employment

Support communities

Our focus

- Encourage growth in the number of inner-city residents.
- Encourage the provision of more facilities for inner-city residents.
- Foster a sense of community through both community-led and council-led initiatives.
- Provide spaces where residents can gather for community events.

Why this matters

A thriving permanent residential population supports the overall health and success of a city centre. Permanent residents add vibrancy outside normal retail hours and during weekends. Initiatives in this programme will aim to foster a greater sense of connection and belonging, one of the hallmarks of a flourishing inner-city community. We will do this in a way that acknowledges the distinct ethnic and age characteristics of the inner-city population.

What we've heard

Residents said the city centre lacked a sense of community and belonging – something they sorely wanted. Nearly three-quarters valued it, but only a fifth said the city centre had it.¹¹ As already discussed, a lack of personal safety and excessive noise were key concerns. Residents also said they wanted stricter enforcement of laws, bylaws and consent conditions, and more effort put into addressing speed limits, pedestrian safety and noise. Apartment dwellers placed great store on the quality and variety of green and open spaces. Residents expressed a desire for more amenities in the city centre, such as green and open spaces and community, leisure, health and educational facilities. They also suggested events and facilities to foster community connections, such as community gardens, and tree planting days. Residents believed a primary school would be a “game-changer” for the city centre. An inner-city school would be differently configured to a regular primary school, with greater reliance on surrounding council recreational and cultural facilities, meaning a school proposal would require close collaboration with the council.

¹¹ City Centre Residents Survey (2023).

Our response

We plan to take the following steps to support residents and boost the number of people living in the city centre:

- Review opportunities for conversion of office buildings to residential uses.
- Explore all our options, including commercial partnerships and land amalgamation, to increase the residential population.
- Advocate for an inner-city primary school and work with the Ministry of Education towards this end.
- Continue to support community spaces, including the Ellen Melville Centre and Central City Library.
- Foster and support community-led initiatives that build cohesion, empowerment and capability to contribute to a thriving city centre.
- Work with universities to support their efforts to attract students to live in the city centre.

Implementation actions

Action	Masterplan outcome	Timeframe	Funding status	Implementation lead	Partners
Grow the residential population					
3.1 Conversions from commercial to residential use: identify any regulatory barriers to converting buildings no longer used or needed for commercial use to residential purposes. Discuss the barriers to, and interest in, such conversions with the property development sector.	6: Residential city centre neighbourhoods	Immediate (2023-2024)	Funded	Eke Panuku	Auckland Council, private developers
3.2 Residential growth strategy: complete a study to examine all our levers to support residential growth in city centre and develop an action plan for implementation over the short to medium term (ref action 8.5).	6: Residential city centre neighbourhoods	Immediate (2023-2024)	Partly funded	Eke Panuku	Auckland Council, Kāinga Ora, Property Council, Private Sector Partners
3.3 Resident population: monitor trends and capacity within city centre for residential apartments – feed into action 3.2.	6: Residential city centre neighbourhoods	Ongoing	Funded	Eke Panuku	Auckland Council, private developers

Action	Masterplan outcome	Timeframe	Funding status	Implementation lead	Partners
3.4 City centre primary school: work with the Ministry of Education to establish an inner-city primary school. Co-ordinate its establishment with improvements to safety, walking and cycling connections, public amenities and future residential development opportunities.	6: Residential city centre neighbourhoods	Medium (2028-2034)	Partly funded	Ministry of Education	Eke Panuku, Auckland Council, Auckland Transport, Kāinga Ora
3.5 Play: undertake an audit of play in the city centre and develop an implementation plan to create fun experiences for children and adults through identified opportunities in future projects. Explore ways to improve accessibility through use of all the senses - feed into action 3.2..	3: Accessible and inclusive city centre	Short (2025-2027)	Not funded	Eke Panuku	Auckland Council, Auckland Transport, private developers
3.6 Leisure: review the provision of existing leisure and recreation facilities and identify any future requirements for a city centre residential population – feed into action 3.2.	6: Residential city centre neighbourhoods	Medium (2028-2034)	Not funded	Auckland Council	N/a
3.7 Student accommodation: work with the two universities to identify development opportunities to support their requirement for increased student accommodation in the city centre (ref action 8.5)	6: Residential city centre neighbourhoods	Immediate (2023-2024)	Not funded	Eke Panuku	Auckland Council, University of Auckland, AUT
Support our residential community					
3.8 Community spaces: continue to support community connections using our free public community facilities, such as the central library and Ellen Melville Centre. Provide informal	3: Accessible and inclusive city centre	Ongoing	Funded	Auckland Council	Eke Panuku, Auckland Transport, City Centre Residents

Action	Masterplan outcome	Timeframe	Funding status	Implementation lead	Partners
gathering places around city, such as Emily Place. Implement placemaking and community-based programmes.					Group, City Centre Network
3.9 Resident survey: undertake the city centre residents survey on a three-yearly basis.	6: Residential city centre neighbourhoods	Ongoing	Funded	Auckland Council	N/a
3.10 Homelessness: progress Housing First approach to address homelessness and wrap-around services to support vulnerable, high-needs people.	3: Accessible and inclusive city centre	Ongoing	Partly funded	Ministry of Housing and Urban Development	Auckland Council, Auckland City Mission Home Ground, Lifewise, Outreach providers, Ministry of Social Development, City Centre Network, mana whenua
3.11 Night works policy: review policies and practices for how we programme renewals and construction works in the city centre to reduce impact on city centre residents. In particular, the timing of works at night is lowering the quality of life for many residents in the city centre.	6: Residential city centre neighbourhoods	Immediate (2023-2024)	Partly funded	Auckland Transport	Eke Panuku, Auckland Council, Residents Groups

Strengthen climate response

Our focus

- Develop responses to make the city centre more able to withstand extreme weather and cope with rising sea levels.
- Introduce more green areas and greenery in the city centre.
- Shift to a climate-resilient, zero-carbon city centre.

Why this matters

Extreme weather has become a fact of life for Auckland. There is nothing to suggest any let-up in this trend. It can be witnessed in the record-breaking drought during the summer of 2019-20 that left dam levels far below their capacity; and then the Auckland Anniversary floods, during which a summer's rain fell in a day, described as a one-in-200-year event. Storms and heavy downpours regularly damage properties and raise insurance costs. These are but the most visible effects of climate change. Increasing the amount of greenery in the city centre, and the quality of that greenery, is one way to face up to this challenge. Trees absorb rain and reduce flooding. They also absorb carbon dioxide, improve air quality, cool the city during hot weather, and provide tranquil, natural spaces for the city's users. Another way to make the city centre more resilient to climate change is by reducing transport emissions, the biggest source of emissions in Auckland. Improvements to walking, cycling and public transport further support this.

What we've heard

Residents said they appreciated that they could live in a more sustainable way in the city centre because they had the ability to walk and cycle to work, services and recreational facilities. They strongly supported more greenery in the city centre through planting trees, establishing rain gardens, green walls and roofs, and protecting existing trees. The universities noted that sustainability practices were an important part of their appeal to potential students. Similarly, commercial partners said high sustainability ratings on buildings were increasingly required to attract high-quality tenants.

Our response

We plan to take the following steps to make the city centre more resilient to climate change:

- Investigate blue-green network solutions in the city centre through the flood risk reduction programme Making Space for Water.¹²
- Increase knowledge of the city centre’s tree canopy and grow and protect the city centre’s trees.
- Find ways to make the city centre greener, such as through the use of green roofs, green walls, rain gardens and “pocket” parks.
- Fix infrastructure networks to improve the water quality of the Waitematā Harbour.
- Use building design techniques to produce low-impact systems to help manage stormwater networks.

Implementation actions

Action	Masterplan outcome	Timeframe	Funding status	Implementation lead	Partners
4.1 Blue-green network solutions: investigate opportunities in the city centre for blue-green networks that will make the city centre more resilient against climate change and extreme weather as part of the Making Space for Water programme.	4. Green City Centre	Short (2025-2027)	Partly funded	Auckland Council	Ministry for the Environment, mana whenua Eke Panuku, Auckland Transport
4.1 Urban ngāhere / green network: expand the green networks through both public and private initiatives to support implementation of the Urban Ngāhere Strategy, strengthen climate response, improve stormwater management and increase biodiversity across the city.	4: Green city centre	Ongoing	Partly funded	Auckland Council	Auckland Transport, Eke Panuku, mana whenua, private sector

¹² Blue-green networks link waterways (blue) and parks (green) with stormwater infrastructure, making space for water to flow through the landscape.

4.2 Design manual: complete greening component of City Centre Public Realm Design Manual.	4: Green city centre	Short (2025-2027)	Funded	Auckland Council	n/a
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Action	Masterplan outcome	Timeframe	Funding status	Implementation lead	Partners
4.3 Healthy waters: complete Western Isthmus programmes to improve water quality in Waitematā Harbour.	9: Sustainable city centre	Short (2025-2027)	Funded	Auckland Council , Watercare	Mana whenua
4.4. Healthy waters: complete Eastern Isthmus programmes to improve water quality in Waitematā Harbour.	9: Sustainable city centre	Medium (2028-2034)	Funded	Auckland Council, Watercare	Mana whenua
4.5. Climate resilience: understand and support any potential land-use and policy changes to improve resilience for the community, businesses and inner-city infrastructure.	9: Sustainable city centre	Short (2025-2027)	Funded	Auckland Council	Mana whenua
4.6 Transport: plan infrastructure to support a zero emissions public transport fleet (buses and ferries).	9: Sustainable city centre	Short (2025-2027)	Partly funded	Auckland Transport	Bus providers
4.7 Zero emissions area: investigate the requirements and steps needed to implement the Waihorotiu Zero Emissions Area (ZEA). Develop a proposal for a trial of a ZEA, including defining the area’s location, scope and funding options for implementation.	4: Green city centre	Short (2025-2027)	Partly funded	Auckland Transport	Eke Panuku, Auckland Council
4.8 Sustainability standards: consolidate and implement sustainability standards for city centre projects, including Homestar and Green Star building rating tools, public realm standards and sustainable procurement standards.	7: Quality built form	Ongoing	Funded	Eke Panuku, Auckland Council	Auckland Transport, Tātaki Auckland Unlimited,, Green Building Council, Property Council

Advance mana whenua outcomes

Our focus

- Work in partnership with mana whenua to build a meaningful, high-trust relationship.
- Work in partnership with mana whenua to help achieve mana whenua outcomes.

Why this matters

Working in partnership with mana whenua honours our commitment to uphold the principles of Te Tiriti o Waitangi / the Treaty of Waitangi. It also offers us an opportunity to embed mana whenua identity and culture as the city centre's unique point of difference. Mana whenua and Māori are also significant investors in and contributors to, the city centre economy. Māori-led urban planning and development means working towards a built environment that activates mātauranga Māori and practices. It acknowledges the unique histories and presence of Māori in locations that are now urban spaces, and respects the relationships between tangata (people), whenua (land) and hāpori (community).¹³

What we have heard from Iwi

- Early, meaningful and ongoing transformational engagement will help us work together in partnership, in contrast with a more transactional approach. Early engagement opportunities and ongoing dialogue are important to continuously improve our relationship. The Te Ara Tukutuku project is a good example of how we work together based on mutual respect and trust.
- Te mauri o te wai (the life force of the water) was reinforced – ensuring the health of waterways and the Waitematā harbour as the receiving environment.
- Good stormwater design and the opportunity to improve green linkages in the city centre are important aspects.
- Mana whenua highlighted the need for a mana whenua facility and further work is needed on specific initiatives identified by mana whenua in the masterplan.
- Working in a more integrated way, aligned with Te Ao Māori using intergenerational and holistic approaches, will help to create a thriving city centre.

Our response

We plan to take the following steps to advance mana whenua outcomes:

- Ensure Māori culture is seen, heard and felt in the city centre.

¹³ Reference the work of Professor Michelle Thompson-Fawcett, Poutoko Taiea, University of Otago

- Improve the mauri (life energy) of the taiao (natural environment) including; land, water and air.
- Acknowledge the special significance of the Waitematā and local awa (river) tributaries, such as the Waihorotiu.
- Enable whānau, marae, iwi and communities to live healthy and prosperous lives.
- Support mana whenua and Māori businesses through sustainable procurement opportunities.
- Continue to improve our relationship with mana whenua in a way that honours the partnership aspirations of iwi. Examples from Te Ara Tukutuku project, Downtown programme and City Centre Masterplan can help guide us.

Implementation actions

Action	Masterplan outcome	Timeframe	Funding status	Implementation Lead	Partners
<p>5.1 Partnership: strengthen our Treaty relationship with mana whenua by building trust and developing early, meaningful partnerships:</p> <p>Governance opportunities on programmes</p> <p>Regular meetings with mana whenua to provide updates</p> <p>Provide opportunities for input at programme and project levels</p>	1: Tāmaki Makaurau - Our place in the world	Ongoing	Funded	Auckland Council group (Auckland Council, Eke Panuku, Tātaki Auckland Unlimited, Auckland Transport)	Mana whenua
<p>5.1 Partnership: strengthen our Treaty relationship with mana whenua by building trust and developing early, meaningful partnerships:</p> <p>Governance opportunities on programmes.</p>	1: Tāmaki Makaurau - Our place in the world	Ongoing	Funded	Auckland Council group (Auckland Council, Eke Panuku, Tātaki Auckland Unlimited, Auckland Transport)	Mana whenua

Action	Masterplan outcome	Timeframe	Funding status	Implementation Lead	Partners
<p>Regular meetings with mana whenua to provide updates.</p> <p>Provide opportunities for input at programme and project levels.</p>					
<p>5.2 Mana whenua outcomes: prepare a plan to advance mana whenua outcomes that applies the five pou to the city centre:</p> <p>Kia ora Te Hononga – Effective Māori participation;</p> <p>Kia ora Te Taiao – Kaitiakitanga;</p> <p>Kia Haangai te Kaunihera – An empowered organisation;</p> <p>Kia ora te Ahurea – Māori identity and culture; and</p> <p>Kia ora Te Umanga – Māori business, tourism and employment.</p>	<p>1: Tāmaki Makaurau - Our place in the world</p>	<p>Ongoing</p>	<p>Funded</p>	<p>Eke Panuku</p>	<p>Mana whenua, Auckland Council, Tātaki Auckland Unlimited, Auckland Transport</p>
<p>5.7 Cultural facilities: secure funding for a business case to support options for Papa Kōkiri, a flexible mana whenua facility.</p>	<p>1: Tāmaki Makaurau - Our place in the world</p>	<p>Immediate (2023-2024)</p>	<p>Partly funded</p>	<p>Eke Panuku</p>	<p>Mana whenua, Tātaki Auckland Unlimited</p>

Action	Masterplan outcome	Timeframe	Funding status	Implementation Lead	Partners
5.8 Sustainable procurement: identify employment and skills opportunities in city centre projects to offer Māori businesses and professionals.	10: Prosperous city centre	Ongoing	Funded	Auckland Council	Eke Panuku, Auckland Transport, Tātaki Auckland Unlimited

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Place-based programmes

Our place-based programmes are closely linked to large-scale investment by the Crown and the private sector. We already have urban regeneration partnerships with private sector developers. Examples include development work near new City Rail Link stations in the city centre, and more are planned, such as redevelopment of the Downtown Carpark area and remaining development sites in Wynyard Quarter. These partnerships enable us to maximise the benefits of our own investment. Our place-based programmes will continue this productive and well-established approach to revitalising the city centre. The current priorities are in the midtown and the Karanga a Hape areas, Downtown Carpark as well as the ongoing regeneration of Wynyard Quarter. Longer-term priorities will centre on possible new uses for port land, the further development of the central waterfront, and opportunities presented by the potential construction of light rail and a potential new transport link across the Waitematā Harbour. Integration of the various transport modes into a single, coherent, well-functioning whole will be vital to the successful regeneration of the city centre.

In addition to the major transformational programmes associated with the City Rail Link and Wynyard Quarter, we have some additional and equally exciting projects planned for the next four years that we will continue to deliver. These are shown in the following maps. These maps show the projects that we are aiming to deliver, or begin delivering, between now and 2027¹⁴. The extent of change people will experience on the ground will vary from project to project. Some projects will constitute significant change, such as the Te Hā Noa – Victoria Street Linear Park; some will be smaller adjustments, such as the bus improvements on Customs Street; others will be somewhere in between. Some of the projects shown are subject to change depending on resolution of funding allocation through the upcoming LTP and RLTP, and in some cases are dependent on adjacent private development occurring.

¹⁴ The projects shown are subject to change. At the time of developing this action plan, July 2023, the processes for allocating funding to projects, the Long-Term Plan and Regional Land Transport Plan, has not yet been complete. The projects shown are those that the Council group have a reasonable degree of confidence on in July 2023. The later these projects are planned for within the 4-year timeframe, the less certain we can be on their timing and scope. The timing of some projects is dependent on when adjacent private development occurs, as shown. We will update these maps with each refresh of the action plan.

KEY

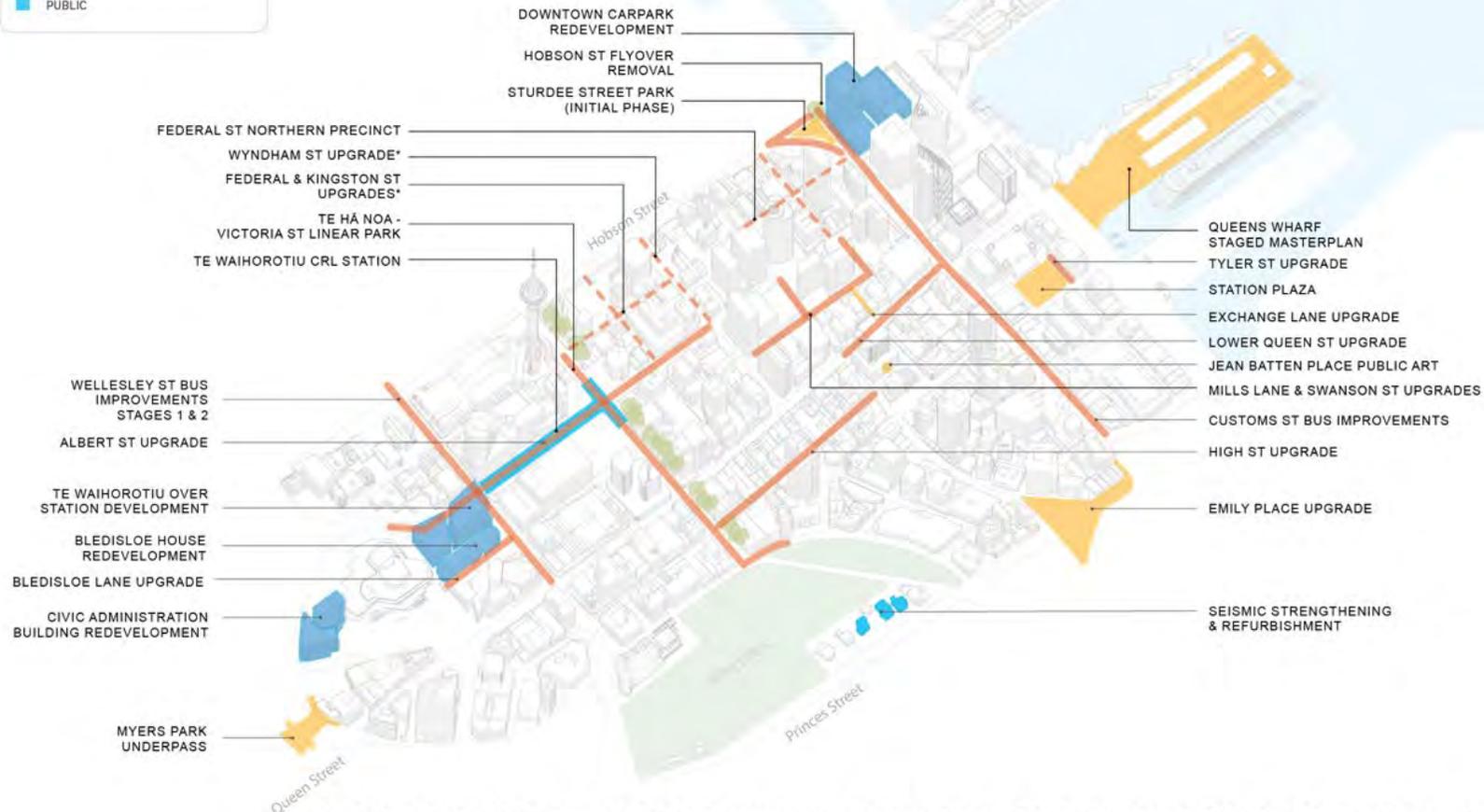
PUBLIC REALM

- STREETS
- PUBLIC SPACE

* TIMING SUBJECT TO ADJACENT DEVELOPMENT

BUILDINGS

- DEVELOPMENT PARTNERSHIPS
- PUBLIC



WAIHOROTIU / QUEEN STREET VALLEY AREA PLANNED PROJECTS 2024 -2027



WEST WATERFRONT AREA PLANNED PROJECTS 2024 -2027

KEY

PUBLIC REALM

- STREETS
- PUBLIC SPACE

BUILDINGS

- DEVELOPMENT PARTNERSHIPS
- PUBLIC



CITY CENTRE PLANNED PROJECTS 2024-2027

Integrate City Rail Link with public spaces, public transport and redevelopment projects

Our focus

- Manage construction work around the new Te Waihorotiu and Karanga-a-Hape stations in the city centre.
- Improve the public transport network in the city centre so the City Rail Link works as effectively as possible.
- Ensure the new stations flow seamlessly into surrounding open spaces and are user-friendly.
- Maximise opportunities to revitalise areas around the new stations.
- Ensure the existing transport network in the city centre works efficiently during the phase-in period of the City Rail Link.

Why this matters

The City Rail Link, New Zealand's biggest transport project at \$5.5 billion, will greatly improve the flow of people into, around and out of the city centre. The project will transform the city's public transport network. It will also fuel considerable redevelopment of areas near the Waihorotiu and Karanga-a-Hape stations in the city centre, as it has done at Britomart / Waitematā in the central waterfront. The third new station, at Maungawhau Mount Eden, is just outside the city centre. Even areas not immediately near the new stations stand to gain from this influx of investment. Our task is essentially twofold: to ensure the public spaces around the stations are well designed and link seamlessly with buses, ferries, cycle and walking paths and other transport modes; and, to foster the redevelopment of areas adjacent to the new stations and ensure this redevelopment fits within the wider revitalisation of the city centre. This programme is central to delivering the masterplan transformational move 5: Transit-oriented development.

What we've heard

Residents and others expressed a high level of anticipation at the opening of the City Rail Link, which they appreciate will transform parts of the city centre. They regarded the quality of public spaces around stations as vital, and said it was important the stations were ready on time. They said the development and use of land around the stations had to be firmly based on transit-oriented design principles. Stakeholders wanted a comprehensive and effective information campaign in the lead-up to the opening of stations and new services.

Our response

We plan to take the following steps to integrate the City Rail Link with public spaces, public transport and surrounding redevelopment projects:

- Ensure the seamless integration of the City Rail Link into other public transport operations in the city centre.
- Manage the disruption to small businesses of construction work associated with the City Rail Link.

- Improve signage and the safety of pedestrians and road users during City Rail Link construction work.
- Ensure the new stations open on to attractive, vibrant places designed foremost around users and their needs.
- Continue to work with development partners (both private and public) to realise the benefits of transit-oriented development in the station neighbourhoods

Implementation actions

Action	Masterplan outcome	Timeframe	Funding status	Lead agency	Partners
Waihorotiu Station neighbourhood and public transport improvements					
6.1 Green link: complete the Te Hā Noa Victoria Street Linear Park between Albert Street and Kitchener Street (stage 1).	2: Connected city centre	Immediate (2023-24)	Funded	Auckland Council	Auckland Transport
6.2 Bus Improvements: complete the Wellesley Street bus improvements (Stage 1) to improve access to the city centre in conjunction with the opening of CRL	2: Connected city centre	Immediate (2023-24)	Funded	Auckland Transport	Auckland Council
6.3 Waihorotiu overstation development: progress the development agreements and construction of the Symphony Centre and Bledisloe House redevelopment through the partnership with Malaysian Resources Corporation Berhad to realise the benefits of transit-oriented development in the area.	10: Prosperous city centre	Short (2025-2027)	Funded	Eke Panuku	Malaysian Resources Corporation Berhad, Auckland Council, Auckland Transport
6.4 Midtown business support: continue to support businesses through changes associated with the Midtown programme through a comprehensive development response approach. This includes delivering initiatives (in partnership	10: Prosperous city centre	Short (2025-2027)	Partly funded	Auckland Council	Link Alliance, Heart of the City

Action	Masterplan outcome	Timeframe	Funding status	Lead agency	Partners
with others) to help make the Midtown area safe, inviting and attractive during construction.					
Karanga-a-Hape station neighbourhood and bus improvements					
6.5 Bus improvements: complete improvements to public transport on Pitt Street, Karanga-a-hape Road and Newton Road to make travelling by bus easier, quicker, and more reliable and to create better connections between buses and trains.	2: Connected city centre	Short (2025-2027)	Funded	Auckland Transport	Auckland Council
6.6 Public space: complete urban realm enhancements on Mercury Lane to improve safety, enhance connections and enhance the look and feel of the neighbourhood streets to complement the new station.	2: Connected city centre	Short (2025-2027)	Funded	Auckland Transport	Auckland Council, Eke Panuku
6.7 Walking and cycling improvements: complete cycling and walking projects in the area to make it easier for people to walk and cycle around the area safely.	2: Connected city centre	Short (2025-2027)	Partly funded	Auckland Transport	Auckland Council
6.8 Transit-oriented development: commence the market process to seek private sector partners and investment. Work with Kāinga Ora to deliver new homes close to the Karanga-a-hape station.	6: Residential city centre neighbourhoods	Short (2025-2027)	Funded	Eke Panuku	Kāinga Ora - Homes and Communities
Support the community through change					

Action	Masterplan outcome	Timeframe	Funding status	Lead agency	Partners
<p>6.9 Communicate change: deliver a comprehensive and effective information campaign in the lead-up to the opening of CRL which will help city centre communities navigate and adjust to the change, particularly in the transport network.</p>	3: Accessible and inclusive city centre	Immediate (2023-24)	Funded	Auckland Transport	Eke Panuku, Auckland Council
<p>6.10 Servicing and loading: resolve changes to traffic operations, including servicing and loading during and post construction. Identify ‘quick win’ opportunities through R2MCC (reference Action X) that can be considered for implementation through the short-term ‘tactical plan’ for provision of loading zones in the lead-up to CRL opening.</p>	3: Accessible and inclusive city centre	Immediate (2023-24)	Funded	Auckland Transport	Auckland Council
<p>6.11 Improve navigation: improve temporary and permanent wayfinding around current areas of transformation for people walking, cycling, using public transport and driving. Implement recommended changes from city centre wayfinding strategy in midtown as a priority (ref action 1.8).</p>	3: Accessible and inclusive city centre	Immediate (2023-24)	Funded	Auckland Transport	Eke Panuku, Auckland Council
<p>6.12 Improved user experience: develop a placemaking programme to ensure the new public spaces in and around the City Rail Link stations are utilised in a way that enhances the experience of the city centre.</p>	5: Public life	Short (2025-2027)	Partly funded	Eke Panuku	Auckland Council, Auckland Transport

Lead and influence city-shaping infrastructure projects

Our focus

- Plan for the future of the port precinct as space is gradually released over time.
- Provide input into investigations into light rail for Auckland.
- Provide input into investigations into additional Waitematā Harbour connections.

Why this matters

These three potential infrastructure projects, currently under consideration by us and the central government, will transform large parts of the city centre and have a major impact on the city centre, including helping to achieve elements of the masterplan. We have begun developing a framework plan for a redesigned port precinct. This work will provide direction on key decisions for the future use of port land, which includes the central wharves, as well as the future of cruise ships. It will also build on work undertaken along the harbour edge stitch to reconnect the city with the Waitematā Harbour, including transformation of the Wynyard Quarter. Simultaneously, we are conducting two studies into Ports of Auckland Limited's operations and how efficiently the company is using the port land.

Meanwhile, central government is examining options for light rail in Auckland. We will endeavour to advance outcomes in the masterplan through this work, including mixed-use developments around new light rail stations. The central government is also leading investigations into another link across the Waitematā Harbour and has undertaken public consultation on five scenarios. We will advocate for inclusion of masterplan outcomes in these considerations.

Implementation actions

Action	Masterplan outcome	Timeframe	Funding status	Lead agency	Partners
Port precinct future development:					
7.1 Port precinct framework: prepare a preliminary framework plan and staging programme by December 2023 for the phased development of port land which anticipates the consolidation over time	10: Prosperous city centre	Immediate (2023-2024)	Funded	Eke Panuku	Auckland Council, Ports of Auckland Limited, Auckland Transport, Tātaki Auckland Unlimited,

Action	Masterplan outcome	Timeframe	Funding status	Lead agency	Partners
of the port activity and the release of land to be integrated into the waterfront and wider city urban fabric.					
7.2 Port operations review: review Ports of Auckland Limited's operations and how efficiently it uses its land.	10: Prosperous city centre	Immediate (2023-2024)	Funded	Auckland Council	Mayor's Office
Auckland Light Rail and Waitemata Harbour Connection:					
7.3 Auckland Light Rail: influence and work to ensure the integration of place-based outcomes into any light rail routes and identify development opportunities around any light rail stations.	2: Connected city centre	Medium (2028-2034)	Partly funded	Auckland Light Rail	Eke Panuku, Auckland Transport, Auckland Council,
7.5 Waitematā Harbour: influence and work to ensure the integration of place-based outcomes into any new link across the harbour.	2: Connected city centre	Medium (2028-2034)	Partly funded	Waka Kōtahi NZ Transport Agency	Eke Panuku, Auckland Transport, Auckland Council,

Foster city centre development partnerships

Our focus

- Foster strategic partnerships with developers.
- Facilitate construction of the Symphony Centre development over Te Waihoritū station.
- Complete development of the Wynyard Quarter.
- Redevelop the Downtown Car Park.
- Reinvigorate the Learning Quarter in partnership with the University of Auckland and AUT University.

Why this matters

Private sector investment is a big factor in both the development and rejuvenation of the city centre. Recent examples include the Britomart precinct (the Britomart Group), Commercial Bay (Precinct Properties), 30 Madden (Willis Bond), 136 Fanshawe Street and 50 Albert Street (Mansons TCLM Limited). Investment by the Crown is also a significant factor in the city centre's growth. Attracting private sector and Crown investment offers opportunities to extract maximum value from our own investments. Building and maintaining good working relationships and strategic partnerships with the private sector is vital to that process. It has never been more important than in these financially tough times. We will therefore continue to work closely with private sector developers to achieve positive urban regeneration outcomes. A good current example of partnership with the private sector is the Symphony Centre, a development by Malaysian Resources Corporation Berhad over Te Waihoritū Station that will feature high-quality apartments and retail and commercial spaces. The redevelopment of the Downtown Carpark in partnership with Precinct Properties is yet another example. We are also looking to optimise development opportunities in the Karangahape Road area in partnership with Crown agency Kāinga Ora.

What we've heard

Stakeholders expressed a clear wish for further investment by us and other organisations in transforming the city centre. They particularly wanted us to do more in this respect. They were very positive about projects such as the City Rail Link, Te Hā Noa and the reconfiguration of Quay Street, Queen Street and Karangahape Road. They also welcomed the conversion of the Downtown Carpark, especially for the opportunity it offered to connect pedestrians in this part of downtown with the waterfront. The general view among stakeholders was that the COVID-19 lockdowns had changed demand for office space and how offices were used. There was also agreement that the nature and significance of these changes had not yet become fully apparent. Many employees had a strong preference for maintaining their current

balance of office and home-based work. Stakeholder research suggested three to four days a week in the office was a typical preference. Property provider research showed demand was much higher for premium floorspace, particularly in the downtown area, than for lower-quality space elsewhere. Long-empty and underused sites needed to be developed and transitional uses explored. Stakeholders said more sympathetic regulatory settings were needed to make conversions from commercial to residential use viable.

Our response

We plan to take the following steps to foster development partnerships:

- Build confidence in the city centre as a place in which to invest.
- Ensure investment by private sector developers results in good public regeneration outcomes.
- Build trusting relationships with private developers.
- Enhance our regulatory processes and ensure the minimum of delays when evaluating development proposals.
- Identify opportunities for small-scale, temporary or transitional uses on vacant or underutilised sites.

Implementation actions

Action	Masterplan outcome	Timeframe	Funding status	Implementation lead	Partners
Deliver on current opportunities:					
8.1 Downtown carpark: Finalise and monitor the development agreement and deliver requirements relating to on-street bus facility and network changes to four key intersections, removal of the flyover and Sturdee Street Park and public spaces to support the next phase of revitalisation of the central waterfront.	10: Prosperous city centre	Short (FY25-27)	Partly funded	Eke Panuku	Auckland Transport, Auckland Council, Precinct Properties

Action	Masterplan outcome	Timeframe	Funding status	Implementation lead	Partners
8.2 Waihorotiu overstation development (ref Action 6.3): progress and monitor the development agreements through construction of the Symphony Centre and Bledisloe House redevelopment, in partnership with Malaysian Resources Corporation Berhad.	10: Prosperous city centre	Short (2025-2027)	Funded	Eke Panuku	Malaysian Resources Corporation Berhad, Auckland Council, Auckland Transport
8.3 North Wharf: confirm development partners for North Wharf and remaining Wynyard Quarter sites.	10: Prosperous city centre	Short (FY25-27)	Funded	Eke Panuku	
8.4 Karanga-a-Hape station (ref Action 6.8): confirm development partners for the opportunity to redevelop Karanga-a-Hape sites.	6: Residential city centre neighbourhoods	Short (FY25-27)	Funded	Eke Panuku	Kāinga Ora – Homes and Communities
Planning for the future:					
8.5 City centre development strategy: complete a development strategy to identify future strategic land opportunities for the city centre. Establish a development overview for the city centre using inputs from the property sector and consent information.	7: Quality built form	Immediate (2023-2024)	Funded	Eke Panuku	Auckland Council, Auckland Transport, Kāinga Ora – Homes and Communities, NZ Super Fund, commercial property firms Property Council

Action	Masterplan outcome	Timeframe	Funding status	Implementation lead	Partners
8.6 Aotea Quarter: confirm development opportunities in the Aotea Quarter creative hub.	7: Quality built form	Medium (FY28-34)	Partly funded	Eke Panuku	Auckland Council, Tātaki Auckland Unlimited

Deliver integrated transport networks

Our focus

- Ensure transport infrastructure and modes of transport are consistent with, and sympathetic to, the use of the areas through which they pass.
- Improve the operation and reliability of the public transport network within the city centre to help reduce reliance on private vehicles.
- Manage carparking and the allocation of kerbside space for transport functions, or placemaking, and important tasks such as emergency vehicles, loading and servicing.
- Ensure there is a choice of ways to get between destinations, and that good public transport connections are available between various parts of the city centre.
- Encourage the establishment of low-traffic areas in select locations to reduce traffic accidents and harm.

Why this matters

The city centre is a pivotal component of the city-wide network, with motorways, trains, buses, and ferries intersecting, as well as strategic freight, cycleway and walking routes. The efficiency of different modes of transport, how well they connect with one another, and how well they meet user needs – all these factors have a big impact on the smooth functioning of a city centre. Transport networks need to be integrated, co-ordinated, and aligned with the activities – whether residential, commercial, industrial or retail – of the land through which they pass. Increasingly, the transport sector will also need to cut its carbon emissions.

While the most visible changes within our city centre are currently driven by major public and private construction projects, there are multiple strategies being implemented which will change how people will access and move around the city centre. This includes Auckland Transport's parking, loading, and servicing plans, Access for Everyone, the City Centre Bus Plan, and road safety programme. The transport system is an integral part of the regeneration strategy for the city centre. As our city centre grows, our transport network needs to adapt to ensure that it is responding to the current and future needs of its communities.

What we've heard

The importance of transport was a feature of every discussion. Stakeholders recognised the need for public transport to be the primary mode of travel to and from the city centre. They were positive about any improvements to public transport because it supported business by making the city centre more accessible to customers and staff alike, while also improving the city centre experience by reducing vehicle traffic. They

anticipated future investments in rapid transit would have a significant impact on how the city centre developed, as well as boost demand for property and space of all types in city centre locations. Many stakeholders welcomed a greater focus on pedestrians and suggested some streets and shared spaces could be given over fully to pedestrian use. However, they said it was vital emergency and service vehicles continued to have full access to such streets and spaces. Changes to how the transport network operated needed to be implemented in a staged way to ensure that there were alternatives in place and that behaviour changes had time to bed in. Many wanted improvement to pedestrian routes from the city centre to the universities, such as extra safety barriers, weather protection and better signage. Residents of the eastern end of the city centre expressed concern about how the heavy flow of traffic to the port diminished their enjoyment of their properties, and users of the area said the volume of port traffic made it difficult to use the roads or comfortably use the footpaths.

Our response

We plan to take the following steps to integrate transport networks:

- Transition the transport network into an operational state that will maximise the uptake of the City Rail Link.
- Ensure public transport is reliable, frequent, comfortable, safe and has sufficient capacity to meet demand.
- Make it easier to connect within and between the city centre’s various precincts and fringe areas.
- Balance the needs of different network users, such as pedestrians, e-scooter riders, cyclists, freight and service vehicle operators and motorists.
- Ensure there are sufficient servicing and loading points around the city centre to meet the needs of businesses.
- Ensure the city centre is pedestrian-friendly and has sufficient signage to make it easy for pedestrians to find their way around the city centre.
- Ensure the downtown wharf area is so designed that it can handle the needs of both ferries and cruise ships.
- Remove barriers that stand in the way of everyone having full access to the city centre and its facilities.

Implementation actions

Action	Masterplan outcome	Timeframe	Funding status	Implementation lead	Partners
Improve access, capacity and choice					

Action	Masterplan outcome	Timeframe	Funding status	Implementation lead	Partners
<p>9.1 Bus improvements (planning): complete the current design options for the city centre bus plan to support implementation (ref action 9.3 below) of enhanced city centre bus operations to improve access and experience.</p>	2: Connected city centre	Immediate (2023-2024)	Funded	Auckland Transport	Waka Kotahi NZ Transport Agency, Auckland Council, Eke Panuku
<p>9.2 Bus improvements (implementing): implement improvements to the bus network and bus layover facilities in the city centre. This includes:</p> <ul style="list-style-type: none"> • Wellesley Street: Stages 1-3 (Ref action 6.2) to complement Te Hā Noa • Customs Street: improvements to align with the Downtown Carpark redevelopment (ref action 8.1). • Pitt Street (ref action 6.5)/ Vincent Street/ Albert Street • Symonds Street: University block (Wellesley Street-Alfred Street). 	2: Connected city centre	Short -Medium (2024-2034)	Partly funded	Auckland Transport	Waka Kotahi NZ Transport Agency, universities, Eke Panuku

Action	Masterplan outcome	Timeframe	Funding status	Implementation lead	Partners
<p>9.3 Access for Everyone: Complete the A4E programme business case, with a focus on enabling implementation of:</p> <ul style="list-style-type: none"> • Short term, lower-cost initiatives and opportunities to improve accessibility around the city centre. • Low traffic neighbourhoods through the creation of access zones in the medium term 	2: Connected city centre	Short – Medium term (2025-2034)	Partly funded	Auckland Transport	Auckland Council, Waka Kotahi NZ Transport Agency
Improve how we use our limited space					
<p>9.4 Managing carparking and kerbs: complete the planning and design of a multi-phase implementation plan for parking and kerbside space across the city centre for all users and uses, to support implementation from FY25 onwards.</p>	2: Connected city centre	Short (2025-27)	Funded	Auckland Transport	Waka Kotahi NZ Transport Agency, Auckland Council, Eke Panuku, residents groups, business associations
<p>9.5 Midtown servicing and loading changes (refer action 6.2): resolve and implement changes to the emergency services and loading vehicles plan for the midtown area</p>	2: Connected city centre	Short (2025-27)	Funded	Auckland Transport	Waka Kotahi NZ Transport Agency, Auckland Council

Action	Masterplan outcome	Timeframe	Funding status	Implementation lead	Partners
9.6 Loading and servicing enforcement trials: implement trials to increase the effectiveness of enforcement through Closed Circuit Television (CCTV) to deliver higher turnover and utility.	2: Connected city centre	Immediate (2023-2024)	Unfunded	Auckland Transport	
9.7 Aotea Quarter pick up and drop off: Develop and deliver a trial of free, safe, and dry pick-up or drop-off zones in Civic Carpark to better support mobility users. Seek feedback from users to refine the experience and ease of use to inform future initiatives.	3: Accessible and inclusive city centre	Immediate (2023-2024)	Funded	Auckland Transport	Auckland Council
Network management					
9.8 Low traffic core: implement the network changes required to support the transition to a low traffic central core with higher capacity routes around the periphery, in support of changes in midtown.	2: Connected city centre	Ongoing	Funded	Auckland Transport	Auckland Council
9.9 Central waterfront and port changes: Plan for the future needs of ferries and cruise ships at the downtown wharves area as part of	2: Connected city centre	Short (2025-2027)	Partly funded	Eke Panuku	Auckland Transport, Ports of Auckland Ltd

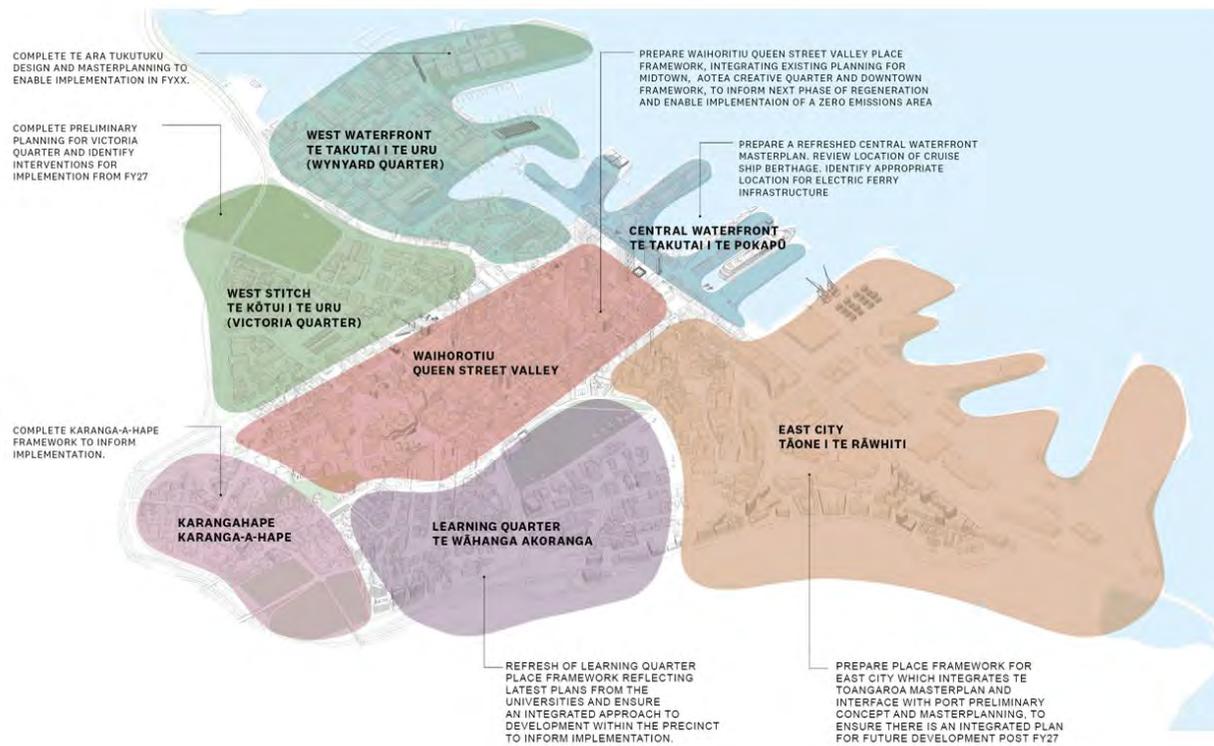
Action	Masterplan outcome	Timeframe	Funding status	Implementation lead	Partners
port precinct work (link to Port action 7.1).					
Support behaviour change					
9.10 City centre mode shift: Develop and deliver a customer centric communications campaign aimed at promoting the wide range of transport options for moving into and around the city centre, to encourage mode shift (refer action 9.12).	3: Accessible and inclusive city centre	Ongoing	Partly funded	Auckland Transport	n/a
9.11 Congestion charging: work with the central government to develop legal and operational frameworks for charging road users during peak times on select routes, in particular to support the planned low emissions zone in Waihorotiu Valley.	Outcome 2: Connected city centre	Medium (2028-2034)	Partly funded (investigation work)	Auckland Transport	Waka Kotahi NZ Transport Agency
9.12 Grow public transport patronage: Support the region wide programme to restore confidence in public transport through understanding and prioritising customer needs and	2: Connected city centre	Short (2025-2027)	Funded	Auckland Transport	Waka Kotahi NZ Transport Agency

Action	Masterplan outcome	Timeframe	Funding status	Implementation lead	Partners
expectations, to grow public transport patronage.					

Facilitate regeneration of our city centre precincts

Our focus

- Transformational move 2: Strengthen the connection to the east and west of the city centre
- Transformational move 3: Waihorotiu / Queen Street Valley - strengthen the North-South Axis through to the central waterfront.
- Transformational move 4: Strengthen the connection to the Learning Quarter
- Transformational move 6: Connect the Green Link – from Albert Park to Victoria Park – to a new Wynyard Headland Park.
- Transformational move 8: Strengthen the West-East Axis along the Harbour Edge Stitch.



Why this matters

The masterplan defines seven broad areas across the city centre, or precincts, as shown above. The action plan aims to ensure the development of each precinct responds to its special qualities and characteristics, and takes account of and is coordinated with the development of all the other precincts. In following this approach, we will develop new or update existing place-based plans for the precincts so that each one supports the unique potential of the precinct, and is properly considered in relation to the whole. We will ensure the place and its community's needs are central to our approach. We will also consider catalyst projects that kickstart other projects in the area and help a precinct develop and achieve outcomes at a faster pace. These “precinct regeneration” plans will bring together transport planning, public realm and development opportunities with the requirements of each place and its people. This will help to facilitate an integrated implementation approach, that delivers on the masterplan's transformational moves and outcomes.

The redevelopment of the Downtown Carpark in Customs Street will fuel the next phase of regenerating the central waterfront area. It will result in a vibrant, mixed-use neighbourhood, bringing together new residential, commercial and retail spaces, high-quality streets and public spaces, and linkages envisaged in the masterplan. Queen Street and the Te Waihorotiu Valley will be another key area of focus. This historic core of the city centre will continue to evolve and be a vital part of a thriving city centre. Along with the Karangahape Road area and the central waterfront, it is fundamental to rejuvenating the city centre. There will be a zero emission area, a laneway circuit designed for people, and a revitalised Aotea arts and culture precinct. One of the eight big ideas of the masterplan, the east and west stitch connecting underused land to the east and west of the city centre, will be another area of emphasis later in the decade. This initiative will be vital to residential growth in the city centre.

What we've heard

Partners and stakeholders were unanimous in their view that a high level of collaboration was essential to any revitalisation of the city centre because it performed so many civic, commercial and cultural roles. Parties to that collaboration included residents, mana whenua, businesses and public sector agencies. They also said collaboration was essential to achieving a shared vision for the city centre. Collaboration should extend to joint planning. Some noted that the city centre's borders were not hard and fast, and that the city centre was dependent on surrounding neighbourhoods and business areas. Planning work, they said, should proceed on the basis that development and investment activity in the city centre would have flow-on effects for neighbouring areas.

Our response

We plan to take the following steps as part of leading regeneration of the city centre’s precincts:

- Support place-led approaches that encourage integrated ways of working.
- Maintain existing assets and infrastructure and find ways to use existing investment in our public realm to achieve masterplan outcomes.
- Apply regenerative approaches to development work that reflect Te Ao Māori principles and acknowledge the spiritual and physical interconnectedness of all things, including in the city centre.
- Strengthen the North–South Axis by encouraging activity and vibrancy along Queen Street Waihorotiu.
- Complete the Harbour Edge Stitch along the West–East Axis and opening up public access to the Waitematā Harbour.
- Improve connections and green links across the city centre and between open spaces.

Implementation actions

Action	Masterplan outcome	Timeframe	Funding status	Implementation lead	Partners
10.1 Wynyard Quarter: complete Te Ara Tukutuku public realm design to enable implementation to start in financial year 2026.	All	Short (2025-2027)	Funded	Eke Panuku	Auckland Transport, Auckland Council
10.2 Victoria Quarter: complete preliminary planning for Victoria Quarter and identify interventions for implementation from financial year 2027.	All	Short (2025-2027)	Funded	Auckland Council	Auckland Transport, Eke Panuku
10.3 Waihorotiu Valley: prepare Waihorotiu Queen Street valley place framework, integrating existing planning for Midtown, Aotea Quarter, restoration of	All	Short (2025-2027)	Funded	Eke Panuku, Auckland Council	Auckland Transport, Tātaki Auckland Unlimited, St James

Action	Masterplan outcome	Timeframe	Funding status	Implementation lead	Partners
the heritage St James Theatre, and Downtown framework to help determine next phase of regeneration and enable implementation of a zero emissions area in financial year 2028.					
10.4 Learning Quarter: revise Learning Quarter place framework to bring up to date with latest plans from the universities and ensure an integrated approach to development within the precinct to inform future implementation plans.	All	Short (2025-2027)	Not funded	Eke Panuku, Auckland Council	Auckland Transport, University of Auckland, AUT University
10.5 Karanga-a-hape: revise Karanga-a-hape Framework following opening of the station to guide future implementation plans.	All	Medium (2028-2034)	Not funded	Eke Panuku, Auckland Council	Auckland Transport, Auckland Council
10.6 East city: prepare place framework for east city that integrates Te Tōangaroa masterplan with city centre and port to ensure there is an integrated plan for future development beyond the financial year 2027.	All	Short (2025-2027)	Partly funded	Eke Panuku	Ngāti Whātua Orākei, Auckland Transport, Auckland Council
10.7 Central waterfront: prepare a revised Queens Wharf masterplan to integrate actions and outcomes with the port precinct future development.	3: Accessible and inclusive city centre	Short (2025-2027)	Not funded	Eke Panuku	

Appendix 1: How we will track progress

We will monitor our progress in implementing this plan by:

- tracking actions specified in the plan through quarterly reviews, the annual revision of the plan and periodic updates of the plan
- using the benefits realisation framework identified in the relevant programme business case to monitor specific programmes
- using the key metrics summarised below, which are aligned with the thriving town centres monitoring approach, to monitor the overall health of the city centre.

The measures in the table below have funded and co-ordinated data sets already available, and can be further developed over time. We will report on the baseline dashboard report for the city centre as part of the first annual review in the financial year 2023-2024.

Thriving city centre	Vibrancy of city centre Pedestrian footfall, Heart of the City, Auckland Transport	Sense of safety Level of crime incidents (New Zealand Police) Quality of Life Survey	Population Census data, Stats NZ Population Estimate
Supportive community	Quality of life Residents survey Quality of life survey	Sense of community Residents survey Quality of life survey	Support for urban regeneration programme Kantar insights survey
Urban living	New sustainable homes Building consent data, Auckland Council Benefits library	Affordability Auckland Council District Valuation Roll database Residents survey	Density Building consent data, Auckland Council
Integrated transport	Accessibility Future monitoring report to confirm, such as residents within 500 metres of public transport interchange	Public transport use Auckland Transport boardings data Auckland Transport customer insights data Kantar insights survey	Walking and cycling Kantar insights survey Auckland Transport reporting
Prosperous local economy	Employment opportunities	Commercial floorspace	Economic activity Census of city centre businesses, RIMU

	Stats NZ Employee Count Business Demography	Office vacancy rates (prime and secondary), real estate data reporting, Benefits library	Stats NZ number of businesses Catchment spending: Marketview data Benefits library
Unique identity and healthy natural environment	Quality of public realm Public life survey Benefits library Quality of life survey	Canopy cover - tree planting Auckland's Urban Ngahere (Forest) Strategy, 2019 (LIDAR data) Future report - Eke Panuku reporting	Māori initiatives Significant Māori initiatives reporting IMSB reporting

Appendix 2: Prioritisation principles

The five principles we have developed are:

Principle 1: Choose initiatives that contribute most strongly to all the masterplan's outcomes. Pertinent questions to answer in applying this principle include:

- Is there a clearly defined need or rationale for the project?
- Does the project contribute to all, or nearly all, of the masterplan's outcomes?
- How does it contribute to a thriving city centre?

Principle 2: Choose initiatives that help the city centre respond to economic, climate and sustainability changes, support residential neighbourhoods and make the most of the city's urban redevelopment potential. Pertinent questions to ask include:

- Does the project exploit opportunities or respond to risks arising from these changing factors?
- Does it help make the city centre and its communities, businesses and infrastructure more resilient and thrive in a changing environment?

Principle 3: Consider when the project can get underway and when its impact on the city centre will be felt, through a costs and benefits analysis to ensure any economic, social and environmental benefits outweigh the negative impact (costs) to the city centre. Pertinent questions:

- Does the project's schedule work in with any other activities planned or already underway?
- What are the likely effects on residents, businesses and visitors, and how can any negative effects be minimised?

Principle 4: Seek opportunities to make the most of existing or planned investment so the overall impact is greater, and partner with developers and the community where possible to achieve this. Pertinent questions:

- Does the project help extract greater benefits from planned or existing investments?

- Does it provide opportunities to partner with others so the council doesn't bear all the cost?

Principle 5: Seek opportunities to combine overall council budgets and resources to maximise the quality of the outcomes. Pertinent questions:

- Does the opportunity help align programmes and investments among the council group's various specialist areas to produce better outcomes?
- Does it help us to be more efficient and achieve more with less?

Acknowledgements

We would like to thank people from the following organisations for the generous sharing of their time, expertise and insights to help us prepare this first version of the City Centre Action Plan:

Waitematā Local Board

Heart of the City

City Centre Residents Group

Mana Whenua Forum

Independent Māori Statutory Board (staff)

City Centre Network (a wide range of community service organisations and agencies)

Thriving City Network (a range of place operations organisations)

New Zealand Police

Karangahape Road Business Association

Ports of Auckland Ltd

Ngāti Whātua Orākei Whai Rawa

Precinct Properties Ltd

Britomart Group Ltd

Chloe Swarbrick MP

The Urban Room

Kāinga Ora Homes & Communities

University of Auckland and Auckland University of Technology

City Rail Link Ltd

Auckland Light Rail

Auckland Policy Office (Auckland-based government departments and ministries)

Ministry of Education

Waka Kotahi New Zealand Transport Agency

Staff from Auckland Council, Auckland Transport, Tātaki Auckland Unlimited, Watercare and Eke Panuku

Joint City Centre Steering Group

Joint City Centre Leadership Team

Joint City Centre Strategy and Investment Working Group

Inside back cover

This action plan has been produced by Eke Panuku in collaboration with Auckland Council, Auckland Transport and Tātaki Auckland Unlimited. It is a non-statutory document that provides guidance to the Council group for their work in Tāmaki Makaurau – and specifically in Auckland’s city centre. The Council group processes for allocating funding to projects, the Long-Term Plan and Regional Land Transport Plan, has not yet been complete at the time of publishing. The outcome of those processes may result in changes to funding for the actions identified in this plan. The action plan is a living document and will be updated annually.



Auckland *City centre*

Action Plan

Our priorities for a thriving city centre

Foreword

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What's *inside*

01

INTRODUCTION
XX

02

**THE PAST
10 YEARS**
XX

03

**LOOKING
AHEAD**
XX

04

**HOW WE SET
OUR PRIORITIES**
XX

05

**OUR FOCUS IN
COMING YEARS**
XX

06

**OUR INTEGRATED
WORK PROGRAMMES**
XX

07

CITY-WIDE PROGRAMMES

- ENHANCE PEOPLE EXPERIENCE
- INCREASE INVESTMENT AND ATTRACTION
- SUPPORT COMMUNITIES
- STRENGTHEN CLIMATE RESPONSE
- ADVANCE MANA WHENUA OUTCOMES

XX

08

PLACE-BASED PROGRAMMES

- INTEGRATE CITY RAIL LINK WITH PUBLIC SPACES, PUBLIC TRANSPORT AND REDEVELOPMENT PROJECTS

- LEAD AND INFLUENCE CITY-SHAPING INFRASTRUCTURE PROJECTS
- FOSTER CITY CENTRE DEVELOPMENT PARTNERSHIPS

- DELIVER INTEGRATED TRANSPORT NETWORKS
- FACILITATE REGENERATION OF OUR CITY CENTRE PRECINCTS

XX

09

APPENDIX 1:
HOW WE WILL TRACK PROGRESS
XX

APPENDIX 2:
PRIORITISATION PRINCIPLES
XX

10

ACKNOWLEDGEMENTS
XX

01

Introduction





We have developed this action plan to help us implement the City Centre Masterplan.

The masterplan offers a vision of how a revitalised city centre can look. It is inspirational, high-level and long-term. Outcomes are broadly defined. The role of this action plan is to set out the steps needed to achieve these outcomes. It prioritises some initiatives over others. This has been necessary because our finances are not unlimited, and the masterplan contains many more ideas and projects than we have the resources to fund in the short to medium term. We have therefore had to set priorities and target funds in a way that achieves the biggest possible impact. In drawing up this plan, we have also taken account of:

- the effects of the COVID-19 pandemic, recent social and financial pressures, and the impact of climate change
- the eventual impact of the City Rail Link, which will result in the city centre looking, and functioning, quite differently in three years' time
- the effects of potential infrastructure projects such as developing options for the future of port land, building a light rail system and constructing additional Waitemata Harbour connections
- feedback from groups we met over the past six months to gauge the potential

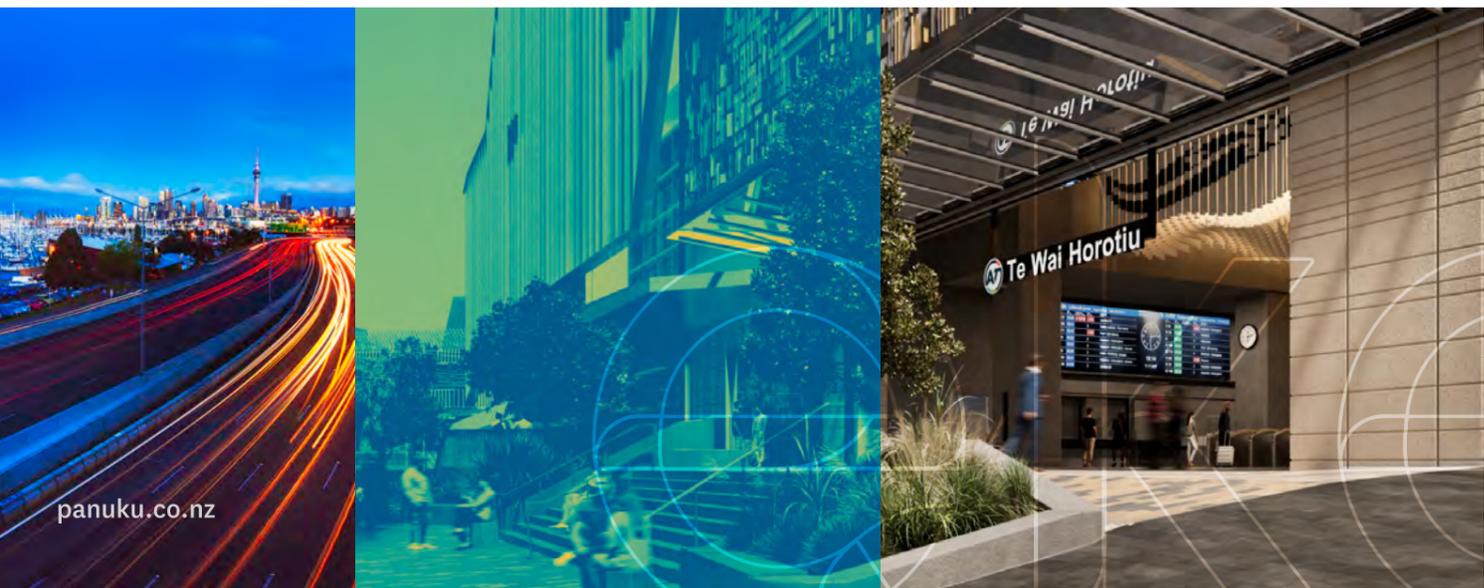
impact of these changes on them, their businesses and their communities

- the adoption of an integrated approach by the four council agencies concerned to implement the plan's work programmes. Urban regeneration is about planning neighbourhoods in such a way that their communities and economies are stronger. Implementation will aim to put the needs and aspirations of the city centre's people and places foremost, rather than individual agency needs, in a "best for the city centre" approach.

but it also devotes resources to less visible services and infrastructure, such as supporting the night-time economy and making it easy for visitors and others to find their way around, that ensure the city centre is welcoming and inclusive. It also contains milestones to strive for to ensure the city centre is, indeed, a thriving one. What will such a centre look like? It will be a place that celebrates its unique identity, offers integrated transport choices, sustains a healthy natural environment, provides quality urban living choices, and has a prosperous local economy.

Naturally, details about projects in the earlier phases are more comprehensive than those in later years, which may not yet have been worked through. The plan contains a series of investments in obvious physical capital works, such as new and revitalised buildings and improvements to streets and footpaths,

We will review, and where necessary revise, the plan each year in line with annual business planning and after engaging with relevant partner agencies. More comprehensive reviews will occur every three years as part of the council group's Long Term Plan and Regional Land Transport Plan.



02



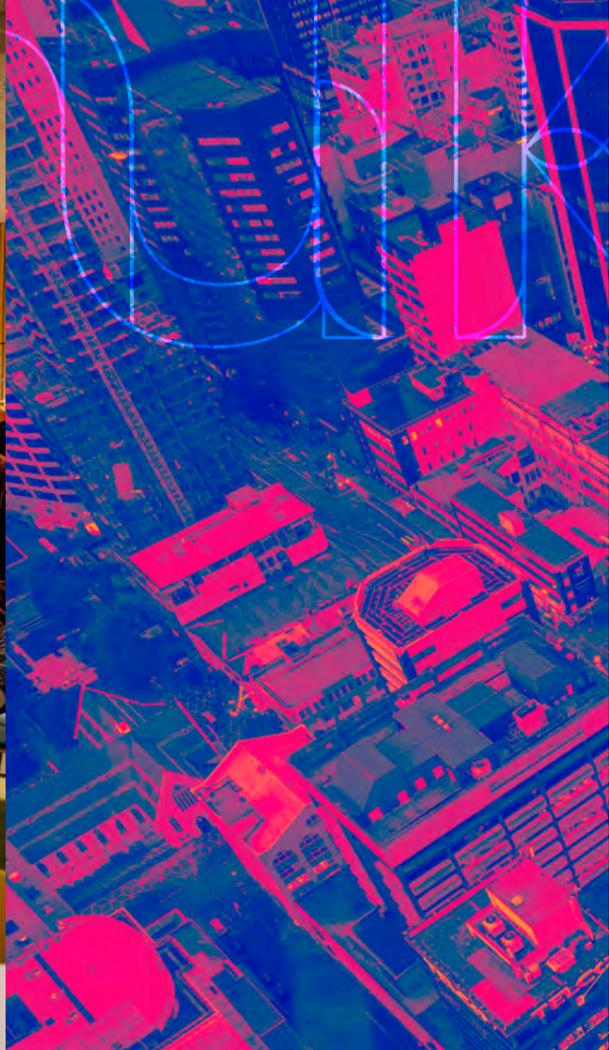
The past
10 years

The city centre has undergone substantial change in the decade since the masterplan took effect.

Precincts such as Commercial Bay, Britomart and Wynyard Quarter are unrecognisable from 10 years ago. There have also been numerous projects that have helped create a more vibrant, people-friendly city centre, including shared spaces and laneways, construction of Te Ara I Whiti The Lightpath, redesign of Quay Street and the ferry basin, street upgrades along Karangahape Road, and redevelopment of Freyberg Place, the Ellen Melville Centre and Toi o Tāmaki Auckland Art Gallery. Residential growth has been rapid, too, during this time.

However, the events of the past three years have required us to become much more agile and resilient to an increasing amount and pace of change. The COVID-19 pandemic and subsequent lockdowns have had a significant impact on the social and economic fabric of the city centre. The increase in extreme weather has required a sharper focus on improving the city's climate resilience.





Snapshot of city centre's health 2012-22*

NZ Stats Census (2018) SA1 data.
 Pedestrian traffic fell by almost 70 per cent from March 2019 to March 2022, Heart of the City data and reporting.
 JLL, CBRE, Colliers reporting in media (2023 various).

City centre	2012 (masterplan introduced)	2019 (master- plan revised)	2022 (collected data)	Change compared to 2012	Change compared to 2019
Residential population	29,970	38,390	36,460	21.7%	-5.0%
Number of businesses	11,808	14,151	14,958	26.7%	5.7%
Number of employees	111,441	141,640	146,601	31.6%	2.5%
Overall office vacancy rate	10.5%	5%	12.5%	-19%	-
Office vacancy rate: prime offices	8%	3%	8.5%	-6.3%	-
Office vacancy rate: secondary offices	12.0%	6.5%	17.0%	-41.7%	-
Car commuters: morning peak*	-	104,127	75,206	-	-27.8%
Pedestrians and cyclists: morning peak*	-	17,077	13,720	-	-19.7%
Pedestrian traffic**	2,399,237	2,427,369	1,396,703	-42.5%	-41.8%
Spending*	-	159,790,000	130,864,000	-	-18.1%

* September to November
 **October counts.

Resident numbers have dropped off since 2019 after rising sharply in the preceding period (see snapshot below). This not due to one single factor, but likely reasons include demographic and lifestyle changes and the loss of international students resulting from COVID-19. City centre residents are younger and more ethnically diverse than those in other parts of Auckland. Almost three-quarters are born overseas, and more than half are of Asian ethnicity. A significant proportion are aged between 20 and 34 compared with the Auckland-wide population.

Office vacancy rates accelerated in the wake of COVID-19 as more people switched, partially or fully, from office to home-based work. This, in turn, has hurt city centre

foot traffic and spending. The loss of international students and tourists, including cruise passengers, has contributed to the downturn. Public transport numbers have yet to return to pre-pandemic levels. However, there are positive signs the city centre is rebounding, helped by increased commercial activity and investment. Recent data indicates more people are choosing public transport, cycling and walking to get into the city. Real estate data suggests commercial tenants are switching to higher-grade office space. The number of businesses and employees in the city centre has risen, and several internationally branded hotels have opened for business.



03



Looking
ahead

City Centre Action Plan - Stakeholder Engagement Record

Meetings held:	Organisation	Date
	Auckland Council Group Communications & Engagement Staff	29 March
	Auckland Council Group staff	30 March
	Heart of the City	30 March
	City Centre Residents Group (Chair and Deputy Chair)	31 March
	Mana Whenua Forum	3 April
	City Centre Residents Group (Membership)	3 April
	Independent Māori Statutory Board	19 April
	City Centre Network	27 April
	NZ Police	27 April
	Ports of Auckland	28 April
	Precinct Properties	28 April
	Waitematā Local Board	2 May
	Thriving City Centre Stakeholders	2 May
	Mana Whenua Forum	3 May
	Britomart Group	4 May
	Chloe Swarbrick (MP for Auckland Central)	5 May
	Kainga Ora	5 May
	Waitemata Local Board	9 May
	Universities (AUT & University of Auckland)	15 May
	Mana Whenua Forum	22 May
	Auckland Light Rail	23 May
	The Urban Room	24 May
	City Centre Network	25 May
	City Rail Link	31 May
	Auckland Policy Office (Central Government Departments)	2 June
	Ministry of Education	2 June
	Waka Kotahi/NZTA	13 June

6.5 Whitford Landfill Joint Venture - Potential commercial Opportunity

This paper has been redacted as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council. In terms of Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to withhold information where making available the information where:

- *s7(2)(i) - The withholding of the information is necessary to enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); and*
- *would affect the commercial interest of a third party (s7(2)(b)(ii); and*
- *would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)).*

6.6 Northcote Central (115 Lake Rd, Northcote) – Go to Market Strategy

This paper has been redacted as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council. In terms of Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to withhold information where making available the information where:

- *s7(2)(i) - The withholding of the information is necessary to enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); and*
- *would affect the commercial interest of a third party (s7(2)(b)(ii); and*
- *would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)).*

Decision paper: Dominion and Valley Roads Development Site, Mt Eden – Change of Essential Outcomes and Design Guidance

Author: Nicky Pennington, Development Manager

July 2023

Some information contained in this report should be treated as confidential, as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council. In terms of Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to withhold information where making available the information:

- would affect the commercial interest of a third party (s7(2)(b)(ii)); and
- would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)).

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- Approve an amendment to Eke Panuku Essential Outcomes and Design Guidance for 198 - 222 Dominion Road & 113 -117 Valley Road, Mt Eden development site as follows:
 - Require the Eke Panuku design review process to include the role of TAG.
 - Remove the minimum density specification of 85 residential units and ~900sqm of ground floor retail. Replace this with a requirement to 'maximise the redevelopment and revitalisation opportunity of the site to create a mixed-use development, including residential'.
 - Mana Whenua outcomes that align with current Eke Panuku policy.
 - Updated environmental sustainability outcomes to align with current Eke Panuku policy.

Whakarāpopototanga matua | Executive summary

1. In February 2021 the Board:

- approved the sale of the properties through a single stage process to mana whenua parties under section 4.2 of the Panuku Selecting Development Partners Policy; and if unsuccessful proceed to an open market sale process.

b. 

2.

3.

4.

5. The revised Essential Outcomes and Design Guidance aligns with the urban renewal objectives and meets market expectations. (Attachment A). Buddle Findlay has confirmed that the revised Essential Outcomes and Design Guidance satisfy the criteria for urban renewal as a public work under the Public Works Act.
6. The site will be offered back to the open market sales process. The developer selection will be in accordance clause 6.2 of our Selecting Development Partners Policy with a weighting of 15% allocated to Maori outcomes.

Horopaki | Context

7. The site area of approximately 5,251m² comprises multiple titles acquired by Council and Eke Panuku over several years to create a contiguous parcel with wide frontages to Dominion Rd and Valley Rd with a small frontage to Carrick Place. A proposed rapid transit corridor runs directly next to the site and is a catalyst to stimulate innovative urban development along Dominion Road.
8. The site is improved with buildings in varying condition. Some of the buildings were severely damaged by the weather incidents from the early part of 2023 and those damaged buildings have been considered for demolition. The remaining buildings are not in a good state of repair, although tenanted, and the overall property holding does not support an attractive and vibrant local neighbourhood.

9.

Previous Board / Council engagement and decisions

Date and meeting	Document	Decision / Outcome
February 2015	Acquisition of 198 Dominion Rd	Approved

February 2021	Dominion and Valley Roads Development Site, Mt Eden – Change of Essential Outcomes and Design Guidance	Approved
---------------	--------------------------------------------------------------------------------------------------------	----------

Nga whiringa me te taatai | Options and analysis

10. Unchanged from previous Board paper.

Kua whakaarohia nga whiringa | Options considered

11. Other options considered:

- a. Sell the site with the existing Board approved Essential Outcomes and Design Guidance however this has been tested in the market for 18 months without a development party committing to the development.
- b. Sell the site without Essential Outcomes and Design Guidance. This option will not meet the Urban Renewal Assessment Criteria so has been discounted.
- c. Leave the site as is and do not sell. This option will require Eke Panuku to look at further capital investment to upgrade the poor-quality existing buildings and consider placemaking and other initiatives for the sites to support the neighbourhood and retail activation along Dominion and Valley Roads.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

12. [Redacted]

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

13. [Redacted]

14. [Redacted]

15. [Redacted]

Tauākī whakaaweawe Māori | Māori impacts

16. The Essential Outcomes and Design Guidance requires purchasers to engage with the mana whenua and discuss incorporating elements of design or landscaping into the development.

17. In accordance with section 6.2 of our Selection of development partners policy assessment criteria for offers will include a 15% weighting for Māori Outcomes, of which 9% shall be awarded for a mana whenua partnership, 3% for Māori social procurement and 3% for expressing Māori identity.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

18. Unchanged from the previous Board paper.

Tauākī whakaaweawe āhuarangi | Environment and Climate change impacts

19. Unchanged from the previous Board paper.

Ngā koringa ā-muri | Next steps

20. The steps and timeframes proposed for the project are:

- a. September 2023 to appoint an agent to market the sites for sale.
- b. December 2023 preferred developer appointed.

Ngā tāpirihanga | Attachments

Attachment A – Essential Outcomes and Design Guidelines.

Ngā kaihaina | Signatories

Allan Young, GM Development

Marian Webb, GM Assets & Delivery

David Rankin, Chief Executive

Decision paper: 84-100 Morrin Road, St Johns - Development Outcomes

Author: Pete Johnston, Development Manager; Gavin Peebles, Head of Development; Allan Young, Director Development.

July 2023

Some information contained in this report should be treated as confidential, as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council. In terms of Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to withhold information where making available the information:

- would affect the commercial interest of a third party (s7(2)(b)(ii)); and
- would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)).

Ngā tūtohunga | Recommendations

That the Eke Panuku Board approve an amendment to Eke Panuku Essential Outcomes and Design Guidelines, for the 84 - 100 Morrin Road development site as follows:

- Remove the requirement for the site to be developed for residential housing comprising not less than 250 dwellings of varying typologies.
- Replace this with a requirement to 'maximise the residential redevelopment opportunity whilst creating a quality development'.

Whakarāpopototanga matua | Executive summary

1. In December 2021 the Eke Panuku Board approved a sale to the hapu led joint venture Marutuahu Ropu and Fletcher Residential through a limited contestable site sale process under Section 4.2 of Eke Panuku's selecting Development Partners Policy.
2. The Eke Panuku Board approval specifically noted that its approval was on the basis of the JV developing 250 dwellings of various typologies on-site.
3. The first scheme of development comprising 250 dwellings received an adverse critique from the first Technical Advisory Group (TAG) review, in particular towards the proposed high-rise apartments adjoining the adjacent Reserve land.
4. The JV has since eliminated the high-rise component from its scheme of development which has resulted in some 143 dwellings. TAG has since undertaken two further reviews of the scheme for 143 dwellings and endorses this outcome.
5. This form of development is generally only of 2 to 3 levels in height and is considered to be more economically viable to the JV.

6. All other site-specific essential outcomes and design guidelines have not changed from December 2021 Board approvals.
7. Whilst the reduction in dwelling numbers from 250 is significant, the residential development proposed has many merits, meeting with the approval of TAG, the Eke Panuku in-house design team and has now been lodged for Resource Consent.

Horopaki | Context

8.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
13/09/2013 Strategy and Finance Committee	Resolution number SF/2013/102	Approval to sell
21/10/2021	Eke Panuku Board Meeting	Approved the Go to Market Strategy whereby the site would be offered to Mana Whenua with Essential Outcomes in place
15/12/2021	Eke Panuku Board Meeting	Approved the sale to Murutuahu Ropu and Fletcher Residential with Essential Outcomes in place

Hīraunga | Implications

Ngā ritenga ā-pūtea | Financial implications

9. 

10. 

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

11. Unchanged from the previous board approvals.

Tauākī whakaaweawe Māori | Māori impact

12. Unchanged from previous board approvals.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

13. Unchanged from the previous board approvals.

Ngā whakaaweawe rauemi | Resourcing impacts

14. Unchanged from the previous board approvals.

Tauākī whakaaweawe āhuarangi | Climate change impacts

15. Unchanged from the previous board approvals.

Ngā koringa ā-muri | Next steps

16. The steps and timeframes proposed to progress the decision are as follows:

- July 2023- provide the JV with consent to reduce dwelling numbers from 250 to 143 so it can progress with its development of the site.

Ngā kaihaina | Signatories

Allan Young, GM Development

David Rankin, Chief Executive

7.1 Out of Cycle Decisions – at the time of publishing there were no out of cycle decisions to ratify

Director interests at 13 July 2023

Member	Interest	Company / Entity	Conflicts pre-identified?
Paul F. MAJUREY	Chair	Eke Panuku Development Auckland Limited	
	Member	Auckland Light Rail Mana Whenua Sponsors Group	
	Director	Atkins Holm Majurey Limited	
	Director	Hāpai Commercial General Partner Limited	
	Chair	Hāpai Housing General Partner Limited	
	Chair	Hauraki Collective (12 iwi collective)	
	Tangata Whenua Representative	Hauraki Gulf Forum	
	Director	Homai General Partner Limited	
	Chair	Impact Enterprise Partnership GP Limited	
	Director	Manawa GP Limited	
	Chair	Marutūāhu Collective (5 iwi collective)	Possible
	Chair	Marutūāhu Rōpū General Partner Limited	
	Director	MO5 Properties Limited	
	Director	MRLP Group Limited	
	Chair	Ngāti Maru Limited	Possible
	Director	Pare Hauraki Asset Holdings Limited	
	Chair	Puhinui Park GP Limited	
	Chair	Te Pūia Tāpapa GP Limited	
	Chair	Tūpuna Taonga o Tāmaki Makaurau Trust Limited (Tūpuna Maunga Authority)	
	Director	Westhaven Marina Limited	
Chair	Whenuapai Housing GP Limited		
Director	Whenua Haumi Roroa o Tamaki Makaurau General Partner Limited		

Member	Interest	Company / Entity	Conflicts pre-identified?
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David I. KENNEDY	Director	Eke Panuku Development Auckland Limited	
	Chair	Beachlands South GP Ltd (JV between NZ Super Fund and Russell Property Group)	
	Member	Business Reference Group Te Arotake Future for Local Government	
	Director	Cathedral Property Limited	
	Director	Grantley Holdings Limited	
	Chair	Kaha Ake GP Ltd (JV between NZ Super Fund and Classic Developments)	
	Director	Naylor Love	
	Trustee	New Zealand Housing Foundation	Possible
	Chief Executive	Te Kaha Project Delivery Ltd	
	Director	Westhaven Marina Ltd	

John COOP	Director	Eke Panuku Development Auckland Limited	
	Trustee	JE and CS Coop Family Trust	
	Managing Director and Principal	Warren and Mahoney	Possible

Jennifer KERR	Director	Eke Panuku Development Auckland Limited	
	Committee member	Audit and Risk – Police	
	Deputy Chair	Callaghan Innovation	
	Trustee	J.R. Kerr Portfolio of Shares and Bonds managed by Craig Investment Ltd	
	Trustee	J.R. Kerr Portfolio of Shares and Bonds managed by Forsyth Barr	
	Settlor, Trustee, Beneficiary	J.R. Kerr Trust	
	Chair	NZTE	
	Member	Port Nicholson Trust	
	Member, Advisory Board	University of Waikato Management School	
	Board member	Waipa Networks Ltd	
	Chair	WorkSafe New Zealand	

Member	Interest	Company / Entity	Conflicts pre-identified?
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Steven EVANS	Director	Eke Panuku Development Auckland Limited	
	Member	Construction Industry Accord Residential Sector Reference Group	
	Chief Executive	Fletcher Building LTD	Yes
	Director	Homai General Partner Limited	
	Director	Okahukura GP Limited	
	Member	Steering Group Construction Industry Accord	
	Director	Tauoma FRL Limited Partnership	
	Board Member	Urban Development Institute of New Zealand	Yes

Susan HURIA	Director	Eke Panuku Development Auckland Limited	
	Director	Accessible Properties NZ Ltd	
	Chair	Leaderbrand Holdings and associated entities	
	Director	Ospri and associated entities	
	Director/Shareholder	Rawa Hohepa	
	Director	Royal College of General Practitioners	
	Director/Shareholder	Susan Huria Associates (2003) Limited	

Kenina COURT	Director	Eke Panuku Development Auckland Limited	
	Shareholder	Arrakis Limited	
	Director	Banking Ombudsman Scheme Limited	
	Director	BDE Bonus Limited	
	Director	Business in the Community (2013) Limited	
	Director	Business Mentors New Zealand Limited	
	Director	CP Resettlement Trustees Limited	
	Director	Eight Peaks Holdings Limited	
	Director	Fale Developments Limited	
	Director	Fortitudine Trustees Limited	
	Director	Greer Family Trustees Limited	
	Director	Holly Corp Trustees Limited	
	Director	Huma Holdings Limited	

Member	Interest	Company / Entity	Conflicts pre-identified?
Kenina COURT (cont'd)	Director	IBS.	
	Shareholder	IBS Corporation Limited	
	Director	It's Happened Trustees Limited	
	Director	KW Westgate Limited	
	Director	Lovelock Trustees Limited	
	Director	Lujato Trustees Limited	
	Director	M&G Trustees Limited	
	Director	Market Kitchen Limited	
	Director	Nathan Whanau Trustees Limited	
	Director	New Gipsy Limited	
	Director	NTA Holdings Limited	
	Director	Oceania Career Academy Limited	
	Director	Pathfinder Management Partner Limited	
	Director	Pathfinder Trustees Limited	
	Director	Pathsol Limited	
	Director	PGFT Trustees Limited	
	Director	Platinum Securities Limited	
	Director	PSL Freedom Limited	
	Director	Rice Family Trustees Limited	
	Director	Silvereye Investments Limited	
	Director	Slice Limited	
	Director	Stak Trustees Limited	
	Director	Twinlion Trustees Limited	
Director	Up Skill Teams Limited		

Changes made to Directors' interests register since 28 June 2023 Board meeting:

Additions:

Director	Conflict/interest added	Date notified
	N/A	

Amendments:

Director	Conflict/interest amended	Date notified
	N/A	

Deletions:

Director	Conflict/interest deleted	Date notified
	N/A	

Director Meeting Attendance Register – 2022 / 2023

	2022					
	27 Jul	24 Aug	28 Sep	26 Oct	23 Nov	16 Dec
P. Majurey	✓	C A N C E L L E D	✓	✓	x	✓
D. Kennedy	✓		x	✓	✓	✓
J. Coop	✓		✓	✓	✓	x
K. Court	✓		✓	✓	✓	x
S. Evans	x		✓	x	✓	✓
S. Huria	✓		✓	✓	✓	✓
J. Kerr	✓		✓	✓	✓	✓

	2023									
	22 Feb	22 Mar	26 Apr	24 May	28 Jun	26 Jul	27 Sept	25 Oct	22 Nov	13 Dec
P. Majurey	✓	✓	✓	✓	x					
D. Kennedy	✓	✓	✓	✓	✓					
J. Coop	✓	✓	✓	✓	✓					
K. Court	✓	✓	✓	✓	x					
S. Evans	✓	✓	✓	✓	✓					
S. Huria	✓	✓	✓	✓	✓					
J. Kerr	✓	✓	✓	✓	✓					
S. Solomon	x	x	✓	✓	✓					

Minutes of the meeting of directors of Eke Panuku Development Auckland Limited, held in partly confidential session, in person at 82 Wyndham Street, Auckland and online via Teams, on Wednesday 28 June 2023 commencing at 12.00pm.

<p>Attending</p>	<p>Board: David Kennedy – Acting Chair, John Coop, Steve Evans, Susan Huria, Jennifer Kerr</p> <p>Executive: David Rankin, Chief Executive Officer, Ian Wheeler Chief Operating Officer, Gyles Bendall – GM Design & Place, Alaina Cockerton – Head of People & Culture, Angelika Cutler – GM Community & Stakeholder Relations, Carl Gosbee – Chief Financial Officer, Marian Webb – GM Assets & Delivery, Allan Young – GM Development Brenna Waghorn – GM Strategy & Planning</p> <p>In Attendance: Selio Solomon (Board Intern), Alice Newcomb – Governance Manager, Sally Blyth (Minute Taker)</p> <p>Apologies: Paul Majurey (Chair), Kenina Court (Director)</p>
<p>Opening remarks</p>	<p>The Acting Chair welcomed everyone to the Board meeting</p>
<p>1. Meeting Opening</p>	<p>The Board meeting opened with a karakia at 12.00pm</p>
<p>1.1 Public deputation</p>	
<p>2.1 Procedural motion to exclude the public</p>	<p>Pursuant to clause 12.3 of the Eke Panuku Constitution, the public be excluded from confidential papers or parts thereof, so that commercially sensitive issues can be discussed.</p>
<p>2.2 Apologies</p>	<p>Paul Majurey, Kenina Court</p>
<p>3.0 Chief Executive’s report</p>	<p>David Rankin, Chief Executive spoke to the report. Rachael Wilson, Auckland Council, joined the meeting for this item.</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>

<p>5.1 Eke Panuku Future Urban Regeneration Programme</p>	<p>Brenna Waghorn, GM Strategy & Planning, introduced the paper which was taken as read.</p> <p>The Board confirmed its support for the paper and proposed direction, and stressed the importance of Eke Panuku being involved in the urban design of the town centres that are being generated by ALR.</p> <p>Following the conclusion of discussions, the Eke Panuku Board resolved to:</p> <p>a. endorse the proposed approach set out in the report for engagement with the CCO Direction and Oversight Committee on the future urban regeneration programme.</p>
<p>5.2 Service property optimisation opportunity in Kohimarama</p>	<p>Marian Webb, GM Assets & Delivery, introduced the paper which was taken as read. Letitia Edwards and Carl May joined the meeting for this item.</p> <p>Following the conclusion of discussions, the Eke Panuku Board resolved to:</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
<p>5.3 Waterfront Commercial Opportunity</p>	<p>Marian Webb, GM Assets & Delivery, introduced the paper which was taken as read. Mark Norton joined the meeting for this item.</p> <p>Following the conclusion of discussions, the Eke Panuku Board resolved to:</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>

	<p>a. approve the public realm environmental guidelines for implementation; subject to:</p> <ul style="list-style-type: none"> • further thought being applied to the supply chain, and • Suggestion that until a certain process is agreed and established, it should not be mandated e.g., carbon assessment. More clarity is required along with confirmation of KPIs.
<p>5.7 Site 14, North Wharf, Wynard Quarter – Expression of Interest</p>	<p>Allan Young, GM Development, introduced the paper which was taken as read. Michael Jefferies joined, and John Coop left the meeting for this item.</p> <p>[REDACTED]</p> <p>Following the conclusion of discussions, the Eke Panuku Board resolved to:</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
<p>6.0 Workshop – City Centre Action Plan</p>	<p>Ian Wheeler, Chief Operating Officer, introduced this item. Simon Oddie, Susan McGregor-Bevan, Daniel Chapman, Naomi Craymer, Kim West, Fiona Knox joined the meeting for this item.</p> <p>Key points covered included:</p> <ul style="list-style-type: none"> - Timeframes, noting the plan was scoped in September 2022, discussed at the Strategy Day in November 2022 and an update was provided in March 2023. - Key deliverables. - Conversations have been held with 30+ stakeholder groups. - Acknowledgement of Naomi Craymer and her leadership during challenging times. - The aim is for a thriving city centre. - Priorities over next 4 years were outlined. - Spatial drivers and how the plan will be used. - Approval process and key milestones. <p>The Acting Chair commended the Executive team for the presentation and asked that the Board’s discussion be considered and addressed in the next paper when a decision is required.</p>
<p>7.0 Eke Panuku Board Intern Presentation</p>	<p>Selio Solomon, Eke Panuku Board Intern, gave a presentation on his time spent at Eke Panuku.</p> <p>The Acting Chair thanked him for his efforts during his time with the organisation and for his presentation.</p>
<p>8.0 Governance matters</p>	

8.1 Out of Cycle Decisions	The Eke Panuku Board noted there was no out of cycle decisions made between the May and June 2023 board meetings.
8.2 Directors interests	The Eke Panuku Board reviewed and received the Register of Directors' Interests.
8.3 Director meeting attendance	The Eke Panuku Board noted the Directors' meeting attendance.
8.4 Minutes of previous meeting held 24 May 2023	The Eke Panuku Board reviewed and confirmed the Minutes of the Board Meeting 24 May 2023, with confidential information included, as a true and accurate record of the meeting.
8.5 Board action list	The Eke Panuku Board noted the Board action list.
8.6 Board forward work programme	The Eke Panuku Board noted the Board forward work programme.
9.0 General Business	There were no items of general business.
Close of Board meeting	The meeting closed with a karakia at 3:39pm.

Confirmed as a true and accurate record:

_____ Deputy Chair

_____ Date