

Board Report

Date

Wednesday,
23 February 2022

Venue

Eke Panuku office,
82 Wyndham Street
and online via Teams



Board agenda

Where: In person at the Eke Panuku office, 82 Wyndham St, and online via Teams

When: Wednesday, 23 February 2022 | 10.00 am – 1.45 pm

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

Liaison councillor: Cr Efeso Collins

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 Panuku or Auckland Council. Under Section 7 of the Local Government Official Information and Meetings Act 1987, 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>Meeting open</p> <p>1.1 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 the following proceedings of this meeting, so that commercially sensitive issues can be discussed in confidential session.</p> <p>1.2 Apologies</p>
2.	Chief Executive's report
3.	Health and Safety
4.	<p>Decision papers</p> <p>4.1 Alternative Commercial Opportunities</p> <p>4.2 Wynyard Point Te Ara Tukutuku</p> <p>4.3 Thriving Town Centres</p> <p>4.4 2023 Budget Refresh</p> <p>4.5 101 Pakenham Street West, Wynyard Quarter – Go to Market Strategy</p> <p>4.6 Downtown Car Park Request for Development Proposal</p> <p>4.7 Avondale Central</p>
5.	<p>Public session - Information papers</p> <p>5.1 Annual Report 30 June 2021</p>

6.	Information papers 6.1 City Centre programme update 6.2 Water edges health and safety update 6.3 Onehunga Wharf Development proposal update 6.4 Board Strategy Day Overview and Next Steps 6.5 Risk Report
7.	Governance matters 7.1 Director interests 7.2 Director meeting attendance 7.3 Minutes of 15 December 2021 board meeting

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.

Eke Panuku Development Auckland (Eke Panuku)

Eke Panuku partners with the development sector, iwi and central government to facilitate redevelopment of selected areas across Auckland to promote quality-built environments and residential and commercial growth. Eke Panuku will actively review the council group property portfolio for sites that are surplus to service requirements, require renewal or are underutilised and make land available for redevelopment. Eke Panuku will continue to redevelop the city waterfront area and manage non-service properties on behalf of the Auckland Council Group. Eke Panuku's subsidiary is Westhaven Marina Limited.

Our name

'Eke Panuku' means 'to move forward' and that's exactly what we're helping Auckland to do.

Our vision

Shaping spaces for Aucklanders to love

Our mission

The mission of Eke Panuku is to rejuvenate urban Auckland, from small projects that refresh a site or building, to major transformations of town centres or neighbourhoods. Eke Panuku improves the uses of land and buildings that Auckland Council owns, attracts private investment and together we unlock their potential to create spaces Aucklanders love.

Our purpose

The purpose of Eke Panuku Development Auckland (Eke Panuku) is to contribute to the implementation of the Auckland Plan and encourage economic development by facilitating urban redevelopment that optimises and integrates good public transport outcomes, efficient and sustainable infrastructure and quality public services and amenities.

Eke Panuku will manage council's non-service property portfolio and provide strategic advice on council's other property portfolios. It will recycle or redevelop sub-optimal or underutilised council assets and aim to achieve an overall balance of commercial and strategic outcomes.

What we do

Eke Panuku Development Auckland helps to redevelop parts of our city, we're working to improve the quality of urban living across Auckland.

To do this it's important to understand the communities in which we work. We manage around \$2 billion of land and buildings that Auckland Council owns, which we continuously review to find smart ways to generate income for the region, grow the portfolio or release land or properties that can be better used by others.

There were no apologies received for the February board meeting.

Information paper: Chief Executive's Report

Document author: David Rankin

February 2022

Whakarāpopototanga matua | Executive summary

1. This is a public report with confidential information redacted, indicated in [REDACTED]. 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

[REDACTED]

2. [REDACTED]

[REDACTED]

Auckland Light Rail

4. In late January the Government announced that it is investing in the vision to build a high-capacity, linked up rapid transit network across the city. It will start with the Light Rail from the City Centre to Māngere (CC2M), an area that will be home to 17% of Auckland's future population growth and 33% of job growth over the next 30 years. Cabinet has endorsed tunnelled light rail from Wynyard Quarter to Mt Roskill and surface light rail onward to Onehunga, Māngere and the airport.
5. Quality compact urban form, incorporating 66,000 additional households and 97,000 new jobs, is anticipated in this corridor with investment in rapid transit plus other interventions. Places along the corridor will continue to grow and evolve well beyond the project timeframe. They will become vibrant, diverse, centres and neighbourhoods, focused around rapid transit stops/stations. These areas will support significantly higher densities than currently exist, enabling people to have more choice in housing, employment, education and other services.

6. The next phase for the project is the detailed planning and consenting. This includes refining route and costs, and finalising the delivery and funding. It is anticipated that the planning and consenting phase will take 3-4 years and construction will then take 6-8 years.
7. Eke Panuku has been asked to participate in the scoping of the briefs for the next phase of work. Our involvement will likely be focused around the urban development opportunities and interventions, development feasibility, and master planning for specific locations, such as Onehunga. As part of ALR the Government is investigating options for funding the project including value capture through a targeted rate. This may have implications for other projects and locations and will be something we want to follow closely. [REDACTED]
8. Response to the proposal has been varied largely due to the \$14B price tag. The lack of cross-party support for ALR is a key risk however bringing forward the decision on the next harbour crossing may force wider engagement on priorities.

CMT update

9. The Crisis Management Team continues to meet regularly to review both the impacts of Covid 19 and the various variants on Eke Panuku and our current and planned responses. Staff are kept up to date with changes in our approach and policies through a mix of CMT and CEO briefings. Our current position under the red traffic light is to have our essential services running (marinas, construction sites and responsive property management and maintenance) and to have our offices open and available to staff who wish to work from them, with suitable separation, face mask protocols and a current ban on visitors. We have been monitoring the usage of the office. As expected, the average number of staff dropped from the yellow setting to the red with the average dropping from 69 people per day for the week commencing 17 January to an average of 27 from then on.
10. Auckland Council has issued a notice to all contractors setting out a requirement for them to be vaccinated if they do any work under the direct control and influence of council or if they interact with council staff or others as representatives of council (outside their own offices, premises and sites). Contractors will only be able to access council-controlled indoor sites where they are fully vaccinated and provide proof of vaccination status. We are following this approach.
11. The Eke Panuku staff vaccination policy is being implemented; over 98% of staff have provided proof they are fully vaccinated. We have four individuals that we are talking to individually around their vaccination status. One of these has now received their first dose and is planning to have their second, another has agreed to get fully vaccinated by the end of April. The remaining two may depart as a result of the vaccination requirement.

[REDACTED]

12. [REDACTED]




Capital Programme

14. Capex spend for the year is at \$15.2m, which is \$32m behind phased budget. The current year end forecast, with an increase of project delivery activity during the second part of this financial year, is estimated at \$50m. The budget was \$90m.
15. This financial year has been characterised by a greater number of lower value, small to medium size projects, than last year. The year started with less projects in the delivery phase compared to last year with a number of larger higher value projects completing last year. Planning shows this trend of more, lower value projects continuing into future years with a 20% lift in project numbers in FY23. This widens our impact but increases the programme's exposure to various risks and does require more resources to plan and deliver.
16. The first part of this financial year was further affected by the extended lockdown flowing into the Christmas break. Last year we were able to get better early momentum in the first part of the financial year with the lockdown occurring much later in the financial year.
17. We have also experienced extended consenting timeframes, shortage of design consultants, supply issue and resourcing changes. This coupled with managing stakeholder and tenant requirements in this current context has also slowed progress.
18. However, we will see some positive delivery activity in the latter half of the financial year. This is outlined below and should flow into FY23:
 - Projects that are under construction or contracted to start in the next quarter, include: Takapuna Town Square and Gasometer car park planting completion, Te Ara Awataha Greenway in Northcote; Clifton Court streetscape works in Panmure; Piers G,H,J replacement works in the Waterfront; Manukau's Hayman Park playground, Avondale's Crayford Street upgrade and new car park; and the continuation of ongoing renewals projects.
 - Planned acquisitions in Manukau, Pukekohe and Northcote of circa \$10m are at risk as they rely on 3rd party agreements which may not get transacted this financial year.
19. In addition to the general commentary above that has affected progress there are two areas of significant underspend in the year, these are:
 - (a) Waterfront programme: Harbour bridge park / Westhaven projects (approx. \$11m underspent)
 - We brought forward our work in Harbour Bridge Park and the entrance to Westhaven to align with two major regional infrastructure projects – the Northern Pathway Landing and Watercare pump station upgrade and water connections to the North Shore. Over mid to late 2021, Waka Kotahi reconsidered, changed and

then cancelled the Northern Pathway landing project. This has had impacts on the speed of Eke Panuku engagement and advancement of design and capital works. It has also impacted Watercare who now needs to consider a Plan B for its project.

- Whilst Eke Panuku has confidence that our concept design work and final outcomes proposed for Harbour Bridge Park are still sound, our work in this area will still need to be co-ordinated with Watercare to minimise disruption and that we 'dig once'.

(b) Renewals programme:

- This programme is forecast to be \$13m underspent this year due to some of the reasons outlined above. There was a double count of a budgeted project of circa \$4m.

Brand Work

20. Following the Board's approval of a refresh of our communications and public information materials, the first example is now being used in Takapuna. The images in Attachment A show the large site hoarding that surrounds the central carpark area where the new Waiwharariki Anzac Takapuna town square construction is currently underway. We have also launched a brand-aligned campaign on social and mainstream media, bus stop posters and via our website promoting the future benefits of this new public space. A dawn blessing was held with mana whenua, local councillors and local board members, and contractors prior to construction starting.

21. Refer to Attachment A.

Ngā tāpirihanga | Attachments

Attachment A – Brand work

Attachment B – Monthly Dashboard

CE Report Attachment A – Brand Work





Quarterly reporting pack

Period ending 31 December 2021



Executive summary

A range of activities, events and projects have been progressed this quarter, however as with the previous quarter, momentum has been negatively affected by the covid lockdowns. Progress has continued, albeit at a slower pace, for activities such as planning, policy, business cases, improvement initiatives, design and consenting. However, activity involving site works, sale and acquisition activity, public engagement and events have been slowed, delayed or have been reset to align with the new Covid-19 protection framework. The impact on performance is evident in areas such as capital spend and progression of public realm works.

Māori Outcomes - The Mana Whenua Outcomes Framework is progressing well, with recent progress including the advancement of discussion around a small iwi investment fund to support involvement in commercial development.

Climate and Sustainability – Social Procurement Policy and targets were approved by the Eke Panuku Board in November 2021 and are currently being trialled through a number of capital projects and development agreements.

Programme Spend

Capex spend is at 32% and opex spend is at 73% of phased budget. The board CE report has an update on programme risk.

Site Sales and development agreement progress

- Over \$33m income received for sales activity over the quarter
- 5 conditional offers on sites across the region were signed this quarter.

Public Realm/community

- **Northcote** – the new community hub will be located at the existing library site, which was approved by the local board in October 2021. The building will be renovated and extended.
- **Takapuna town square** – The construction contract was awarded in November 2021 with works starting in early January 2022. The name Waiwharariki Anzac has been chosen for the square.
- **Onehunga's** Municipal Precinct Masterplan work started in December 2021.

Placemaking

- **South** – Container activations have started with a bike fix-it programme near Manukau's Hayman Park and the pump track is operational in Pukekohe.
- **Waterfront** – Multiple community sports courts have been installed at the former AC36 bases.

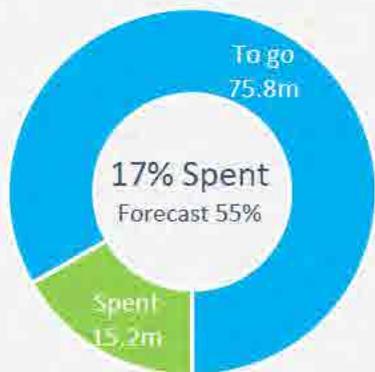
Physical projects completed / key milestones met:

- **Maungawhau and Karangahape Precinct Development Programme** – The programme business case was provided to the CRL Project Sponsors in November 2021, following its approval by the Joint Board Committee. A significant milestone for the programme and an FY22 SOI target.

Programmes summary

Including transform and unlock, support regeneration programmes and asset renewals

Capex budget \$91m



Location	Budget	YTD budget	YTD actuals
Central	50k	0k	0k
Isthmus	3.8m	956k	825k
North	10.9m	3.8m	1.7m
Regional	7.9m	2.1m	1.5m
Renewals	27.6m	18.5m	5.3m
South	12.4m	8.2m	856k
Waterfront	21.2m	9.5m	3.6m
West	5.8m	4.2m	1.4m
Total	89.7m	47.3m	15.2m
Contingency	\$11.4m		

Capex spend for the year is at \$15.2m, which is \$32m behind phased budget. The current forecast is estimated at \$50m. A number of factors have contributed to our year end forecast, these are explained in more detail in the board CE report.

Year to date, there are two areas of significant underspend. The Waterfront programme with \$11m relating to projects planned to respond to the Auckland Harbour Cycle Crossing (Northern pathway). These projects have been delayed due to ongoing uncertainty around the crossing's potential impact on this part of the waterfront and Westhaven marina.

The second area is the Renewals programme, which is forecast to be \$13m underspent this year. This is primarily due to the impacts of Covid-19 on project timings and material supply. There was also a double count of a budgeted project of circa \$4m.

There is also some risk with planned acquisitions in the Manukau, Pukekohe and Northcote programmes of circa \$10m. The acquisitions rely on 3rd party agreements and may not get transacted this financial year.

However, positive delivery activity is expected in the later half of the year, with projects under construction or contracted to start in the next quarter include: Takapuna Town Square and Gasometer car park planting completion; Te Ara Awataha Greenway in Northcote; Clifton Court streetscape works in Panmure; Piers G,H,J replacement works in the Waterfront; Manukau's Hayman Park playground; Avondale's Crayford Street upgrade and new car park; and the continuation of ongoing renewals projects.

Opex \$13.1m budget



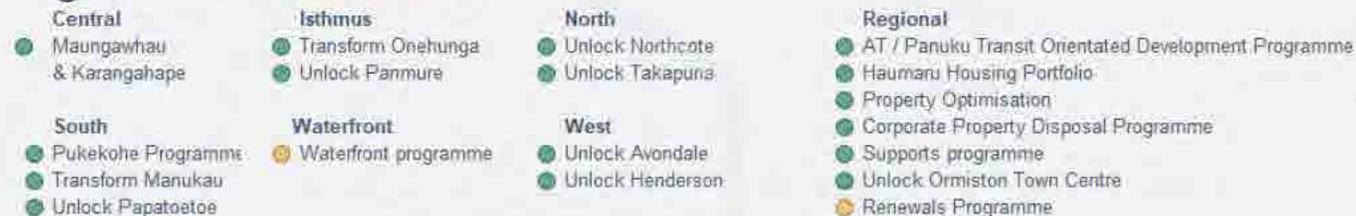
Location	Budget	YTD budget	YTD actuals
Central	709k	430k	167k
Isthmus	2.6m	1.6m	782k
North	1.4m	713k	575k
Regional	1.8m	1.1m	865k
Renewals	0k	0k	0k
South	4.9m	2.9m	1.5m
Waterfront	2.6m	1.4m	1.6m
West	1.8m	808k	932k
Total	15.7m	8.8m	6.4m

Note: budget overallocated by 15%. Adjustments will be made over the year to ensure portfolio remains within council approved budget.

Opex spend to date has been steady, averaging \$0.9m per month. This is forecast to increase over the next six months as we have been reviewing our options for place making due to the implementation of the governments Covid-19 protection framework model. We are now favouring smaller placemaking initiatives to large scale public events. A number of activations are still planned for later this year, the most significant being around Matariki.

Project teams are currently forecasting that there may be additional requirements for funding needed this year. These are being reviewed monthly by the Programme Steering Group.

Programme RAG Status



Programmes at amber are due to an underspend in capital.

Sales income target \$163m



Target is made up of the following:

- \$95m regeneration & general asset
- \$48m T & U
- \$20m disposals

In the second quarter, there were 4 unconditional general asset sales, totalling \$12.6m in net sales.

- Site C 18 Totara Ave, New Lynn
- 55B Stamford Park, Mt Roskill
- 2 Wiremu Street, Balmoral
- Lot 6C Launch Road, Hobsonville

A long term lease payment from Precinct Properties for lease of 6A and 6B [REDACTED]

Company wide financials

Expenditure budget \$37.4m



Expenditure is based on the following:

Costs

- \$29.3m people
- \$8.1m other – office occupancy and running costs, assurance, insurance, consultants and Viaduct Marina South.

Expenditure year to date is currently \$2.0m behind phased budget. People costs are currently \$0.8m behind budget. This is primarily due to problems recruiting to roles. There continues to be market pressure on salaries required to recruit and retain staff in areas around property management and development. At least \$0.5m of the saving to date will be held until year end.

Other expenses are currently tracking \$1.2m behind phased budget, this is a timing difference as some of the business initiatives for the year have planned expenditure which has yet to start, the current forecast is that savings year to date will be held until year end.

Managed properties surplus budget \$28.5m



The surplus is made up of the following:

- \$22.4m Managed properties (management of commercial and residential properties on behalf of Auckland council and Auckland Transport)
 - \$6.1m Marinas (3 Marinas and 2 trusts that operate to break even)
- Eke Panuku's public activities of \$4.1m are offset by its business interests income of \$4.1m.

Revenue budget \$15.3m



Revenue is based on the following:

Revenue:

- \$13.6m staff recharge to council for work on projects and marina asset management staff costs
- \$1.0m Viaduct Marina South revenue
- \$0.7m Marina Trusts fees for marina operation

Revenue year to date is \$0.4m behind phased budget. Staff recharge revenue is currently \$0.4m behind phased budget. There is a direct correlation between staff movements and vacancies and the decrease seen in recharge revenue and the savings in people costs.

Management is very focused on ensuring all revenue that can be generated is captured via timesheets.

Managed Properties net surplus \$5.5m ahead of phased budget:

- Commercial Property Portfolio is \$2.4m ahead of budget, revenue is up \$1.1m (even with the year to date revenue impact of Covid hardships claims being processed of \$1.3m) and expenditure is tracking behind budget by \$1.2m. The majority of the year to date underspend is in repairs and maintenance.
- Business Interests are \$1.5m ahead of budget as Waste Disposal Services are well ahead of budget with additional throughput.
- Public maintenance in the Wynyard Quarter is \$0.7m ahead of budget due to additional funding received for AC36 assets that have not required maintenance.
- Marinas are \$1.0m ahead of budget, an increase in revenue of \$0.5m is due to increased occupancy at the Viaduct Marina and costs are down \$0.5m due to the delayed competition of the pile berth redevelopment project. This has impacted annual charges to date of \$0.2m and repairs and maintenance of \$0.3m.

SOI performance measures

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. These are reported to the shareholder on a quarterly basis in accordance with the CCO Accountability Policy.

 On track
 At risk
 Critical

	Measure	Target	Actuals YTD	RAG	Commentary
Priority location – programmes & projects	1 Net new dwellings (housing units) - LTP	350	272		This SOI is on track, YTD 78% met with 272 new homes delivered across our programmes.
	2 Commercial / Retail gross floor area (GFA) or net lettable area (square meter) - LTP	0	N/A		There are no targets set for FY22.
	3 Public realm (includes new or upgraded public open space, playgrounds, walkways, roads etc.) – square meters.	21,000 sqm	390 sqm		No new works have been completed this quarter. This SOI is dependent on a significant public realm project being completed in the Waterfront, which is expected to be completed later this year. Therefore, we are optimistic that this target can still be met.
	4 Capital project milestones approved by the board achieved - LTP	>= 80%	6%		For the Q2 period, one target has been achieved relating to the Maungawhau & Karangahape Precinct Development Plan, approved in November 2021. There are two milestones in the renewals programme at risk, Shed 10 and 27 Princes St. Avondale's Civic Precinct developed design approval is now likely to be delayed until FY23.
Portfolio management	5 Achieve total board approved budgeted Transform and Unlock (T&U) net sales for the financial year through unconditional agreements	\$48m	\$30.7m		YTD there has been two long lease payments in the Wynyard Quarter totalling \$30.7m.
	6 Annual property portfolio net operating budget result agreed with the council achieved – LTP	\$21.9m	\$21.2m		The year to date result is \$21.2m, this is \$6.7m ahead of budget. We are on track for a better than budget performance.
	7 The monthly average occupancy rate for tenantable properties – LTP	Commercial 85% Residential 95%	Above target		Above target for this quarter with commercial at 93.8% and residential at 97.9%
	8 The percentage of marina customers surveyed who are satisfied with marina facilities and services	80%			Customers will be surveyed in quarter 4.
	9 The asset recycling target agreed with the Auckland Council	\$115m	\$14.5m		Sales year to date \$14.5m with 7 properties sold, there are 6 sites with conditional agreements circa \$24m, 4 under negotiation \$44m and \$75m that are being prepared for sale.
Business leadership	10 Enhancing the relationship between Eke Panuku and mana whenua. Increasing the percentage of satisfaction with the support they receive from Eke Panuku.	Baseline survey			This measure will be reported at the end of the year.
	11 Creating positive outcomes for Māori - Deliver 50 ongoing or new initiatives that support Māori Outcomes	50	50%		This is an ongoing activity created by delivering our work programmes and responding to the initiatives in the Mana Whenua Outcomes Framework. 25 significant initiatives have been completed in the year to date.
	12 Complaints received by Eke Panuku are resolved. **Note: This is a new performance measure. The actual result for FY22 as a baseline will help set future targets.	80% of complaints are resolved within 10 working days	94%		A total of 34 complaints have been received YTD, of these 32 have been resolved within 10 working days.

Focus areas – new work and business improvement



In addition to delivering the agreed urban regeneration and property management activities, programmes and targets, these are the areas of new work and business improvement we will be focusing on to deliver our goals.

Whilst COVID has impacted our ability to undertake site-based works, including construction, placemaking and completing necessary due diligence for some of our site sales, business focus areas are progressing well as the majority can be completed remotely.

Focus area		Total initiatives	RAG			Commentary
1	Strategy & relationships	5	5	0	0	To better align work programmes and objectives a joint Auckland Transport and Eke Panuku Project Steering Group has been established. We are also building relationships with design companies to support procurement. There has been wide engagement on the Town Centre Guidelines, a key strategy document that is in development.
2	Business improvements	16	10	6	0	A range of business improvements are progressing aimed at improving process efficiency, data quality and management and resource planning. Improvements to our procurement processes continue to be prioritised and are tracking well. Some business initiatives have been deprioritised or delayed due to Covid-19, largely internal process improvements or work requiring engagement with stakeholders.
3	Māori outcomes	25	17	8	0	Eke Panuku continues to meet regularly with mana whenua to advance projects and opportunities. Implementation of the Mana Whenua Outcomes Framework is progressing well. Recent progress includes advancing discussion of a small iwi investment fund to support involvement in commercial development. Some initiatives are delayed or are subject to mana whenua forum direction and prioritisation.
4	Sustainability & Climate action	26	25	1	0	The Board has approved policy and targets for sustainable procurement, and this is being trialled through a number of capital projects and development agreements. The intent is to improve supplier diversity and outcomes to Māori through increased participation in the supply chain. We have adopted standard clauses in development agreements to advance sustainability outcomes and training in sustainable procurement is being developed for key teams.
5	Eke Panuku People	4	4	0	0	Leadership development focus has included on-line self-leadership mini courses open to all staff. Other activity is underway to support staff attraction and retention. A network has been established to provide wellbeing support for Māori Eke Panuku staff and contractors.
6	Health, safety & wellbeing	4	4	0	0	A Well-Being Strategy is in development with a focus on managing workload pressures. Stress and resilience training has been provided. Enhancements to the monitoring of risk have been completed.
Total		80	65	15	0	

People and Culture



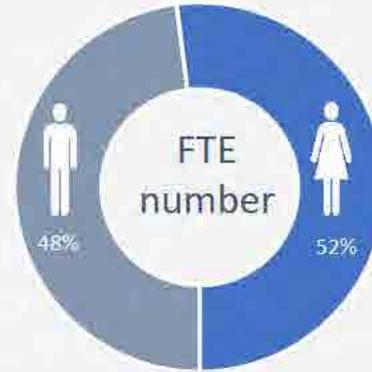
Our current actual FTE is 199.8 plus 11.1 contingent workers in FTE roles. We currently have 15 vacant FTE roles. There are also 13 Contingent Workers in non-FTE positions. There are currently 8 roles in active recruitment.

Staff turnover has decreased this quarter from 15.9% to 12.9%. Leave reasons include employees locating to new cities, career progression, higher salary offers and for personal reasons.

Due to the current competitive recruitment market, we are seeing the same trend as last quarter with candidates withdrawing or declining offers. This is due to more competitive salary offers or counter offers being made. Candidate are indicating much higher salary expectations and asking for flexibility.

The average time to recruit has decreased from 106 days to 40 days. This is the result of a number of long recruitment processes ending in Q1 compared to Q2. There are a number of recruitment processes still open which may result in an increase in the average time to recruit for Q3.

Gender



Employee salaries



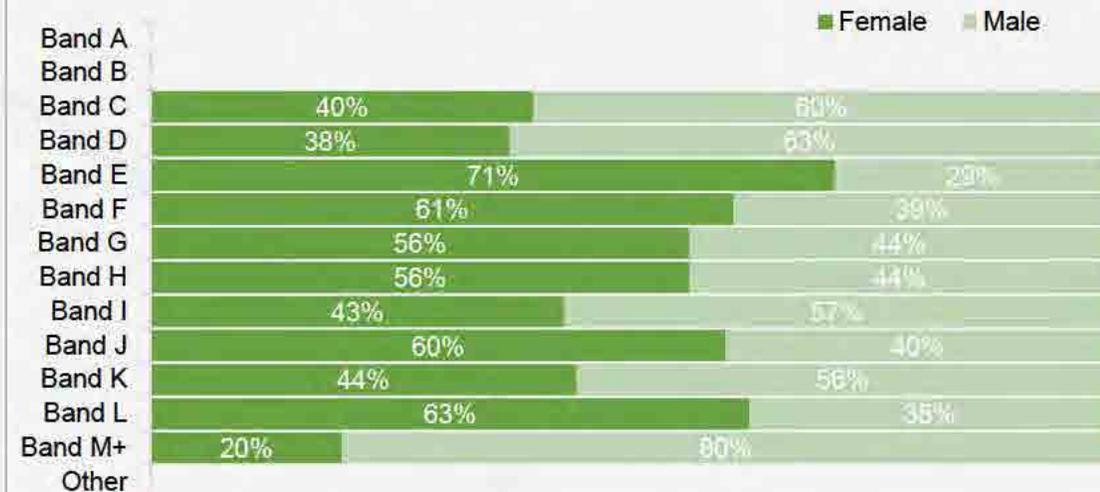
FTE summary

FTE			Non FTE
FTE Actual	Contingent in FTE	Vacant roles	Contingent in non-FTE position
199.8	11.1	15	13

Ethnicity

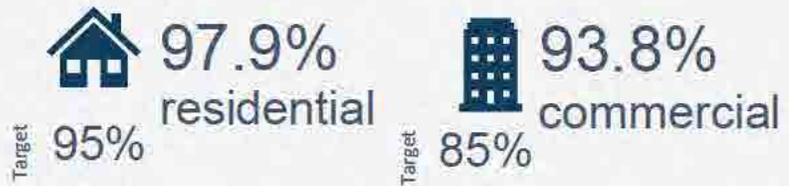


Gender by employee band



Managed properties

Occupancy



The monthly average occupancy rate for tenatable properties

Arrears



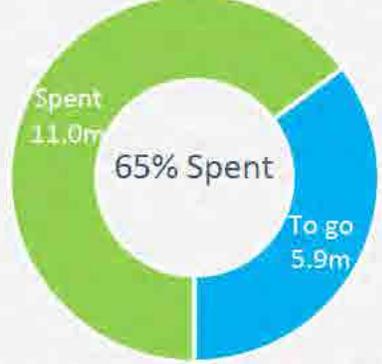
Revenue budget \$39.3m



Revenue is \$1.1m ahead of budget to date, due mainly to unbudgeted additional income from the continued occupation of Bledisloe House and carpark \$0.6m. There have also been some new additions to the Portfolio and some smaller tenancies that have continued into FY22 that were expected to stop at the end of last year \$0.8m.

- As a result of negotiations for rent reviews there have been 2 significant payments of back dated rent \$0.8m. Expenditure recovers across the portfolio are ahead \$0.2m due to an unbudgeted rates recovery for the Bledisloe Car Park. These gains have been partially offset by \$1.3m of Covid relief credits that have been processed to the end of December 2021. The current forecast is for \$1.75m in claims processed.
- Auckland Transport (AT) has indicated a delay to the Eastern Busway project start and initial forecast estimations are that this could result in circa \$1m of additional revenue in year.
- A 20-year extension of lease term to 2054 has been approved for Rainbow's End Theme Park Ltd. [REDACTED]
- Auckland Council's headlease of the office floors at 1-7 The Strand, Takapuna expired on 30 November 2021, with the consequential ending of the subleases (Eke Panuku managed tenants) in that building.
- [REDACTED]

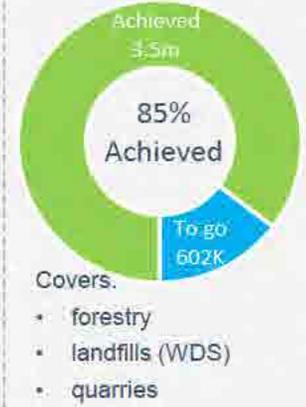
Expenditure budget \$16.9m



Expenditure is \$1.2m behind of budget to date, major variances to budget:

- Repairs and maintenance costs are tracking \$0.7m behind budget, this is mainly in the residential area. Due to the Covid-19 lockdowns, there has been a slow down in improvement works on our rental properties. These works are to ensure our rental properties comply with the Government's Healthy Homes legislation.
- No new Auckland Transport properties have been added to the rental portfolio, resulting in a YTD \$0.3m refurbishment budget to bring the sites up to code has not being utilised.
- Budgeted consultant costs of \$0.3m, for work on the former Shell site at Wynyard Point have not been needed. It is hoped that this is a saving that can be held all year, total budget set aside for this project \$0.5m.

Business interests \$4.1m



- Business interest surplus is \$1.5m ahead of budget due to increased revenue from Waste Disposal Systems.
- Expenditure is currently on track with budget, however \$160k of unbudgeted spend is needed for a weed management plan for the Ti Point Forest at Leigh. Investigations are commencing on the future use of this site.

Public space assets \$4.1m



Public Space surplus is \$0.7m ahead of budget, due to expenditure savings:

- \$0.4m of consequential expenditure for repairs and maintenance of the AC36 legacy assets. This is not expected to be utilised this year.
- \$0.2m of maintenance costs for the Wynyard crossing bridge. Routine maintenance is continuing but additional operational expenditure budgeted in this area will not be required as major projects are now managed through capital renewals.
- Savings made to date are expected to be held as savings until year end.

Marinas

Revenue budget \$18.1m



Revenue is made up of the following:

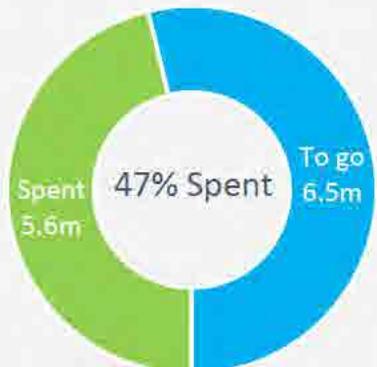
- \$10m Westhaven
- \$0.7m Viaduct
- \$1.3m Silo
- \$6.1m* Marina Trusts
- \$18.1m

* Internal eliminations removed from Trusts financials

Overall revenue is \$0.5m ahead of phased budget, a steady start to the year across all Marinas.

- Viaduct Marina is currently \$0.5m ahead of revenue due to higher occupancy,
- Westhaven and Wynyard Basin Marinas are slightly ahead of budget by \$0.1m.
- These have been offset by a reduction in the Marina Trust revenue due to full occupancy of the new pile berths happening later than expected (this has an off-setting expenditure saving at Westhaven Marina).

Expenditure budget \$12m



Expenditure is made up of the following:

- \$4.7m Westhaven
- \$0.5m Viaduct
- \$0.8m Silo
- \$6m* Marina Trusts
- \$12.0m

Expenditure is \$0.5m behind phased budget. Westhaven berth user charges are \$0.2m behind budget due to the later than expected occupancy of the new AA berths within the new pile berth development. There is a \$0.2m savings to date in repairs and maintenance which is expected to be held until year end.



Westhaven Marina berths

97.8%
Occupancy
Target 86%

4%
Arrears
Target 3-7%



Silo Marina

0%
Arrears
Target 15%

Highlights for the quarter:

- Pile berth development Pier AA berths are now fully occupied and Pier AB is under construction and expected to be fully occupied by the end of FY22.
- The marina refurbishment remains on track with the renewal of Piers G, H and J approved for delivery in FY22/23.
- The demand for Westhaven and Viaduct Marina Berths remains strong with the Silo (superyacht) Marina demand low due to NZ's closed borders.
- The Marina Team continue to communicate responsible environmental and sustainable initiatives.
- The Marina Team and our stakeholders have successfully managed wellbeing and safety during the various Covid-19 alert levels



Customer satisfaction -

80% of marina customers surveyed are satisfied with the marina facilities and services

Marina customers will be surveyed later in the year.

FY22 - grants and donations

Eke Panuku provides grants and donations to support a diverse range of activities and organisations, which contribute to the delivery of the strategic objectives of the executive leadership team (ELT) and the Board. These are either as a cash donation, i.e. a monetary contribution in support of an organisation or activity; or in-kind support where Eke Panuku provides the use of its managed-assets and/or services for less than the usual fee charged

Cash donations
budget \$15.5k

Property concessions
budget \$252.8k

Marina donations
budget \$148.5k



Total grants and donations are under spent by \$8.8k compared to budget.

The cash donation of \$5k did not occur this quarter due to the Climate Change Conference not going ahead under Covid-19 restrictions.

The marina grants this quarter includes berthage of four NZ Coastguard rescue vessels valued at \$3.1k, not included in the original plan. This was approved by the Eke Panuku Board on 27 October 2021.

Included in the plan is \$5k provision for adhoc requests, for both cash donations and marina in-kind grants.

[Redacted content]

NORTHCOTE

Masterplan: Spatial delivery plan

Projects completed & underway

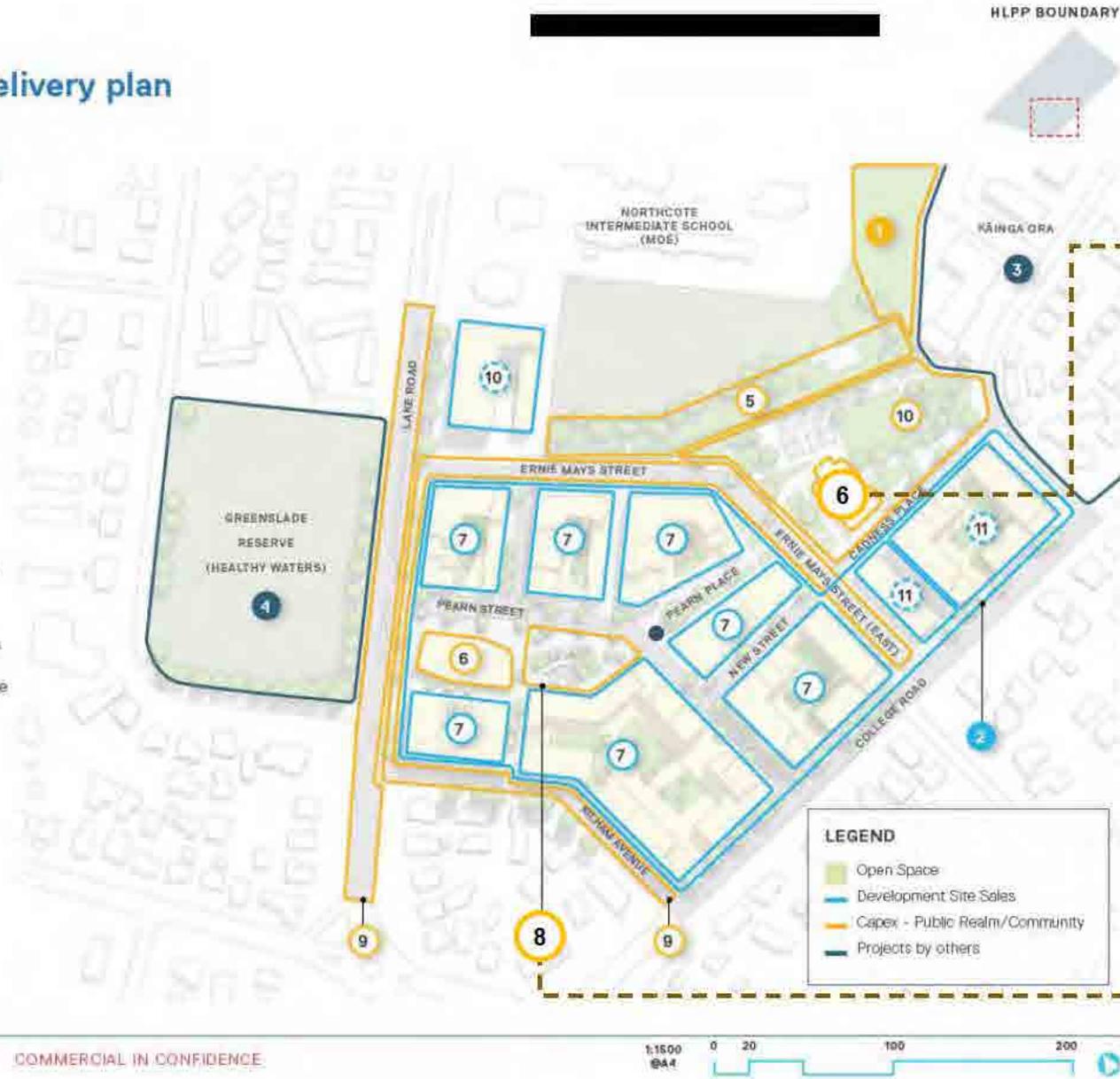
- 1 Te Ara Awataha – school edge
- 2 Acquisitions
- 3 Kāinga Ora housing development
- 4 Greenslade Reserve (Healthy Waters)

Short-term projects (FY22-24)

- 5 Te Ara Awataha – town centre edge
- 6 Community Facility option
- 7 Development - Stage 1 (115 Lake Road)
- 8 Town Square
- 9 New capital work for street enhancements
- 10 Te Ara Awataha – Cadness Reserve upgrade

Long-term projects (FY25+)

- 11 Development Stage 2



Community Facility option – Northcote’s new community hub will be developed on the existing library site. Following a review of site options which were approved by the Kaipātiki Local Board in October 2021. The existing library building will be renovated and extended to the north-west, providing greater integration with the adjacent Cadness Reserve.

Jessie Tonar Scout Reserve (Te Ara Awataha) – Concept design was approved by the Kaipātiki Local Board in December 2021. Part of the Te Ara Awataha, the concept design enhances and provides better connections to the stream, together with establishing pathways through the bush reserve.

Town Square - Preparations are underway to lodge the subdivision consent for the town square. This will create the development super blocks, define the main road(s) through the centre and support taking this development opportunity to the market in 2022.

TAKAPUNA

Masterplan: Spatial delivery plan

HLPP BOUNDARY

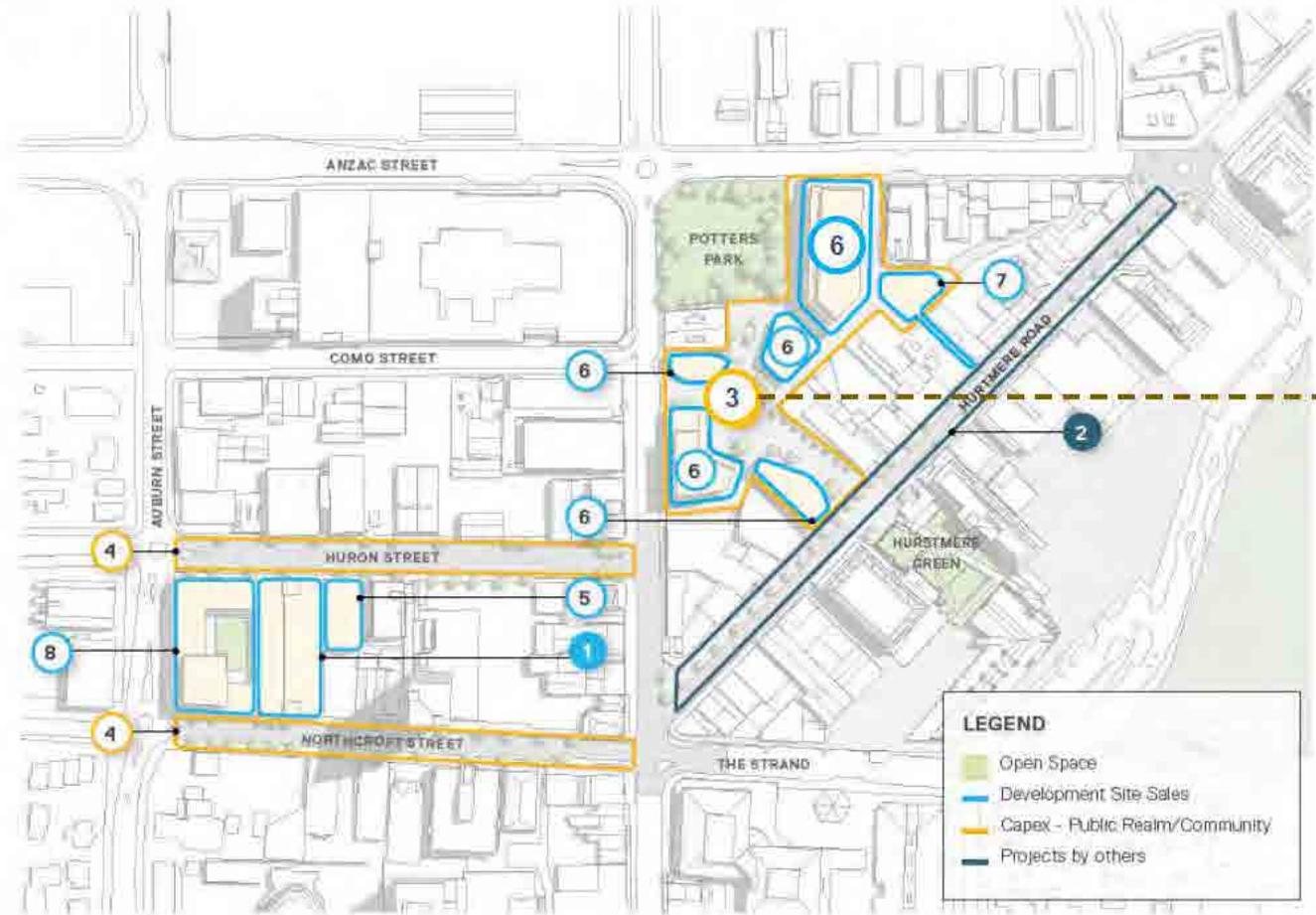


Projects completed & underway

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

Short-term projects (FY22-24)

- 3 Town Square
- 4 Huron & Northcroft Streetscape upgrade
- 5 14 Huron Street development site
- 7 R78 & 72A Hurstmere Road development sites
- 8 Auburn Street developments



Town Square – construction will begin in early January 2022, following the construction contract being awarded in November 21. A site blessing was held on 20 January 2022 and work is expected to be completed by mid-2023.

Waiwharariki was the name gifted by mana whenua for the new town square. This was approved by the Devonport-Takapuna Local Board in December 2021, who also added Anzac, so it will be known as Waiwharariki Anzac Square.

In the mid-1800s, Waiwharariki was the name used for the settlement at the Shoal Bay headland within Takapuna. The name acknowledges the significant coastal flax wharariki that was commonly found throughout the coastal rocks and waters endemic to that area. The wharariki plant was favoured and frequently used by Māori weavers to make tools including kete and sleeping mats.

The name also respects a specific settlement that was established for Ngāti Pāoa. In 1849, following the death of Ngāti Pāoa chieftainess Rīria Takarangī, Governor Grey gifted Māori leader Patuone a life interest in 110 acres at Waiwharariki (Takapuna beach).



ONEHUNGA

Masterplan: Spatial delivery plan

HLPP BOUNDARY

Projects completed & underway

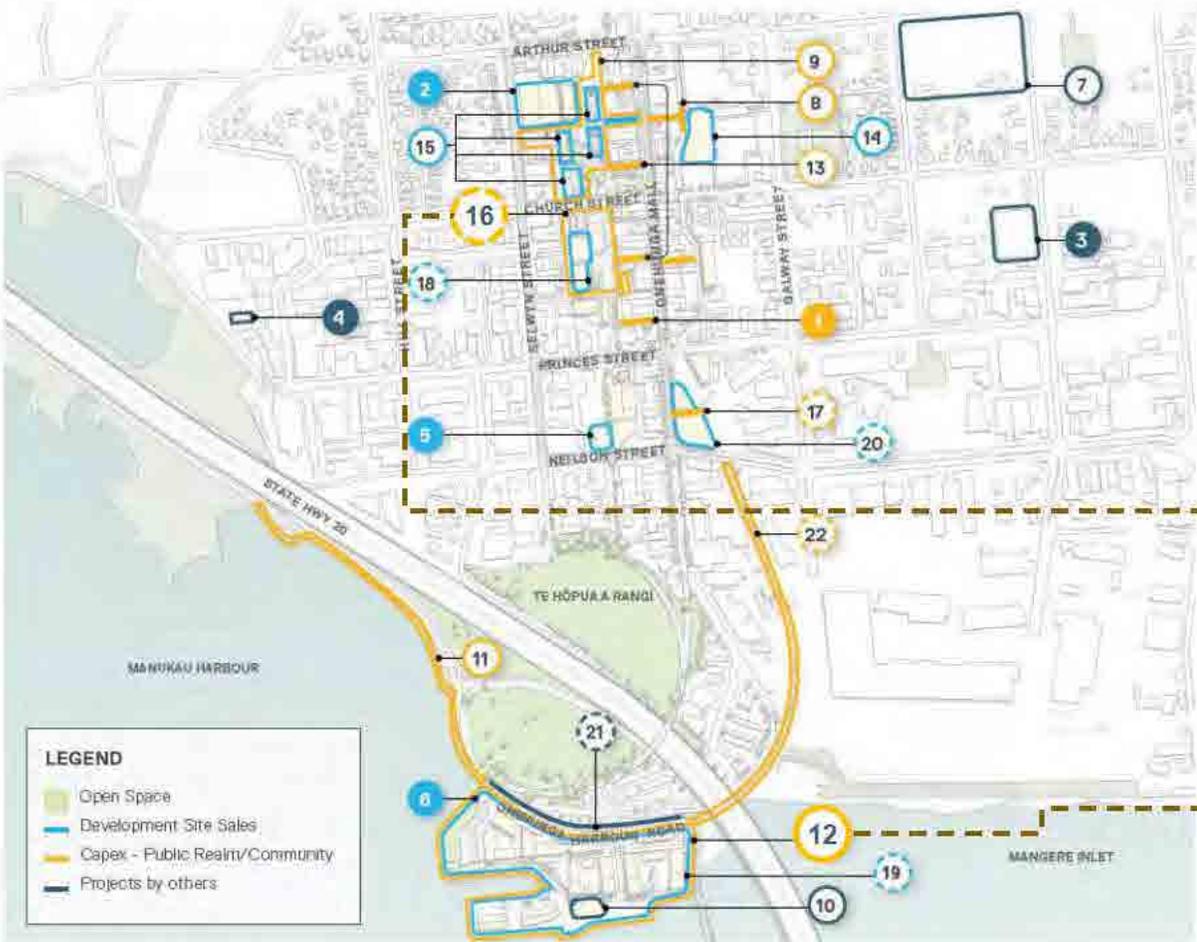
- 1 Onehunga Laneway 7
- 3 Fabric development
- 4 Beachcroft Residences development
- 5 38 Nelson Street acquisition
- 6 Onehunga Port acquisition

Short-term projects (FY22-24)

- 7 Oranga, Kāinga Ora
- 8 DressSmart Precinct (Inc Laneway 8)
- 9 Waipū Lane Precinct (public realm)
- 10 Onehunga Wharf Building Upgrades
- 11 Onehunga Wharf to Taumānu Walking & Cycling
- 12 Onehunga Wharf Masterplan & Plan Change
- 13 Onehunga Laneways
- 14 DressSmart Precinct
- 15 Waipū Precinct Stage 2 (development)

Long-term projects (FY25+)

- 16 Municipal Precinct (public realm)
- 17 Onehunga Laneway 9 (Station)
- 18 Municipal Precinct (development)
- 19 Onehunga Wharf Infrastructure & Development
- 20 Train Station Precinct
- 21 East West Link (Waka Kotahi NZTA)
- 22 Town Centre to Wharf Link



Work is also underway to prepare an updated programme business case and refreshed masterplan with a focus on the town centre precincts and leveraging off the investment in light rail following the recent confirmation of the route alignment.

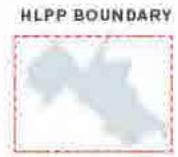


Municipal Precinct - Masterplan work was initiated in December 2021, providing continuity of programme delivery following the development of the Waipū Precinct.

Onehunga Wharf master plan & plan change - Preparatory work on the Onehunga Wharf has confirmed the feasibility constraints and order of cost for the mixed-use development. An information update will be provided to the board in February 2022.

PANMURE

Masterplan: Spatial delivery plan



Panmure master plan – The masterplan was reviewed by TAG in November 2021. Positive and constructive feedback was given which will be incorporated into future thinking and scheme design.

Projects completed & underway

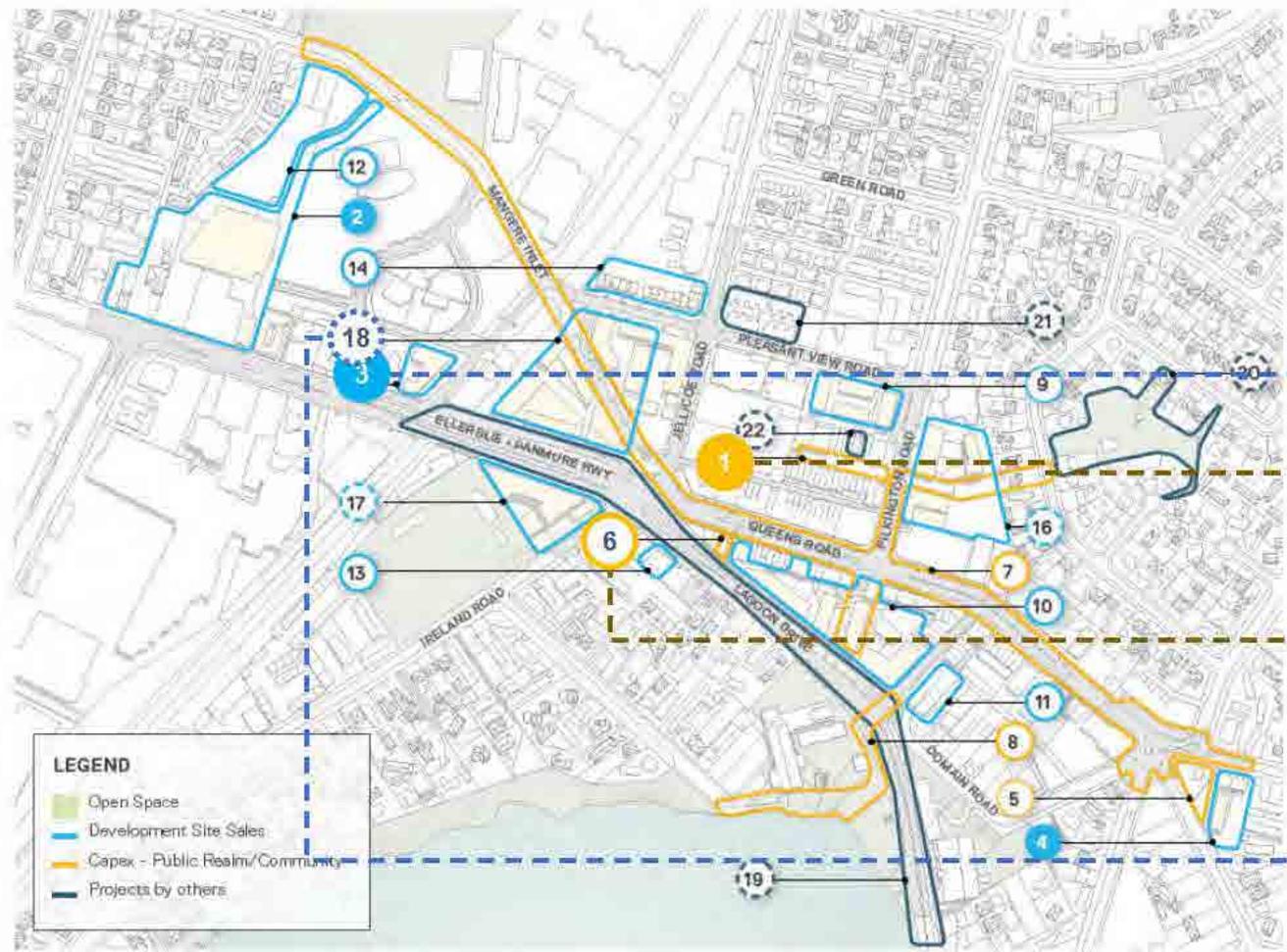
- 1 Clifton Court
- 3 3 Mountwell Crescent
- 4 3 Kings Road

Short-term projects (FY22-24)

- 5 1 Kings Road
- 6 13-27 Queens Road -Gateway
- 7 Streetscapes
- 8 Basin View - Ped & Cycling Connection
- 9 28-30 Pilkington Road
- 10 Basin view Precinct
- 11 23 Domain Road, Panmure
- 12 59 & 59a Mountain Road, Mount Wellington
- 13 11-13 Lagoon Drive, Panmure
- 14 7-9 Jellicoe Road, Mount Wellington

Long-term projects (FY25+)

- 16 7-13 Pilkington Road (Community Facilities)
- 17 535 Ellerslie - Panmure Highway
- 18 Transport Precinct
- 19 AMETI- Eastern Busway - AT
- 20 Mauniana Upgrade - TRC
- 21 Development - TRC
- 22 Development - Chinese Settler Trust



3 Mountwell Crescent – We are on track to reach agreement early in the new year with a development partner for a mixed use development near the Panmure station in Mountwell Crescent.

Clifton Court – The design and consenting work has been advanced for the first streetscape upgrade, with works expected to commence early in the new year.

13-17 Queens Way – A review of the reference design for the Gateway West site at 13-17 Queens Road, where a new food and beverage offering is planned was undertaken by TAG, which received good feedback.

Transport Precinct - Planning works for the Transport Precinct are kicking off this month. A joint project and governance structure with Auckland Transport is being initiated to achieve a more integrated and co-funded programme of development for the precinct, including further expansion of the station and greater integration of the site with the town centre.

Placemaking initiatives are supporting the reopening of the town centre following the period of lockdown with a series of low-risk installations and activations.



MANUKAU Masterplan: Spatial delivery plan

HLPP BOUNDARY



Projects completed & underway

- 1 Westfield Mall Carpark Site Sale
- 2 Vodafone Events Centre Carpark (partial sale)

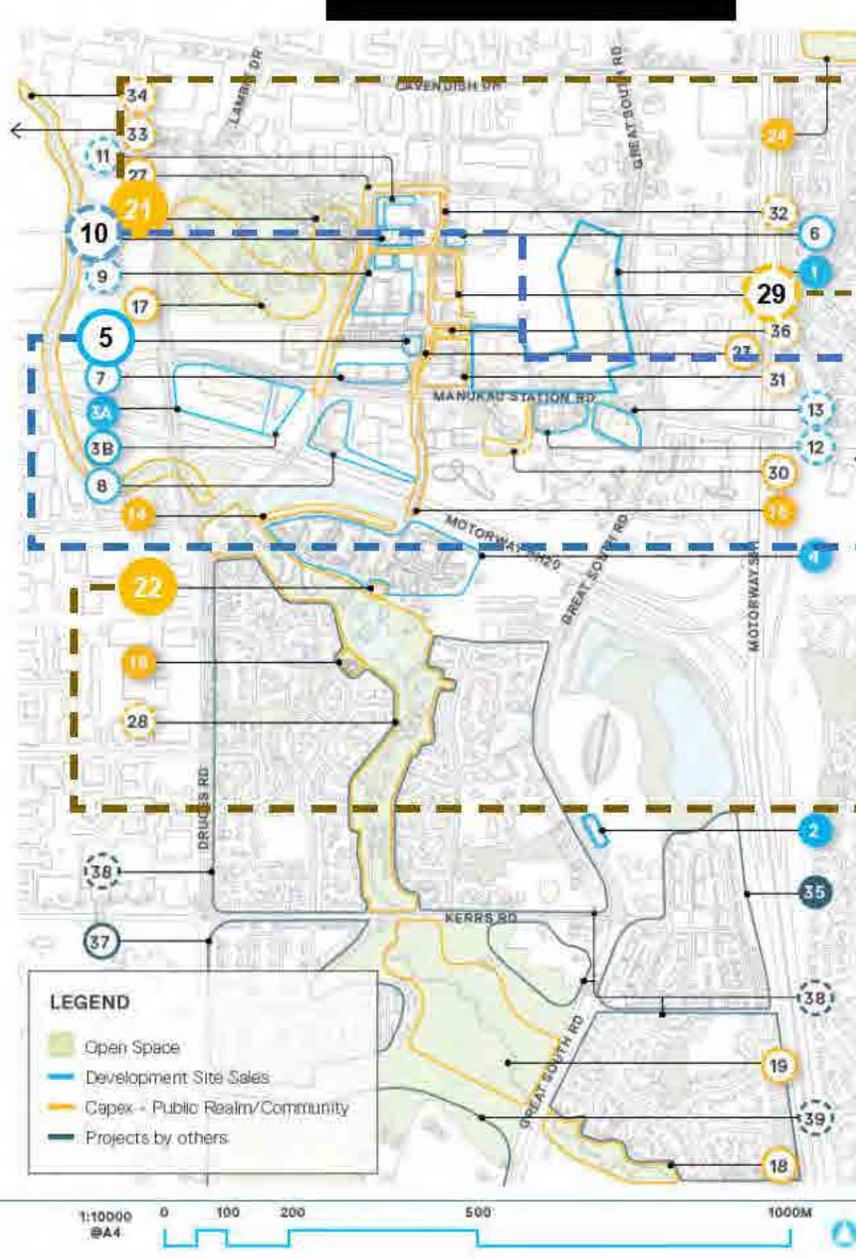
- 4 20 Barrowcliffe Place Site Sale
- 14 Barrowcliffe Pond Shared Path
- 15 Barrowcliffe Bridge Works
- 16 Puhinui Wiri playground Works
- 20 Walking and Cycling Network Works (across the programme)
- 21 Hayman Park Playground Works
- 22 Wiri Bridge Capital Works
- 24 Manukau Sports Bowl Investment
- 35 Pacific Gardens Residential Development

Short-term projects (FY22-24)

- 3B 54 Manukau Station Rd - Site Sale Stage 2
- 5 10 Putney Way Site Sale
- 6 0 Osterley Way Site Sale
- 7 Lot 1 of 21-33 Manukau Station Road Site Sale
- 8 50 Wiri Station Road Site Sale
- 17 Hayman Park Wetland Works and Contribution
- 18 Puhinui Stage 1 - Ratawira Reserve Works
- 19 Puhinui Stage 2 - CMDHB Walkway Works
- 23 Osterley Way at Civic Streetscape Works
- 25 Manukau Public Art contribution (across the programme)
- 26 Parking Management Solutions (across the programme)
- 27 A2B Streetscape Contribution
- 30 Karina Williams Way Extension Works
- 37 Wiriwana Residential Development

Long-term projects (FY25+)

- 9 14 Davies Avenue Site Sale
- 10 8 Davies Avenue Site Sale
- 11 2 Davies Avenue Site Sale
- 12 12 Manukau Station Road carpark Site Sale
- 13 2 Clist Crescent carpark Site Sale
- 28 Puhinui Stage 3 - Wiri Reserve Works
- 29 Manukau Square Works
- 31 Manukau Civic & Putney Way Contribution
- 32 Osterley - Amersham Way Works
- 33 Puhinui Stage 4 - Manukau Industrial Area Works
- 34 Puhinui Stage 5 - Puhinui Park Works (Plunket Ave)
- 36 Putney Way Stage 2
- 38 Karinga Ora Investigations
- 39 Manukau Health Park development



Hayman Park playground works – design and consenting work has been advanced with procurement underway to enable construction to start in first quarter of 2022.

Placemaking -The container activations have started with a bike fix-it programme near Hayman Park.

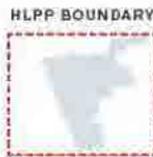
Manukau Square and Davies Avenue - The high court case for the restrictive covenants and parking matters on these sites starts on 8 February 2021.

10 Putney Way site sale – Negotiations have ended as the developer no longer seeks to continue [REDACTED]

Wiri walking and cycling bridge replacement – Design and procurement is advanced and we are now preparing to start physical delivery early in the new year. This project supports the Barrowcliffe housing development and strengthens connections to the open space and suburbs to the south.

OLD PAPATOETOE

Masterplan: Spatial delivery plan



Papatoetoe Masterplan – A review of the masterplan is underway following the public engagement phase in the second half of 2021. The master plan will proceed through approval phase in the first half of 2022 to align with FY23 planning and budgeting time frames.

Projects completed & underway

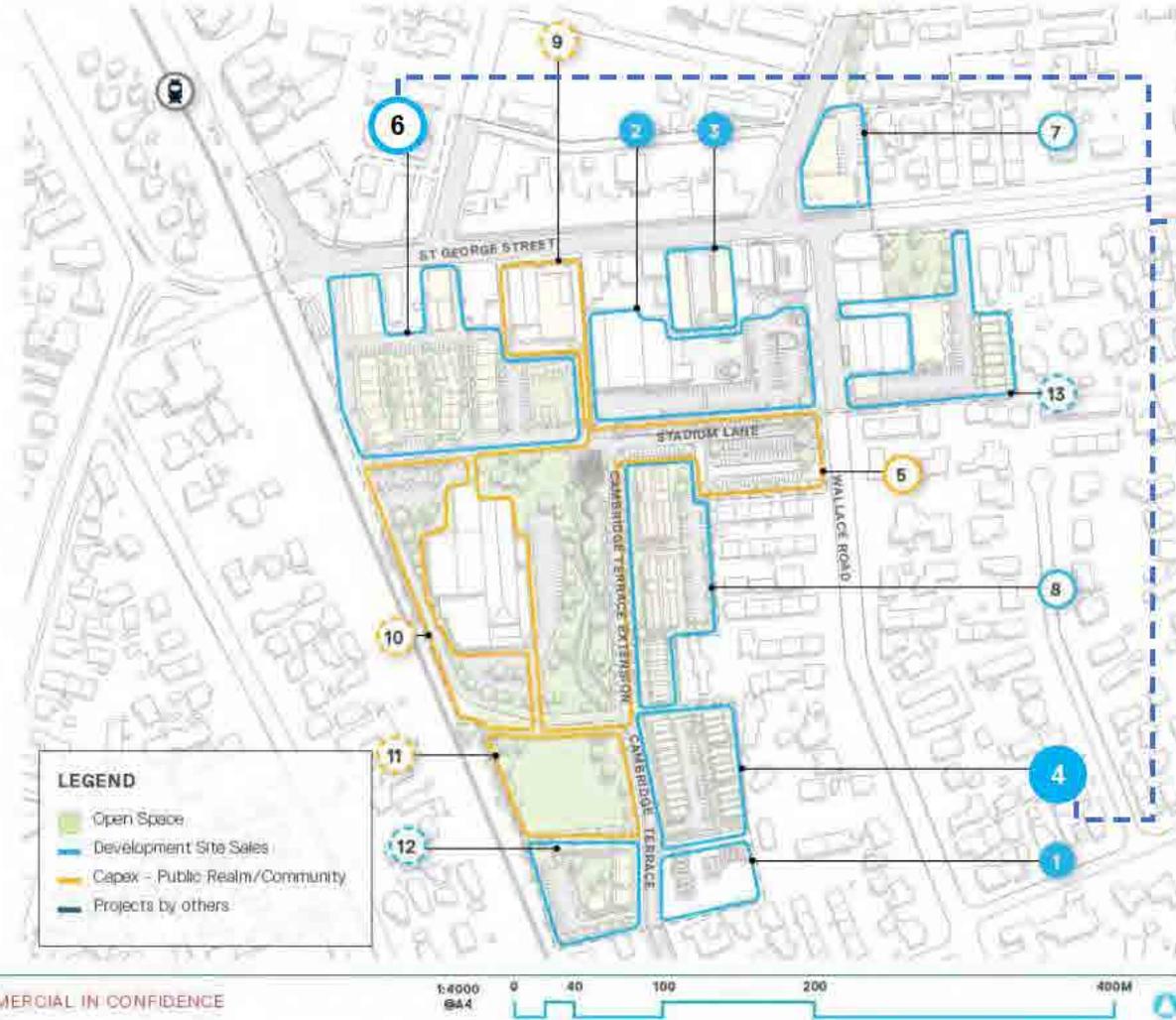
- 1 89 Cambridge Toe
- 2 Supermarket and carpark
- 3 Papatoetoe Mall
- 4 91 Cambridge Toe - The Depot

Short-term projects (FY22-24)

- 5 Stadium Reserve upgrade and access work - Phase 1
- 6 3 St George St (St George's Lanes)
- 7 98 St George St (Kolmar site)
- 8 27 St George St (netball and gardens)

Long-term projects (FY25+)

- 9 Papatoetoe Community Hub
- 10 Stadium Reserve Works - Phase 2
- 11 Proposed Open Space
- 12 86 Cambridge Toe (Bowling green-partial sale)
- 13 107 and 109 St George St (Library optimisation)



Site sales – 91 Cambridge Terrace and 3 St George Street (St George's Lanes) – Development partners are in place for these sites with agreements progressing as planned. Earthworks at the St George's Lanes site will begin once consents are granted, which is expected to be by the end of February 2022.

PUKEKOHE

Masterplan: Spatial delivery plan

HLPP BOUNDARY

Projects completed & underway

- 1 Eat Street Phase 1
- 2 4 Tobin Street
- 3 Site Sales w/o Development Outcomes
- 4 82 Manukau Road

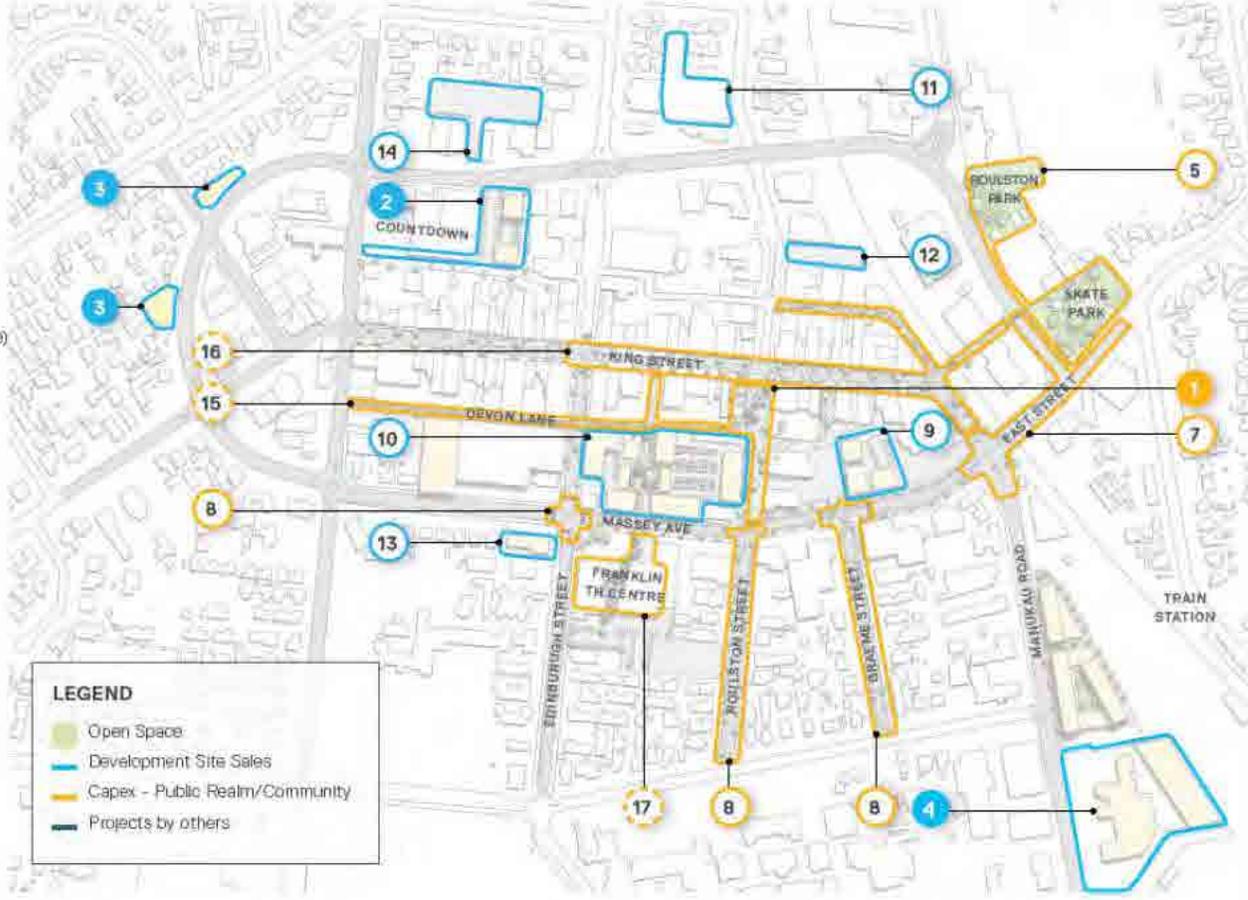
Short-term projects (FY22-24)

- 5 Skate & Roulston Park Enhancements
- 6 Parking Management Solutions (across entire programme)
- 7 Safe Walkable Street Phase 1
- 8 Safe Walkable Street Phase 2
- 9 7 Massey Avenue

- 11 24 Hall Street
- 12 9 Hall Street
- 13 22 Edinburgh Street
- 14 9 Tobin Street

Long-term projects (FY25+)

- 15 Laneway Upgrades
- 16 Eat Street Phase 2
- 17 Civic Hub Enhancements
- 18 Urban Tree Programme (across entire programme)



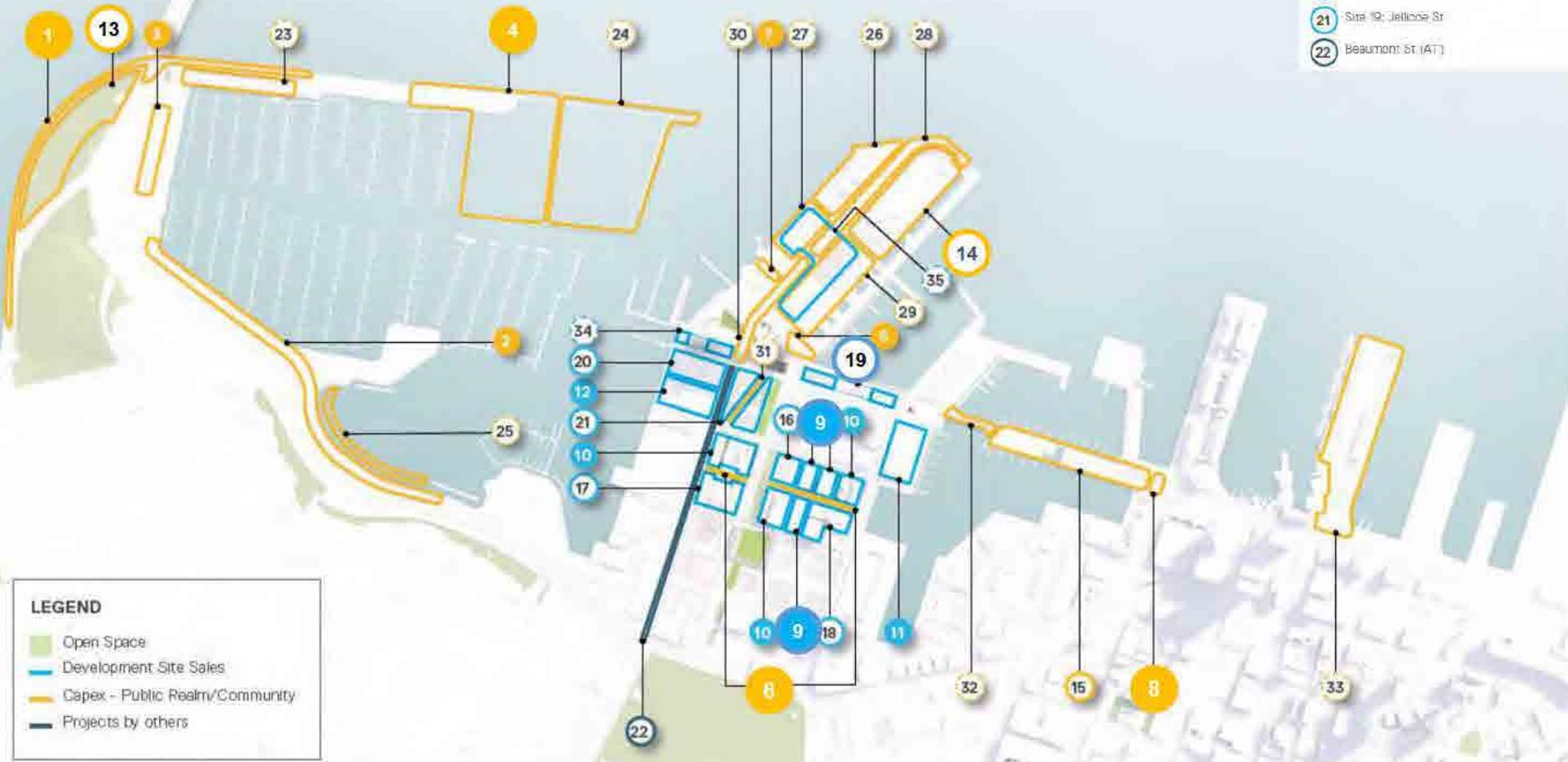
LEGEND

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

The Pukekohe programme continues to be focused on preparing and engaging on the masterplan refresh which was triggered by the various street, lane and market trials undertaken during 2021. The local board is supportive of the changes being proposed and engagement with CCOs and partners is underway with the objective of updating the programme to meet the FY23 planning and budgeting timeframes.

Placemaking –The pump track is operational, the mural is complete, the Edinburgh St parklet is also complete and the PR campaign launch is imminent.

WATERFRONT Spatial delivery plan



LEGEND

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

Short-term projects (FY22-24)

- 13 Auckland Harbour Bridge Park redevelopment
- 14 Wynyard Point open space (north east)
- 15 Eastern Viaduct To Ward Island - East West connection
- 16 East of 29 Madden St
- 17 West of 143 Beaumont St
- 18 Site 6: 124 Halsey St
- [REDACTED]
- 20 Site 18: residential
- 21 Site 19: Jellicoe St
- 22 Beaumont St (AT)

Projects completed & underway

- 1 Northern Pathway enabling works
- 2 Westhaven promenade - Stg 2
- 3 Marine Village
- 4 Pile berth redevelopment Stg 1
- 5 Silo park extension Phase 2
- 6 Tiramarama Way Stg 1 & 2
- 7 Vos boat shed refurbishment
- 8 Eastern Viaduct Quay St Intersection
- 9 Precinct Commercial developments
- 10 Willis Road residential developments
- 11 Park Hyatt Hotel
- 12 Site 18: Crans marine

Long-term projects (FY25+)

- 23 Westhaven North transformation
- 24 Pile berth redevelopment Stg 2
- 25 St Mary's Bay beach
- 26 Wynyard Point open space (north west)
- 27 Wynyard Point open space (west)
- 28 Wynyard Point open space (north)
- 29 Wynyard Point open space (east & south east)
- 30 Hamer St South
- 31 Wynyard Plaza
- 32 Wynyard crossing replacement bridge
- 33 Queens wharf redevelopment
- 34 Site 12 Silo 6
- 35 Wynyard Point redevelopment sites

Wynyard Quarter

1 Interface Projects: Northern Pathway - A workshop was held with a range of stakeholders in late October 2021 to traverse a new long list of options for creating the final connection from North Shore to the city, now that the Northern Pathway project is on hold. The workshop options focused on use of bus and ferry networks. Discussion also included connections into the Wynyard Quarter.

6 Tiramarama Way (stage 2) – The completion of the laneway which opens out to Beaumont Street has been delayed until late April 2022. This is due to the Willis Bond's stage two of the 30 Madden apartment building being delayed due to Covid-19.

9 Commercial development: Precinct Properties Stage 36A and 6B - Prepaid lease and construction commenced on 23 December 2021. A karakia and cultural induction was led by Nick Hawke of Ngāti Whātua Ōrākei on 13 December 2021. Extensive consultation with Auckland Unlimited as the adjacent tenant has also been undertaken.



Former AC 36 bases - Activation of the former bases has continued with the installation of two full sized basketball courts and a multi court. A wheels activation is also planned. These form part of the do-learn-do strategy at play, with testing and canvassing the community on the uses of these spaces will help influence the public realm spaces, particularly as part of the Te Ara Tukutuku work.

Dockline Tram – A decision to terminate the loop tram service around the Wynyard Quarter was made at a meeting with the Auckland Council Planning Committee on 4 November 2021. This followed consultation with stakeholders including the Waitematā Local Board, Wynyard Quarter Transport Management Association, Bike Auckland and tram advocate groups. The assets will be transferred to MOTAT.

Te Ara Tukutuku - Wynyard Point Precinct Plan - The plan was endorsed by mana whenua in December 2021. A design vision to support the plan was completed in December 2021.

The **Wynyard Point plan change** is on track for notification mid-2022. A workshop with the Planning Committee to update them on our work and next steps is planned for February 2022.

Westhaven

4 Pile Berth Redevelopment is progressing well. A temporary parking area was installed in December 2021 on top of the new reclamation to help manage berth holder parking demands over the busy summer period.

Car park design work (excluding the public open space) has begun, and construction is due to start by April 2022. There has been no update on the primacy hearing it is likely that we will need to push out forecasting associated with the design and construction of the permanent public space.

13 Harbour Bridge Park – A concept design package submitted to the Waitematā Local Board workshop on 7 December 2021 received general support. Formal endorsement of design will be sought at the March 2022 local board business meeting.

Mana whenua have been supportive of the project and design progression to date, however they have recently asked for time to consider their formal feedback in relation to the project.

Key interface projects include the Watercare Booster Pump and the Northern Pathway. Both projects are influencing factors in the design, consultation and programme for delivery. With the announcement of the Northern Pathway crossing over the harbour being shelved, some assumptions around design and delivery have had to be reconsidered by Eke Panuku and Watercare.

Redevelopment of Pier J and S - S-pier has now achieved practical completion and we are awaiting the final sign-off.

Viaduct

8 Eastern Viaduct Quay St Intersection Works -The construction close-out and asset handover, delayed by the Covid-19 lockdown, have now started and are expected to be completed in February 2022.

AVONDALE

Masterplan: Spatial delivery plan

HLPP BOUNDARY

Projects completed & underway

- 1 26 Racecourse Parade (The Set Buildings, Ockham Residential)
- 2 Great North Road Enhancements (AT)
- 3 Upgraded Crayford Street (Panuku)
- 4 18 Elm Street – sold (Kāinga Ora)
- 5 1817 Great North Road – sold (MHUO/Ockham Residential)
- 6 3-5 Community Lane (Highbury Triangle, Kāinga Ora)
- 7 Acquisition of 1971 - 1987 Great North Road
- 8 Site sale - Trent st whakawhiti loop (NZ Housing Foundation)

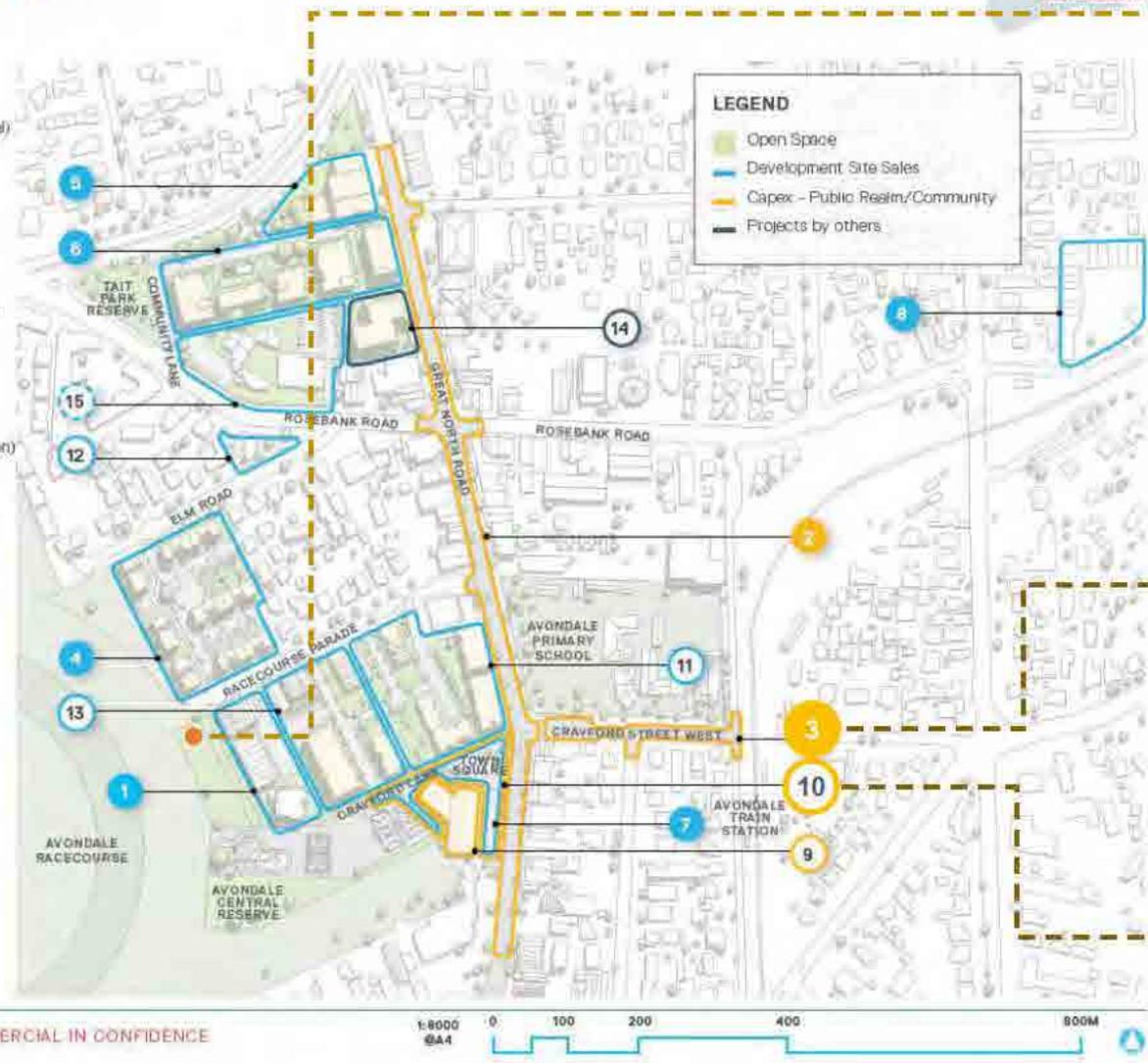
Short-term projects (FY22-24)

- 9 Multi Purpose Community Facility (Community Facilities)
- 10 Town Square & Playground (Panuku)

- 12 Corner Rosebank Road & Elm Street (Kāinga Ora)
- 13 10 Racecourse Parade (option to acquire)
- 14 1843 Great North Road (Ted Manson Foundation)

Long-term projects (FY25+)

- 15 93 - 99 Rosebank Road (current Library & Community Centre, Panuku)



28 Racecourse Parade – An additional 34 at grade carparking spaces are being made available for the new community facility. The increase in carparking follows community feedback that the original 16 carparks proposed would not be sufficient to meet demand. The new carpark site would also service the adjacent reserve, sports fields and Sunday markets.



Crayford Street – Engineering Plan Approval has now been received and works are scheduled to start in February 2022. This project will strengthen the connection between central Avondale and the train station. The project is on track to be completed in the current financial year.

Town square – The Whau Local Board in October 2021 passed a resolution to begin the revocation process of part of the Avondale Central reserve. This will enable the construction of the new facility and associated parking to be undertaken.

Our timeline to deliver this project is closely linked to the Community Facilities library and community hub project. It is noted that there has been some delay to the new facility due to this project now needing to be approved by Council's Strategic Procurement Committee, which is scheduled for 1 February 2022.

HENDERSON

Masterplan: Spatial delivery plan

HLPP BOUNDARY



Projects completed & underway

- 1 Haumarū Housing, Henderson (Haumarū)
- 2 2-6 Henderson Valley New Road
- 3 2-6 Henderson Valley Road (subdivision & sale)
- 4 23-27 Henderson Valley Road (Haumarū)
- 5 Pak'n Save upgrade

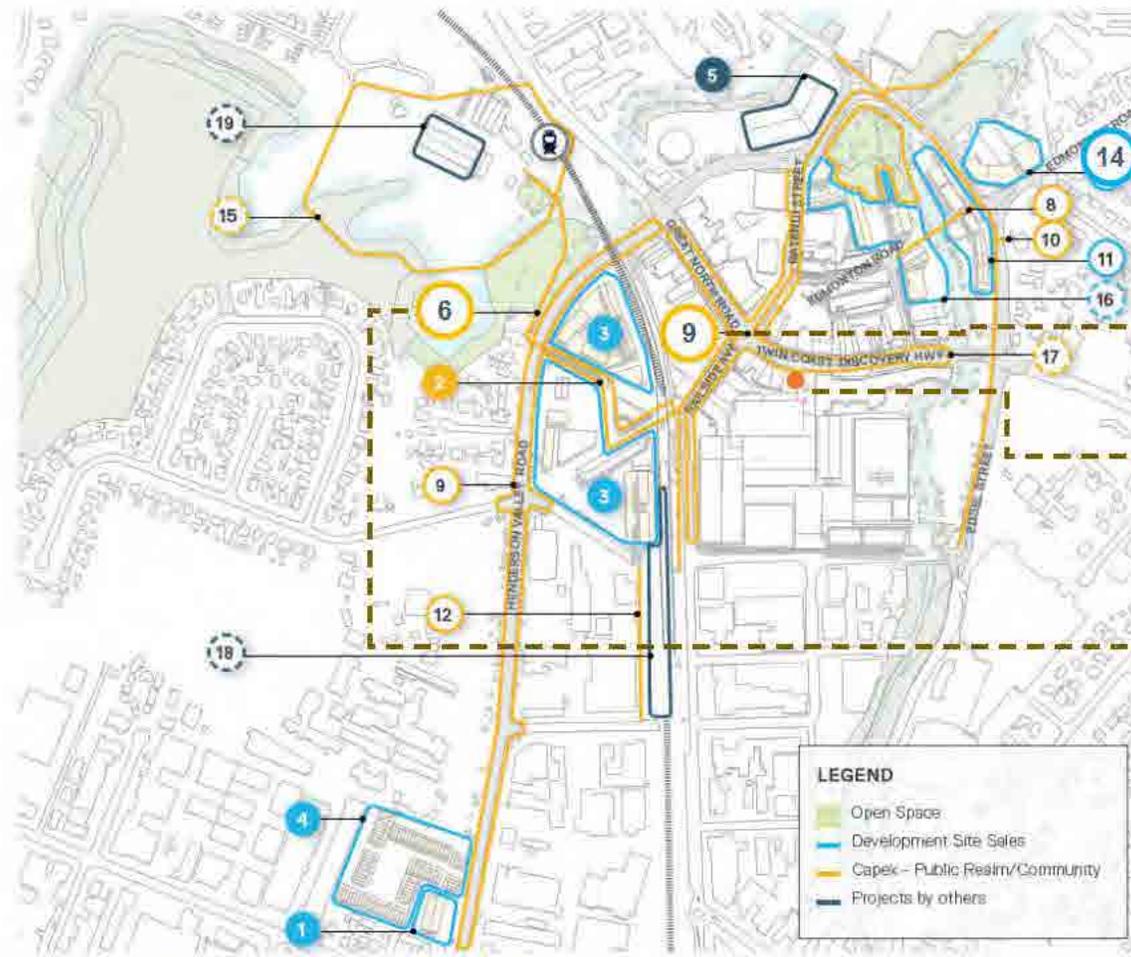
Short-term projects (FY22-24)

- 6 Opanuku Link - Bridge, Reserve
- 7 Henderson Valley Road Stage 1
- 8 Oratia Link-Cycleway and bridge
- 9 Rātānui Link- Cycleway
- 10 14-20 Edmonton Rd Safety Improvements

- 12 Smythe to Hickory Link
- 13 Twin Streams Enhancement (across entire programme)
- 14 Falls Carpark (14-20 Edmonton Rd)

Long-term projects (FY25+)

- 15 Corban Estate Masterplanning (Community Facilities)
- 16 Oratia Precinct (Trading Place)
- 17 Henderson Main St Enhancements
- 18 City Rail Link Platforms (CRL)
- 19 Te Pou Theatre



Falls car park (14-20 Edmonton Rd) – Artificial turf has been installed to replace the pump track. This is working well and improves the feel of the space. The market on the Falls carpark opened for click and collect activities in October 2021.

[REDACTED]

Innovating Streets for People (ISFP) – All works associated with agreed items to be removed have been completed.

Catherine Plaza – Early discussions on this project have been initiated with WestCity, who is a key stakeholder. We are also working with them to try and get better engagement from the Business Association, which has been very challenging to date.

Opanuku Link – Bridge Reserve– A lead contractor has now been appointed and we are aiming to lodge resource consent in April 2022. An updated concept plan has been prepared and presented to the Whau Local Board, Corban Estate Arts Trust and mana whenua. The developed design is now underway.

[REDACTED]

REGIONAL PROGRAMME - AT / Panuku Transit Orientated Development Programme scope

Spatial delivery plan

Tranche 1 - Initiated FY20-25

- 1 Ōrākei Train Station park & ride
- 2 33 Station Road, Manurewa
- 3 8 Selwyn Road, Manurewa train station park and ride

Tranche 2 - Initiated FY23-30+

- 4 Grafton Gully (SH16 off ramp)
- 5 Homai train station park and ride
- 6 Sturges Road train station park and ride
- 7 Papakura train station park and ride

Tranche 3 - Initiated FY25+

- 8 Silverdale bus station park and ride
- 9 Constellation bus station park and ride
- 10 Albany bus station park and ride

AT Park and Ride Redevelopment is a joint venture between AT and Panuku aimed at providing an appropriate strategy to accommodate transport service requirements at designated council owned park and ride sites while simultaneously exploring mixed use development options with positive urban regeneration and urban design outcomes.

* The dates shown indicate the planned project initiation of the each site.



Ōrākei train station park & ride - An indicative business case is currently being developed. This is due for completion in April 2022.

Manurewa train station park & rides (8 Selwyn Road and 33 Station Road, Manurewa) - Preliminary work has begun on identifying the transport requirements on both sites. A Comprehensive investigation into any detailed constraints to sale/development has also commenced.

REGIONAL PROGRAMME - Corporate Property

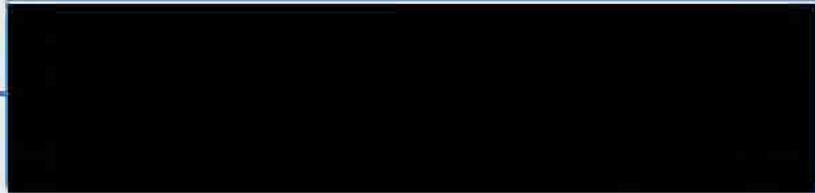
Spatial delivery plan

Projects completed & underway

- 1 50 Centreway, Orewa
- 2 6 Henderson Valley Road, Henderson
- 3 [REDACTED]
- 4 35 Graham Street, Auckland City
- 5 Kotuku House, 4 Osterley Way, Manukau
- 6 82 Manukau Station Road, Pukekohe
- 7 35 Coles Crescent, Papakura



LEGEND
 Development Site Sales



Kotuku House - 4 Osterley Way, Manukau – This site is being progressed to the market.

A Corporate Property Portfolio Strategy has been developed by Auckland Council's Corporate Property team with assistance from Eke Panuku. The strategy was approved by Finance and Performance Committee in May 2018 and will contribute to a more efficient and operationally effective Corporate Property network. It is a self-funding programme of works which utilises the capital receipts from the divestment of seven surplus 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 Corporate Property model.

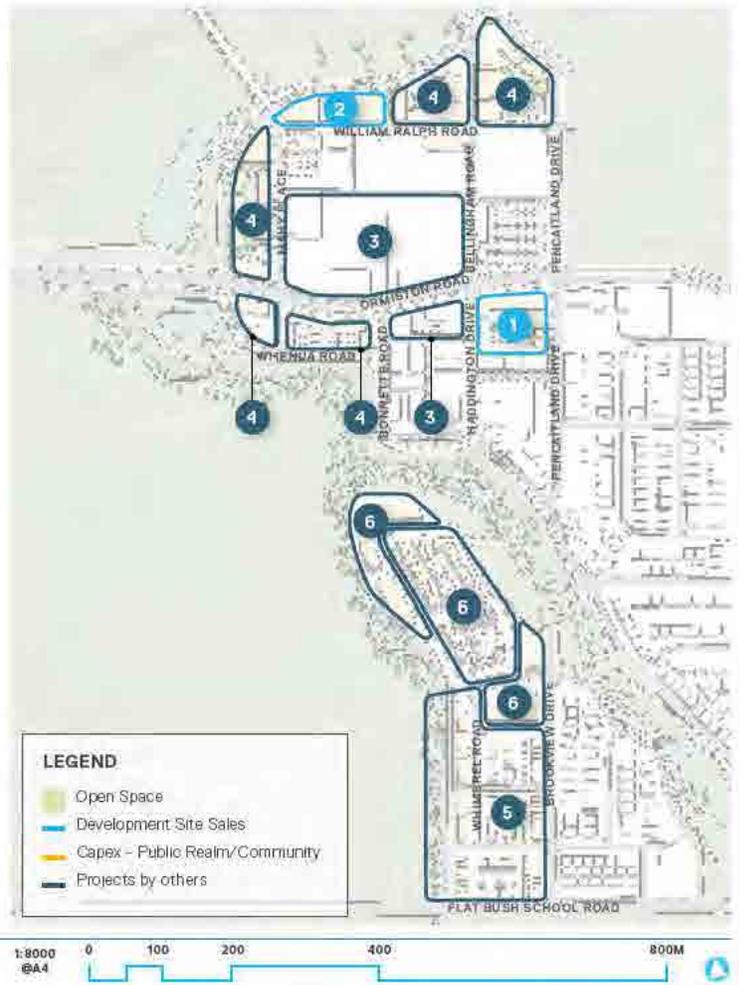
- The following properties have been sold:
- 1 50 Centreway, Orewa – sold June 2020
 - 2 6 Henderson Valley Road, Henderson – sold Dec 2020
 - 4 35 Graham Street, Auckland City – sold September 2019
 - 6 82 Manukau Station Road, Pukekohe – sold February 2021

ORMISTON

Masterplan: Spatial delivery plan

Projects completed & underway

- 1 Subject to disposal
- 2 Library/ Community Centre
- 3 Development (Todd Property)
- 4 Development (NZPL)
- 5 66 Flat Bush School Road - Stage 1 (Todd Property)
- 6 66 Flat Bush School Road - Stage 2 & 3 (Todd Property)



Work is due to commence on the development of options for place activation and the interim use of the council-owned site nominated for the future library site in Ormiston/Flatbush

[Redacted text]

[Redacted]

[Redacted]

[Redacted]

REGIONAL PROGRAMME - Service Property Optimisation

Spatial delivery plan

Projects completed & underway

- 1 29-31 St Johns Road, Meadowbank
- 2 6 Clonbern Road, Remuera
- 3 [REDACTED]
- 4 [REDACTED]
- 5 111R Wylie Road, Papatoetoe
- 6 [REDACTED]
- 7 [REDACTED]
- 8 2 Pompellier Terrance, Ponsonby

Short-term projects (FY22-24)

- 9 22 Tahapa Crescent, Meadowbank

Service Property Optimisation - 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.



LEGEND:
○ Development Site Sales

2 Pompellier Terrance, Ponsonby - At its 9 December meeting, the Finance and Performance Committee approved the disposal of the site for redevelopment purposes.



REGIONAL PROGRAMME - Supports Scope

Spatial delivery plan

Projects completed & underway

- 1 10-22 Totara Avenue, Sites C&D, New Lynn
- 2 132 Greenlane East, Greenlane
- 3 Civic Administration Building development agreement
- 4 Lots 4&5, Flat Bush School Road, Flat Bush
- 5 Central Post Office Station Plaza Over Site Development
- 6 84-100 Morrin Road, St. John's
- 7 198 Dominion Road, Mount Eden
- 8 10 Ambico Place, New Lynn
- 9 83B Godley Road, Green Bay
- 10 Hobsonville Airfields Stage 2 - Avanda
- 11 Hobsonville Airfields stage 3 - mega lots 5&6
- 12 16 Fencible Drive, Howick
- 13 34 Moore Street, Howick
- 14 498 Whangaparua Road, Stanmore Road
- 15 66 Hadington Drive, Flat Bush
- 17 Downtown carpark: city centre
- 18 Own Your Own Home - region wide
- 19 20 Link Cres, Whangaparua
- 20 Britomart Development Deal
- 21 Lot 3, 187 Flat Bush School Road, Flat Bush

Short-term projects (FY22-24)

- 22 78 Marston Road, St. John's



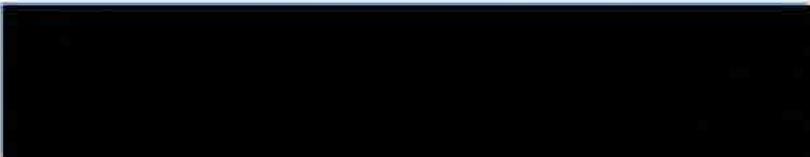
Downtown car park – The Expression of interest process to secure a development partner for this site has been completed. Parties have now been invited to participate in the Request for Development Proposal (RfDP) process which will be undertaken in the next quarter .

198 Dominion Road, Mt Eden – A conditional offer and development agreement was agreed in December 2021.

34 Moore Street, Howick – A conditional offer was agreed in December 2021, with final terms currently being negotiated.

16 Fencible Drive, Howick – A conditional offer was agreed in December 2021. The terms of the development agreement are progressing to ensure the delivery of the agreed outcomes.

132 Greenlane East, Greenlane – A conditional offer and development agreement was made on this site in December 2021.

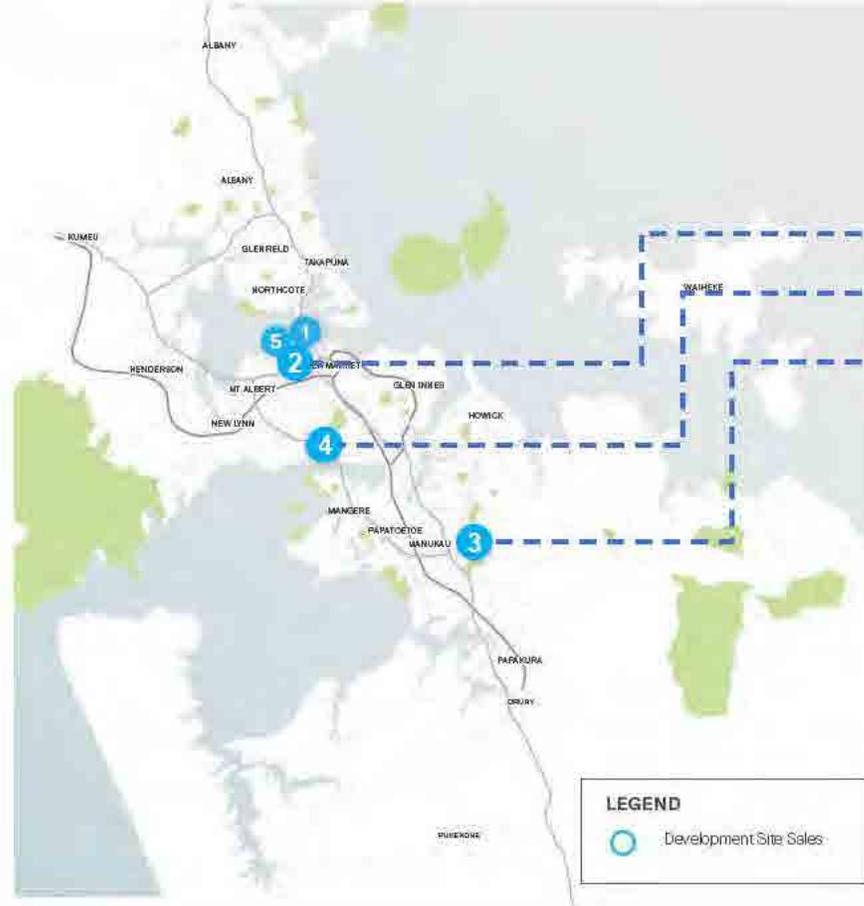


Regional Property Renewal Projects

Spatial delivery plan

Projects underway

- 1 21 Princes St - Seismic & refurbishment
- 2 27 Princes St - Seismic & refurbishment
- 3 7 Hill Road, Manurewa
- 4 Onehunga Wharf renewals
- 5 Queen St - Seismic upgrades
- 6 Auckland Council renewals - small scale capital upgrades (regional wide)



Eke Panuku manages and maintains non-service assets for Auckland Council.

The Covid-19 lockdown impacts on project timings, material supply and cost escalations are being assessed and project delivery programmes updated as these are confirmed. Industry assessments are indicating that cost escalations are likely for projects that have not yet commenced construction, and it is expected that there will be some materials supply delays.

There are five major renewals projects now in the construction phase being:

- 27 Princes St – seismic strengthening and refurbishment
- Onehunga Wharf renewals
- 7 Hill Rd, Manurewa - refurbishment

Waterfront:

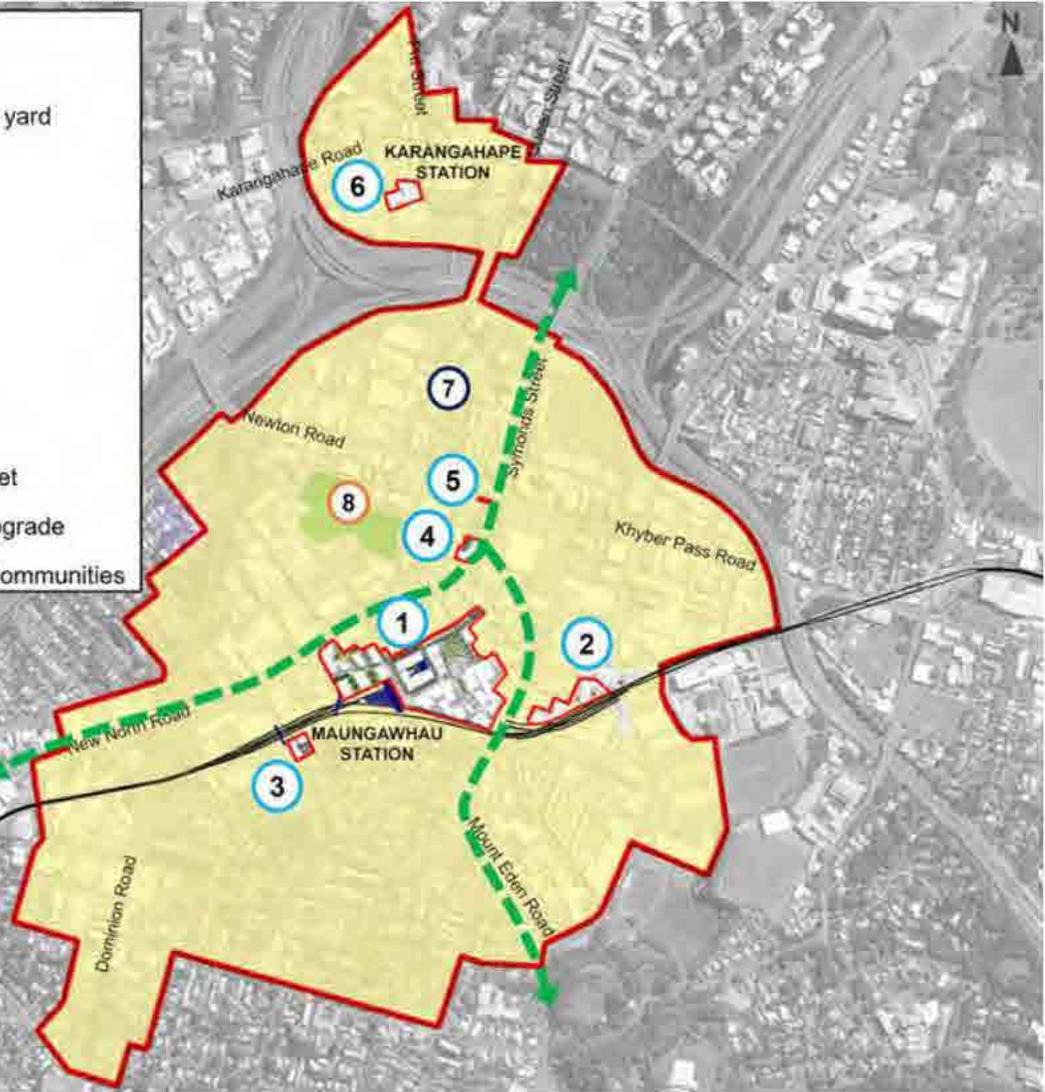
- Z Pier watermain renewal.
- G,H & J replacement at Westhaven

There are four smaller projects also in the construction phase, with another in the process of procuring the construction contractor.



Maungawhau and Karangahape Precinct Development Programme

- LEGEND**
- Development projects**
- 1 Maungawhau station construction yard (7 development sites)
 - 2 14-22 Boston Road
 - 3 1&3 Fenton Street
 - 4 1 New North Road
 - 5 223 Symonds Street
 - 6 20 East Street
- Projects by others**
- 7 Kāinga Ora - 70 Upper Queen Street
 - 8 Auckland Council - Basque Park upgrade
- ↔ Auckland Transport - Connected Communities



Following the November 2021 Joint Board Committee's approval, the Programme Business Case was provided to the CRL Project Sponsors at the end of November 2021. A significant milestone for the programme which was also an FY22 SOI target.

The business case will be updated by mid-2022 with further information on the infrastructure requirements for the precinct, the planning changes resulting from the National Policy Statement on Urban Development and decisions on Light Rail.

Information paper: Health and safety

Document author: Blair McMichael, Health and Safety Manager

February 2022

Whakarāpopototanga matua | Executive summary

1. We recorded several safety concerns from November to January involving public spaces that Eke Panuku manage on behalf of the shareholder. Each incident has been investigated and safety improvements have been put in place to mitigate these risks further.
2. We completed an assurance review across a number of the capital delivery and renewals projects from November to January. The purpose of this review was to determine which projects comply with the Eke Panuku Safe Management of Contracts and Agreements framework. The majority of these projects were consistent with the framework which demonstrates how Eke Panuku safely manages these delivery contracts. We noted some gaps in compliance and will be discussing each with the relevant teams.
3. The programme of work continues on the review of the waterfront edge protection. An information paper is included in the board pack.
4. At the Eke Panuku Board meeting on 23 March, Health and Safety lawyer Grant Nicolson will facilitate a health and safety governance workshop. This work is intended to support the directors in their understanding of the legislation and their respective responsibilities as officers.

Matapaki | Discussion

Health and safety key performance indicators

5. Health and safety key performance indicators (KPIs) representing lead (Figure 1) and lag (Figure 2) indices, including TRIFR and an Industry Benchmark are outlined below.

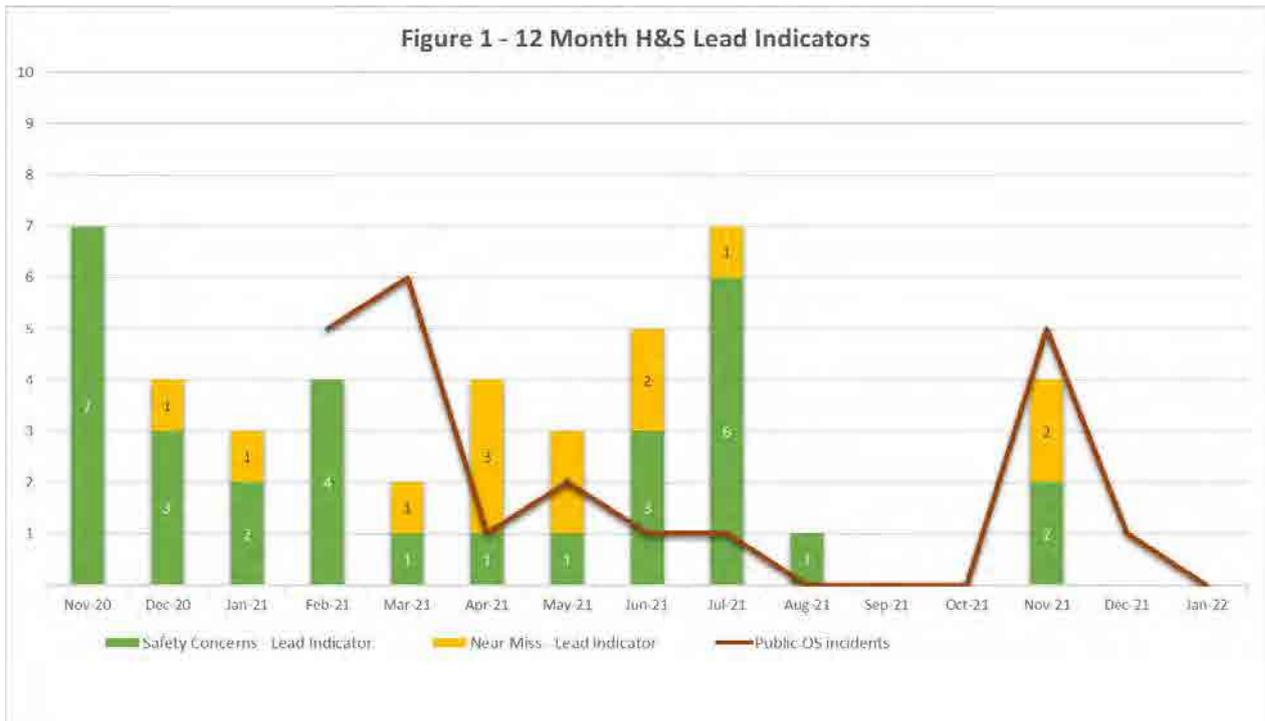
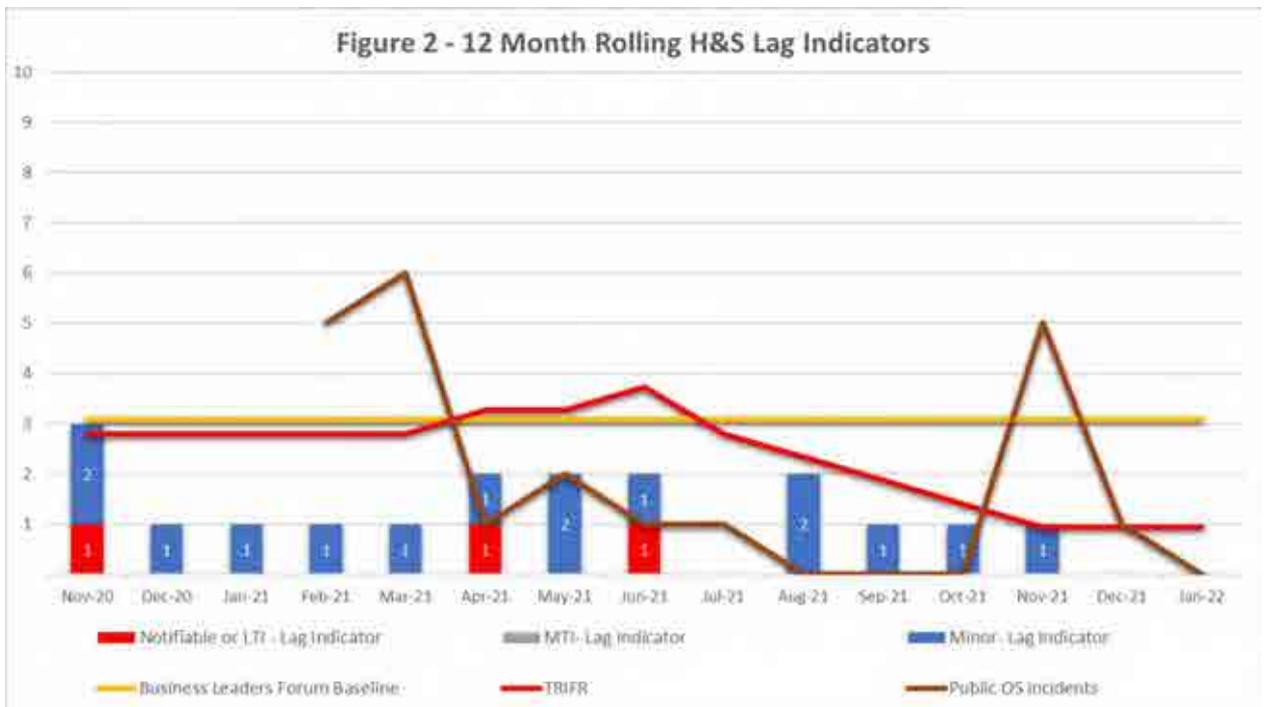


Figure 1 reflects proactive reporting by staff capturing 'safety concerns' and public incidents. We continue to maintain regular communication with staff around safe work at home and mental health and wellbeing support. This included an office safety induction for twelve new starters to Eke Panuku held in January.



Key: TRIFR - Total Recordable Incident Frequency Rate; MTI - Medical Treatment Injury; Notifiable Event or LTI - Lost Time Injury.

Figure 2 represents the Eke Panuku Total Recordable Incident Frequency Rate (TRIFR). Our result for November, December, and January has been significantly affected by the Covid 19

Lockdown. Description of the only work-related incident (first aid) is listed below, together with the corrective actions.

Eke Panuku recorded several non-work-related incidents and safety concerns, in the period from 1 November 2021 to 31 Jan 2022, across public spaces that we manage. Each is listed below:

- Safety concern - Smokers seated on gas meters in the viaduct, adjacent to the Soul Bar in the Viaduct. Uneven seating inhibitors have been placed over the meters by our Assets & Facilities team.
- Safety Concern - A Westhaven berth holder entering N pier noted a gap between the security glass door entry and the uprights supporting the doors. This had the potential to result in an entrapment injury when the doors opened. The concern was investigated. This gap and all similar entry points, where similar entrapment points were noted, have now been guarded with a stainless-steel strip installed covering top to bottom points.
- A pedestrian tripped on a protruding bolt on the foot path prior to the Wynyard Crossing bridge (city side). The bolt has since been ground down and no longer poses a risk.
- A pedestrian slipped on uneven paving in the Viaduct by market square. Paving in this area has since been uplifted by Eke Panuku contractors while they install cabling for new lights. The tiles will be reinstated over the next couple of weeks ensuring that they are correctly levelled.
- A pedestrian walked into a seat bench along the Westhaven boardwalk. This incident has been investigated. It has been determined that the bench is adequately recessed away from the main thoroughfare. It is located and within a form of walkway 'alcove'. It is difficult to improve the positioning from a safety perspective without complete removal which we don't consider necessary.
- A member of the public slipped backwards down the angled seawall along Curran Street, Westhaven. This area is open to the public and assessed as having no direct falls from height risk. However, Eke Panuku has included this section of the waterfront edge to be reviewed as part of the edge protection review programme work.

Two work-related safety concerns and a first aid incident were raised during refurbishment work in our portfolio, 27 Princess Street building within Auckland's city centre.

- The first safety concern was raised when a piece of finishing timber (ceiling trim) was being removed, which fell without controlled support. The removal process has since been improved and communicated to all staff.
- The second safety concern was reported when a temporary access ramp wasn't adequately secured and shifted without incident. Staff completed a 5 * 5 risk assessment and task analysis, securing the ramp, and covered the changes in a staff toolbox talk.
- A contracted worker sought first aid for an abrasion when the worker put their foot through a ground level hole in the floor. The hole was exposed when the temporary ply floor covering had moved having not been affixed correctly. The floor covering was properly secured, and warning tape applied at the edges.

A near miss incident took place when a scooter rider cut across the path of a reversing truck leaving the Z pier worksite.

An investigation by the contractor noted that a 'spotter', acting on behalf of the driver, was in place in accordance with their safety plan controls to observe and guide the driver, and in this instance advise them to stop. The investigation noted that the spotter had less visibility as they were located on the driver's side rear, rather than the passenger side rear.

We have two previously reported incidents for which corrective actions are still underway:

- In October Eke Panuku referenced an incident where a facilities manager working alone put their foot through a vacant property floor section. Although the incident was without injury the investigation raised a separate query around the use and currency of the Eke Panuku working alone procedure and working alone safety app. The outcome will be reported to the Board next month.
- In October the board queried an incident in which a Dockmaster working at Westhaven fell into the water while boarding a vessel. This incident has been investigated further. As a result of this investigation the team has updated its Standard Operating Procedures with respect to incident escalation and reporting requirements, training and supervision, and the adequacy of the marina buddy system. The review also investigated the consistency of the use of PPE (life vests) when working around water (as opposed to working over water), fixed retrieval systems such as ladders, emergency communications and response. These reviews have resulted in behavioural and process related safety changes, which are now subject to monitoring and review by the marina's management team and is linked to the Eke Panuku Critical Risk Register.

Eke Panuku appointed a consultant business analyst in December to advance the incident reporting system Noggin. The deliverables included:

- Capturing contract health and safety and tracking corrective actions.
- Automated reporting on incident close-out, and non-conformances
- Incident frequency reporting, as starting items.

With the impact of Covid-19, we are having to recruit again, as the previous appointee was drawn overseas to assist with family.

Waterfront Edge Protection

6.



7. The board pack includes an information paper covering the waterfront edges health and safety review to date.

Eke Panuku Safe Management of Contracts and Agreements (SMCA) Framework

8. We have been consulting across the business on the SMCA framework for some time. This includes completing a further legal review of the SMCA to determine whether case law or legislation changes would require changes to our health and safety approach to managing contracts and agreements. We now confirm that our approach remains consistent and current. The review has allowed the business to include additional information around which roles have responsibility or accountability for aspects of the SMCA. Findings and feedback will be confirmed through next month's report.

Internal health and safety audit

9. Corrective actions from the Eke Panuku internal audit report completed, or in review, during the month include:
 - Completion of an assurance review of capital and renewal projects to ensure compliance with the Safe Management of Contracts and Agreements (SMCA) framework. In accordance with a discussion with the Risk and Assurance Committee and the Board, the Health and Safety Manager completed an internal assessment of SMCA compliance across all capital and renewals work in the delivery phase under the Eke Panuku project management framework spanning Nov-Jan 22. The review provided assurance that staff trained under the SMCA were applying the framework correctly to ensure the safety and wellbeing of workers onsite, and to ensure Eke Panuku remained compliant with its own internal policy.

Figure 3: Eke Panuku - Safe Management of Contracts and Agreements (SMCA) for Capital Work Delivery (Nov 21-Jan 22)

Project	Project Description	Risk Review	Site Safety Plan Review	Incident Report Review	H&S Onsite Monitoring
22263	WHM Pile Berth Redevt.				
30489	Westhaven Marine Village (Solar Panels)				
22594	Waiwharariki (Anzac Square)				
23479	Tiramarama Way (Stage 2)				
20300	Crawford St West, Avondale (Streetscape)				
20911	Gasometer Carpark				
29258	7 Hill Road, Manurewa				
31077	Z-Pier Watermain Renewal (Stage 1,2)				* Last 16/8/21
29289	Onehunga Wharf Renewals				
29247	27 Princes St (Seismic works/Refurbishment)				
28324	Silo Park Extension (Phase 2)				
Key					
Green	Compliant with SMCA review requirements				
Amber	Amber - Contractor information received. Eke Panuku are seeking further information prior to acceptance/commencement of site works				
Red	Red - unable to locate evidence of recent monitoring by Eke Panuku				
TBC	TBC - Evidence of the contractor's risk assessment, Site Specific Safety Plan and their audits/inspection have been sighted, however evidence of Eke Panuku staff having completed the internal reviews could not be seen (SMCA framework).				
	N/A - Work has been awarded (not commenced) or work has been awarded and has just commenced.				
*	Eke Panuku staff as Engineer's Representative. Under Eke Panuku Covid-19 Protection framework (Red) and alert levels, staff were instructed not to enter hird party workplaces.				

- Figure 3 (above) highlights that of the eleven projects reviewed all had evidence from the respective physical works contractor of the elements of the Eke Panuku SMCA framework. This includes H & S critical risk assessments, site specific safety plans, onsite contractor inspection/ monitoring, incident reporting and close-outs. However, in the case of two projects the H & S Manager was unable to see all evidence that Eke Panuku (or the Eke Panuku representative) had reviewed each document/artifact provided by the contractor to determine whether these were fit-for-purpose and compliant. These requirements had been established through the SMCA framework to ensure Eke Panuku is able to actively discharge its health and safety obligations under Health and Safety at Work Act (2015). In all instances the Eke Panuku Project Lead had been trained to the SMCA. The SMCA review templates were accessible in several locations (Eke Panuku Info Hub, Project Management Framework - Kete, Health and Safety Info pages, and within the H & S U drive).
- These results are now subject to GM review and follow-up to ensure project compliance is maintained.

Eke Panuku health and wellbeing

10. This report aligns to updates provided by our head for the Crisis Management Team (CMT) to our executive and board. Key messages include the CMT's moderation of guidance materials and communications to reflect changes to the NZ Covid-19 Protection framework under Red.
11. Other tasks include working with Auckland Council to procure Rapid Antigen Tests (RAT) and planning for the rolling out of training and testing across our essential services staff (pending the release of RAT by the MoH). Our executive has ensured we maintain safe access to our offices for staff who may choose to work from these locations for personal or mental wellbeing purposes and working with our contractors to ensure their safety plans reflect changes in the protection framework.
12. A wellbeing strategy is under development, articulating our vision, goals and priorities for wellbeing and providing an integrated framework for future wellbeing practices, services and activities. The strategy has been informed by staff feedback from the most recent engagement survey, liaison with Auckland Council and best practice workplace wellbeing practices externally. During February, ELT, Hautū and the new Wellbeing Champions group have been engaged to provide feedback and contribute their perspectives and ideas. The wellbeing strategy will be completed for ELT approval by end of March.

Quarterly Health and Safety Critical Risks, Eke Panuku H & S Committee and Governance Review

13. The Eke Panuku health and safety representatives will undertake the quarterly risk review in February. This was previously reviewed in November. The ELT will complete a review to ensure each risk owner agrees with the risk rating and mitigations and can demonstrate the risk mitigations are actively monitored.
14. The quarterly Critical Risk Activities reviews, across quarries and landfills, have been resumed. These had been delayed following the earlier Covid-19 lockdown. The first

review was completed in February and will be provided next month, although no significant issues have been raised.

15. The Eke Panuku health and safety representatives will meet during February with an annual schedule of six weekly meetings to be finalised shortly. The committee last met in December and has seen representation affected by staff changes. We are seeking four new representatives.
16. The health and safety governance workshop is scheduled on 23 March. The intention of the workshop is to ensure directors have a good understanding of their responsibilities as officers under the Health and Safety at Work Act. The workshop will be seeking feedback from directors as we look to make the next 'step change' in our safety culture and the level of safety maturity and ownership exhibited by our staff. This information will, in turn, help to inform our Health and Safety Strategic Plan 2022-25.

Ngā tāpirihanga | Attachments

Nil

4.1 Alternative Commercial Opportunities

This paper has been redacted under the following LGOIMA reasoning:

- *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).*

Decision paper: Wynyard Point Te Ara Tukutuku

Author: Fiona Knox: Priority Location Director: Waterfront & Tracey Ryan, Senior Strategic Project Manager

February 2022

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. Endorse the Te Ara Tukutuku Plan - Wynyard Point Precinct Plan

Whakarāpopototanga matua | Executive summary

1. Eke Panuku has been planning for the next stage of development for Wynyard Quarter, at Wynyard Point, for some time. A process was established in 2017, and since then substantive amount of work has been informed through engagement with:
 - The Eke Panuku Board, through the Waterfront Programme Business Case (2020), Board papers on specific topics, and a range of technical workshops
 - The Eke Panuku Mana Whenua Forum, through a range of caucus and hui, with Eke Panuku staff and technical advisors, including multiple joint hui with Eke Panuku's Technical Advisory Group (TAG) members
 - Auckland Council whanau including Auckland Transport, Auckland Unlimited, and Council departments such as Plans and Places, and Parks
 - Key stakeholders, including the Waitemata Local Board, Ward Councillor, City Centre Residents Group, Viaduct Harbour Holdings, Heart of the City, Auckland City Centre Advisory Board, Wynyard Quarter Transport Association
 - The Technical Advisory Group, on master planning and design through the process
 - An International Design Review Panel, which occurred through a facilitated process with TAG members supported by Eke Panuku staff, Board members and Mana Whenua representatives.
2. This work has been undertaken by a cross cutting Eke Panuku team with the support of a multi-disciplinary technical team of external consultants over the last two years.
3. Collectively this work represents an update of the thinking and approach in the Waterfront Plan 2012 as it relates to Wynyard Point.
4. Te Ara Tukutuku Plan will sit alongside the Waterfront Plan as it relates to Wynyard Point and will be the key document to form our updated policy approach for the Wynyard Point Plan Change 2022.

5. Te Ara Tukutuku Plan will be the foundation document for further engagement on projects as they progress through the design and delivery stages, and our future development partnerships and engagement with stakeholders. These are projects that we have funding for in the Long-Term Plan.
6. This document will also inform and guide our work with Mana Whenua and stakeholders on the activation of bases and spaces in Wynyard Quarter.
7. The development of Te Ara Tukutuku Plan represents an evolution of our approach to working with Mana Whenua and our commitment to a shared vision. The Mana Whenua Forum has co-created the Te Ara Tukutuku Plan content and have formally endorsed this document in October 2021. The process we have undertaken, has deepened our relationships, understanding and trust of each other. An outcome that we are all very proud of. Our way of working needs to continue through our project design phases and implementation.
8. We are seeking the Board to endorse Te Ara Tukutuku Plan. Te Ara Tukutuku Plan updates the Wynyard Point Precinct and provides for an integrated mixed-use development and waterfront park that addresses climate change impacts on Wynyard Point and reflects the distinct character of Tamaki Makaurau and its peoples.
9. Endorsement of Te Ara Tukutuku Plan by the Eke Panuku Board marks a significant milestone, capturing at a point in time, the results of considerable technical and collaborative work and our partnership with Mana Whenua.

Horopaki | Context

10. The Waterfront Plan was prepared in 2012. The Plan, supporting documents and processes have brought significant changes on the waterfront. Reflecting on the last ten years, there has been much to be proud of, but also to learn from and apply in the next phase of development through to 2034.
11. These changes include the renewed commitments in the City Centre Masterplan 2020, the physical changes that have been made on both the land and water space to host the 36th America's Cup, the end of major tenancies and exit of industrial uses, and the approach to growth and built form represented through the National Policy Statement: Urban Development (NPSUD). The key process steps and board engagement is summarised below:

Date and meeting	Decision / Outcome
June 2017	Wynyard Point to realign open spaces with a linear park on the eastern edge.
October 2018	Wynyard Point to incorporate AC36 development.
May/June 2020 Board workshop	Prepare a Wynyard Point master plan document for public consultation and investigate an external challenge process to test outcomes.
June 2020 Board meeting	Waterfront Programme Business Case endorsed by the Board.

August 2020 Board meeting	Wynyard Point to incorporate an External Challenge process to test outcomes.
September 2020 Board meeting	Wynyard Point Draft Masterplan document for discussion endorsed by the Board for the Planning Committee to approve for public consultation.
February 2021 Board meeting	Further test and develop the bold vision recommended by the External Challenge Process December 2020 over 2021, for plan change notification and public consultation 2022.
March 2021 Board meeting	Waterfront transitional use strategy and Wynyard Point design process update.
July 2021 Board workshop	Wynyard Quarter development issues, lessons learnt and development pipeline 2022-2026.
August 2021 Board workshop	Wynyard Quarter built-form, height and infrastructure development over the next 10-15 years.
October 2021 Board meeting	Wynyard Quarter Development strategy endorsed by the Board.

Nga whiringa me te taatai | Options and analysis

12. As noted above, this process has been underway since 2017.

- In June 2017, the Planning Committee resolved (PLA/2017/1101) to amend the alignment of the Wynyard Point waterfront park from the western edge to the eastern edge connecting the waterfront park to Victoria Park through a series of smaller open spaces along Daldy Street (Daldy Street Linear Park). The current park alignment is secured by way of a designation. The resolution noted that amending the park alignment to create optimal development blocks would form part of a future plan change.
- In August 2017, Eke Panuku on behalf of Crown and Council initiated the consenting process for delivering infrastructure and hosting the 36th America's Cup within the Waitemata Harbour. The consent was granted in September 2018 for a period of 10 years (2028). The America's Cup consent and related investment places a significant constraint to the release of development sites until 2028. Between 2018-2019, the Wynyard Edge Alliance on behalf of Crown and Council carried out the construction

¹ a (v) *Wynyard Quarter – the realignment of Wynyard Point open space, to accommodate a regional destination park and to provide for more optimal development blocks, and notes that this will require a future plan change.*

of Hobson Wharf Extension and cleared sites on Wynyard Point to enable establishment of syndicates bases for the 36th America's Cup.

- In 2019-2020, Council initiated public consultation to combine the 2012 Waterfront Plan with the 2012 City Centre Master Plan (CCMP) and shape the overall strategic direction for the city centre and waterfront under the updated 2020 CCMP (Transformational Move 8: Harbour edge stitch). The CCMP captured the changes to the Wynyard Point waterfront park alignment and referred to the goals and vision of The Waterfront Plan. This document was endorsed by the Planning Committee in March 2020.

13. Collectively these decisions set the scene and requirement to comprehensively review the planning, staging and development pipeline for the urban regeneration of the last block within Wynyard Quarter - in Wynyard Point. In 2020, the Waterfront Programme committed resources to refresh our thinking for the Wynyard Point Precinct in advance of the Long-Term Plan Bid and the Plan Change process required to facilitate the next phase of development. The key phases of work outlined below informed our options, analysis and approach.

Feasibility Study

14. Early in 2020, the Eke Panuku waterfront team completed a reassessment of Wynyard Point regeneration opportunities to achieve the Waterfront Goals. The feasibility study tested a series of options with key stakeholders and the Board, confirming a general arrangement of public open space and built-form. This work informed the content of the draft masterplan document and early costings for the Long-Term Plan Bid process.

Draft masterplan - document development and testing

15. The draft master plan was developed, and this document was used to inform stakeholder engagement and further analysis from key Auckland Council whanau, including Plans and Places and Parks.

16. On the request of the Eke Panuku Board, a panel of international design and development experts was appointed to test the emerging approach and assumptions. In December 2020, the External Challenge Panel reviewed the material and engaged with TAG, Mana Whenua and Eke Panuku. They supported the general arrangement of public open space and built-form and challenged the waterfront team with a series of observations for the creation of a truly mixed use precinct, as an interdependent living system, distinct and of its place for all.

17. Over 2021, the focus of the waterfront team was to continue with the development of the draft masterplan with Mana Whenua. In a series of hui the plan content was transformed to represent Mana Whenua's voice. The name Te Ara Tukutuku was gifted to us by the Mana Whenua Forum this work has evolved into Te Ara Tukutuku Plan "a place where mana whenua aspirations and Eke Panuku aspirations align. Mana whenua together with Eke Panuku are co-designing this place to restore and enhance the mauri of our moana and the whenua, to build a resilient, vibrant, attractive place with a visible and enduring mana whenua presence."

18. In August 2021, the External Challenge Panel were invited back to further review the work completed. The Panel supported the revised Te Ara Tukutuku Plan noting that the future success of the Wynyard Point must embed Mana Whenua in its overall guiding design principles for the future success of the development, and that "it is the park within the heart of Waitematā Harbour that offers a unique opportunity to create a distinctly New

Zealand experience celebrating the vibrant Māori culture on the waterfront in the heart of a city. Leading climate change resilience and sustainable ecological restoration.... Everything must be done to defend the park as a sacred place, it will be a new ecosystem which is regenerative, delightful, purposeful and powerful".

19. Supporting the above, staff supported by technical experts carried out specific studies on built-form, height and infrastructure development options over the next 10-15 years. This technical information informed further board workshops in late 2021 and the approach that Eke Panuku would take into the plan change process.

Finalising Te Ara Tukutuku Plan and testing a design vision

20. At the request of TAG, a Design Vision Process to test Te Ara Tukutuku Plan was undertaken. A collaborative of external consultants tested the plan for the future design process. Te Ara Tukutuku He Wero is a collaborative design response to Te Ara Tukutuku Plan and is a challenge for the Lead Design Consortium to consider "the site of ritual welcome into Tāmaki Herenga Waka from the realm of Tangaroa," a place of arrival on a constructed landform built out over and elevated above Te Waitematā. It does not seek to be a literal concept; it sets aspirations and builds an emotional brief for future work. Te Ara Tukutuku He Wero was presented to TAG and endorsed in December 2021.

Plan Change content and approach

21. Drawing from the material developed through this process, the Plan Change will address the following matters:
- Realignment of the waterfront park, creating public open space along the eastern edge connecting to Silo Park, Jellicoe Plaza and the Daldy Street Linear Park south of Jellicoe Street and providing the park an appropriate Public Open Space zone.
 - Initiating a Notice of Requirement process to either remove, create and or realign several road/open space designations in response to the realignment of the waterfront park.
 - Rezoning sections of the Daldy Street Linear Park south of Jellicoe Street to an appropriate Public Open Space zone. Retaining the Children's playground as a Public Open space zone.
 - Amending development controls of the Unitary Plan, including building heights, to achieve a built form that takes into account the interface with open space.
 - Removing the requirements related to hazardous facilities in Wynyard Point and amending the activity table given some hazardous facilities have ceased operations within this area.
 - Amending the specific and general noise provisions applied to the Wynyard Point and to be consistent with the Unitary Plan provisions.
22. Te Ara Tukutuku Plan was scheduled to be presented to the Planning Committee at a November 2021 workshop in advance of a public consultation 'have your say' process. However, it has been agreed with Council that consultation with the general public is now not considered necessary. This is because public consultation has already occurred on the City Centre Master Plan 2020 which notes the 2017 Planning Committee resolution to realign the waterfront park and future built form. In addition, development and open

space objectives set out by the NPSUD has enabled aspects of the built-form strategy for Wynyard Point plan change.

23. Eke Panuku will present to the Planning Committee at a workshop in February as an update on our work alongside the Plans and Plans team. Targeted stakeholder engagement will continue on the plan change content in the lead up to lodgement of the Plan Change.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

24. To achieve the vision and the approach outlined in the kaupapa in Te Ara Tukutuku, Council investment through the Long-Term Plan is needed.
- Based on current estimates Eke Panuku has indicated that the cost of regeneration of Wynyard Point, will be in the order of \$300m. \$162m of this has been committed over the period of the current Long-term Plan (2022-2032).
 - In addition to this, renewals to the wharf and seawall infrastructure will be needed to the value of approximately \$60m. \$43m has been committed over the period of the current Long-term Plan.
25. A total of \$1.5M capex is approved in the waterfront programme for the Lead Design Consortium design and procurement process for public realm and enabling infrastructure in FY22, in line with the development strategy endorsed by the Board in October 2021.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

26. At all phases of delivery, risks and issues will be reported to the relevant stakeholders. Key risks and potential mitigation measures are summarised below:

Risk Description	Mitigation measure
<p>LTP funding</p> <p>Future long-term plan funding (2032+) is required and may impact public amenity and private development potential.</p> <p>New services infrastructure to extend existing services provisioned for Wynyard Point is required and may be impacted by private development by others south of Eke Panuku sites.</p>	<p>We have adopted a fiscally prudent approach to ensure we are providing value for money, making the best use of existing assets and reflecting the constrained post COVID-19 funding environment we are operating within.</p> <p>The current long-term plan funding (2022-2032) will enable key infrastructure to be upgraded to provide capacity and integrated design for public and private development and will deliver the destination waterfront park and enabling infrastructure for private development well in advance of demand.</p>
<p>Time delays</p> <p>Land use change is required for headland sites development to proceed.</p>	<p>We have adopted a staged approach with the waterfront park and enabling works to progress from 2023 in advance of site development planned from 2029 well in advance of the land use change with notification planned for mid-2022</p>

<p>Mana whenua primacy decision</p> <p>Primacy matters are still unresolved and may impact progress around design.</p>	<p>We have adopted a co-design process with Mana Whenua and will look to gain agreement to progress ahead of any resolution</p>
<p>Transport infrastructure</p> <p>New transport infrastructure and services are planned for Wynyard Quarter including light rail, electric ferries and increased bus services, may impact development site potential and existing movement through and into Wynyard Precinct.</p>	<p>We continue to consult with Auckland Transport for the co-ordinated delivery of fully-integrated public transport ahead of demand as well as encouraging active modes of transport.</p>

Tauākī whakaaweawe Māori | Māori impacts

27. This project has provided a significant opportunity to incorporate new ways of working with mana whenua. By centring Te Ao Māori (Māori Worldview) and preferencing Mātauranga Māori (Māori traditional knowledge), we are giving effect to the spirit of Te Tiriti o Waitangi and seeing better outcomes in collaboration and knowledge exchange.
28. Te Ara Tukutuku process and content is providing a blueprint for how other projects can and will benefit from better engagement and a real commitment to partnership, ensuring a legacy for generations to come.
29. We will continue to work in partnership with Mana Whenua to give effect to our shared aspirations reflected in Te Ara Tukutuku Plan to ensure the continued regeneration of Auckland’s CBD waterfront reflects mana whenua presence and our shared history.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

30. We will continue to work closely with our key stakeholders, including the Waitemata Local Board, Auckland City Centre Advisory Board, City Centre Residents Group, Heart of the City, Wynyard Quarter Transport Management Association, Viaduct Harbour Holdings Limited. We will continue to work with Auckland Council whanau and with the CCOs, including Auckland Transport and Auckland Unlimited.
31. The first major project under Te Ara Tukutuku is the design and delivery of the Waterfront Park and public realm. Expression of Interest and Request for Proposals process will occur in the first part of this year, after which significant engagement will be sought from the public and stakeholders on the design of the public open space. This will continue to be done in close partnership with Mana Whenua.
32. The first major regulatory process is the lodgement and notification of the Wynyard Point Plan change. This process will provide an opportunity for those stakeholders who wish to submit on the items outlined in this paper.

Tauākī whakaaweawe āhuarangi | Environment and climate change impacts

33. Following the 2012 Waterfront Plan, a Sustainable Development Framework (2013) was developed, setting the direction for the waterfront to be the leading location of sustainable urban transformation and renewal across Auckland and New Zealand. The development of Wynyard Point brings the opportunity to further strengthen sustainable development and consider environment impacts to manage the land and improve the water quality. Development will respond with climate change resilience and higher performance measures to reduce carbon emissions.
34. Sustainability will be central to open space development, particularly for the waterfront park and enabling infrastructure. The built environment will achieve New Zealand Green Building Council Greenstar 5 and improvements in the public realm for the community will feature reconfigured seawalls and recontoured land to respond to sea level rise.

Ngā koringa ā-muri | Next steps

35. Te Ara Tukutuku Plan will sit alongside the Waterfront Plan as it relates to Wynyard Point and will be the foundation document for the Wynyard Point plan change. Te Ara Tukutuku Plan and Te Ara Tukutuku He Wero and the key technical supporting documents will inform the Wynyard Point design process. The procurement of the Lead Design consortium for the public realm and enabling infrastructure is now out open tender for expressions for interest. A design consortium will be selected towards the middle of 2022.
36. The plan change will update the current Wynyard Precinct planning provisions to align with the City Centre Master Plan 2020 and influence the future development of Wynyard Point. The plan change will be formally in 2022 likely with Auckland Council Plan changes. In February 2022, a workshop will be held with the Planning Committee to update them on our work in advance of lodging the plan change.

Ngā tāpirihanga | Attachments

Attachment A - Te Ara Tukutuku Process Map 2019-2032+

Attachment B - Te Ara Tukutuku Plan October 2021

Attachment C - Te Ara Tukutuku He Wero December 2021

Ngā kaihaina | Signatories

Gyles Bendall, GM Design & Place

Ian Wheeler, Chief Operating Officer

David Rankin, Chief Executive

Process summary

Technical work & Engagement

(Oct 2019- Oct 2021)

Mana whenua partnership

Targeted key stakeholder engagement

Waterfront and Wynyard Quarter technical studies

International Design Challenge Panel

Reviewing and responding to Eke Panuku Corporate Policy

Reviewing & responding to legislative changes

Informed



Informed

Eke Panuku Board, Political, Stakeholder, engagement

Public updates

Informing

Next steps

February 2022+

(Timing - project specific)

1. Wynyard Point Plan Change Notification

2. Individual LTP Funded Projects over 2022-2032

3. Monitoring & Review

Ongoing Engagement

Te Ara Tukutuku Plan

Wynyard Point



12 October 2021

Rev K

Mihimihi

Te Ara Tukutuku

Tū noa ana a Karanga-a-Hape ki runga o Tāmaki
Te wāhi i makauria ai e te tīni, e te mano
Ka rere ko Tuna-mau, ka tūtaki ki a Waikuta
Ko Te Kōranga ki te taha matau, ko Te Tō ki te taha mauī
Ka puta ki Te Waitematā e kanapa nei i te ao, i te pō
Koia tēnei ko te ara hei tukutuku i ngā waka ki tai
Hei tō mai hoki i ngā waka ki uta
I puta ai te kōrero
Tāmaki Herenga Waka, Tāmaki Herenga tāngata
Tāmaki ka kaingia ngā ika me ngā whēua katoa

Karanga-a-Hape stands amidst Tāmaki
The place desired by many
Tuna-mau and Waikuta converge and flow into Te Waitematā
With our ancient sites, Te Kōranga on the right and Te Tō on the left
This is where our waka landed after harvesting
the abundance of Tangaroa
Hence the saying, Tāmaki where many canoes berth
Tāmaki, where many people are bound
Tāmaki, where the fish are so sweet, you eat the bones and all

Te Ara Tukutuku is a name used for waka ramps. These were used mainly in places where the ground was rocky or highly elevated.

Te Ara Tukutuku is a metaphor for the binding of the land and the sea, and provides an elegant link between the domains of Tangaroa (the ocean) and Papatūānuku (Mother Earth).

Furthermore, awa (streams) such as Tunamaui acted as corridors and canoe ramps to Tangaroa and, as such, become an extension of the name, Te Ara Tukutuku.

This entire precinct was utilised as a large scale fish processing plant. Waka (canoes) were continuously dragged in and out of the water after fishing at Mangōnui, Te Onewa and Mahurangi.

The fish and sharks were scaled, gutted, and processed for winter at Te Kōranga, not far from Te Tō.

Acknowledgements

Eke Panuku would like to extend gratitude to iwi mana whenua who have trusted us to honour and care for the taonga of the cultural narrative that is the foundation of Te Ara Tukutuku. We acknowledge the time, effort and goodwill that has been invested in this project, in particular by:

- Kowhai Olsen – Te Ahiwaru
- Adrian Pettit – Te Ākitai Waiohū
- Karen Wilson – Te Ākitai Waiohū
- Paora Puru – Ngāti Te Āta Waiohū
- Delma O’Kane – Ngāti Manuhiri Settlement Trust
- Geoff Cook – Ngāti Maru
- William Peters – Ngāti Maru
- Harley Wade – Ngāti Paoa
- Danella Roebeck – Ngāti Paoa Trust Board
- Paulette Reidy – Te Patukirikiri
- Anthony Hawke – Te Rūnanga o Ngāti Whātua
- Tracy Walters – Te Rūnanga o Ngāti Whātua
- Zaelene Maxwell-Butler – Ngāi Tāi ki Tāmaki
- Hero Potini – Ngāti Tamaoho
- Edith Tuhimata – Ngāti Tamaoho
- Michelle Wilson – Ngāti Tāmatera
- Denny Wilson-Takaanini – Waikato-Tainui
- Martin Te Moni – Ngāati Whanaauanga
- Tracy Davis – Ngāti Whātu o Kaipara
- Ngarimu Blair – Ngāti Whātua Ōrākei
- Andrew Brown – Ngāti Whātua Ōrākei
- Kingi Makore – Ngāti Whātua Ōrākei
- Robbie Paora – Ngāti Whātua Ōrākei

Ki te kahore he whakakitenga ka ngaro te iwi. Ngā mihi nui ki a koutou.

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This plan is shaped into three parts:

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Provides information on our current waterfront environment. It highlights the land and water uses, important cultural considerations, and the underlying planning framework. It also highlights the achievements within Wynyard Quarter.

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Wāhanga Tuarua

Sets out our new direction for the waterfront - focusing on Te Ara Tukutuku (Wynyard Point) and its surroundings, as well as Hobson Wharf. It outlines challenges and opportunities together with mana whenua, leading to four themes for the future creating a visible and enduring mana whenua presence.

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DATE	REVISION	PURPOSE
21 August 2020	95% DRAFT - Rev D	PLC Feedback
09 September 2020	100% DRAFT - Rev E	Final review
16 September 2020	Rev F	Board Submission
13 November 2020	Rev G	Planning Committee Submission
14 June 2021	Rev H	MWGF review session
15 July 2021	Rev I	Final Review
30 September 2021	Rev J	Delivery
12 October 2021	Rev K	Eke Panuku Board Submission

Introduction

Over the past 15 years, Aucklanders have experienced the transformation of their inner-city waterfront. This much-loved and celebrated place now reconnects people with Te Waitematā, and builds our collective sense of belonging to Tāmaki Makaurau.

The next part of the transformation will build on this legacy. The focus is on Te Ara Tukutuku, the land and water that surrounds them. With the area changing from industrial to mixed-use, we now need to consider how we can best serve these land and water spaces to the benefit of all Aucklanders.



Introduction

The Tāmaki Makaurau waterfront is a truly global destination that reflects our Māori culture and maritime history.

Building on the strategic direction provided in landmark plans created in 2012 by Auckland Council – the Auckland Plan, City Centre Masterplan (CCMP) and Waterfront Plan – urban regeneration in the waterfront area has been implemented at pace.

Wynyard Quarter is transforming from an industrial area to a much-loved and well-used part of the Tāmaki Makaurau waterfront. There are new public spaces and laneways, hundreds of new homes, businesses employing thousands of people, and an annual programme delivering people-focused activities and events all created to build community and bring people together. To ensure our working waterfront remains authentic and vibrant we've made a concerted effort to integrate our existing marine industry into the fabric of the Quarter.

The last three years have been particularly busy on the waterfront – driven by the need to be ready for major events happening in 2021, including the 36th America's Cup. Through private, council and government investment in the acceleration of the redevelopment of the city-centre and waterfront, good progress has been made on delivering new buildings and public spaces in Wynyard Quarter, Viaduct Harbour and downtown.

Now that these projects are nearing completion, there's an opportunity to plan for the future. Te Ara Tukutuku Plan will sit alongside the Waterfront Plan as it relates to Wynyard Point. This document represents the start of the refresh, our thinking as it has evolved to date, and our improved engagement with mana whenua and other stakeholders and the wider community.

Why is an updated masterplan needed?

We are always looking for ways to improve our plans – both to respond to changes and to test new ideas.

And there are many changes! The Waterfront Plan was prepared in 2012, however the last eight years have brought significant development with new legacy land and waterspace created for hosting the 36th America's Cup. We also have a new planning framework with the Auckland Unitary Plan and the recent refresh of the City Centre Masterplan (2020).

Eke Panuku Development Auckland continues to work closely with mana whenua to ensure that the continued regeneration of Auckland's city centre and waterfront reflects mana whenua presence and our shared values and history.

Finally, the waterfront and the world have also changed since 2012.

We need to plan for:

- + How we take prompt and meaningful action to address climate change
- + Who will be living in, working in and visiting our waterfront
- + How a constrained funding environment will impact on the phasing of investment
- + What the new market reality will be given the national and international impact of COVID.

Your feedback

We welcome your ideas and feedback on all parts of Te Ara Tukutuku Plan.

This demonstrates Big Picture thinking in progress – our preliminary ideas for how Te Ara Tukutuku will shape our shared aspirations for the future.

Next steps

Te Ara Tukutuku Plan will guide the work Eke Panuku does on Wynyard Point – determining what, when and how we deliver, including the outcomes we seek when partnering with others.

Te Ara Tukutuku Plan will also be the foundation document for future plan changes under the Resource Management Act 1991 (RMA). The plan changes would seek to amend the existing planning provisions that currently apply, to enable future development on both land and water. These are outlined in part two of this document.

Ultimately this process will help to ensure that the development continues to advance best practice, meet high-quality standards, and reflects the overall aspirations mana whenua and all Aucklanders have for this part of the waterfront.

Wāhanga Tuatahi

Our place

Te Waitematā waterfront is part of the 'blue edge' to our coastal city. It is where Tāmaki Makaurau began, supporting people living and trading at the harbour edge for hundreds of years.

Since first settlement of Tāmaki Makaurau, (a land desired by many), Te Waitematā was highly valued by the many iwi within the region. Since then, it has been the focus of transport networks (water and land), industry, commerce and fishing, as the city and settlement gradually expanded around it.

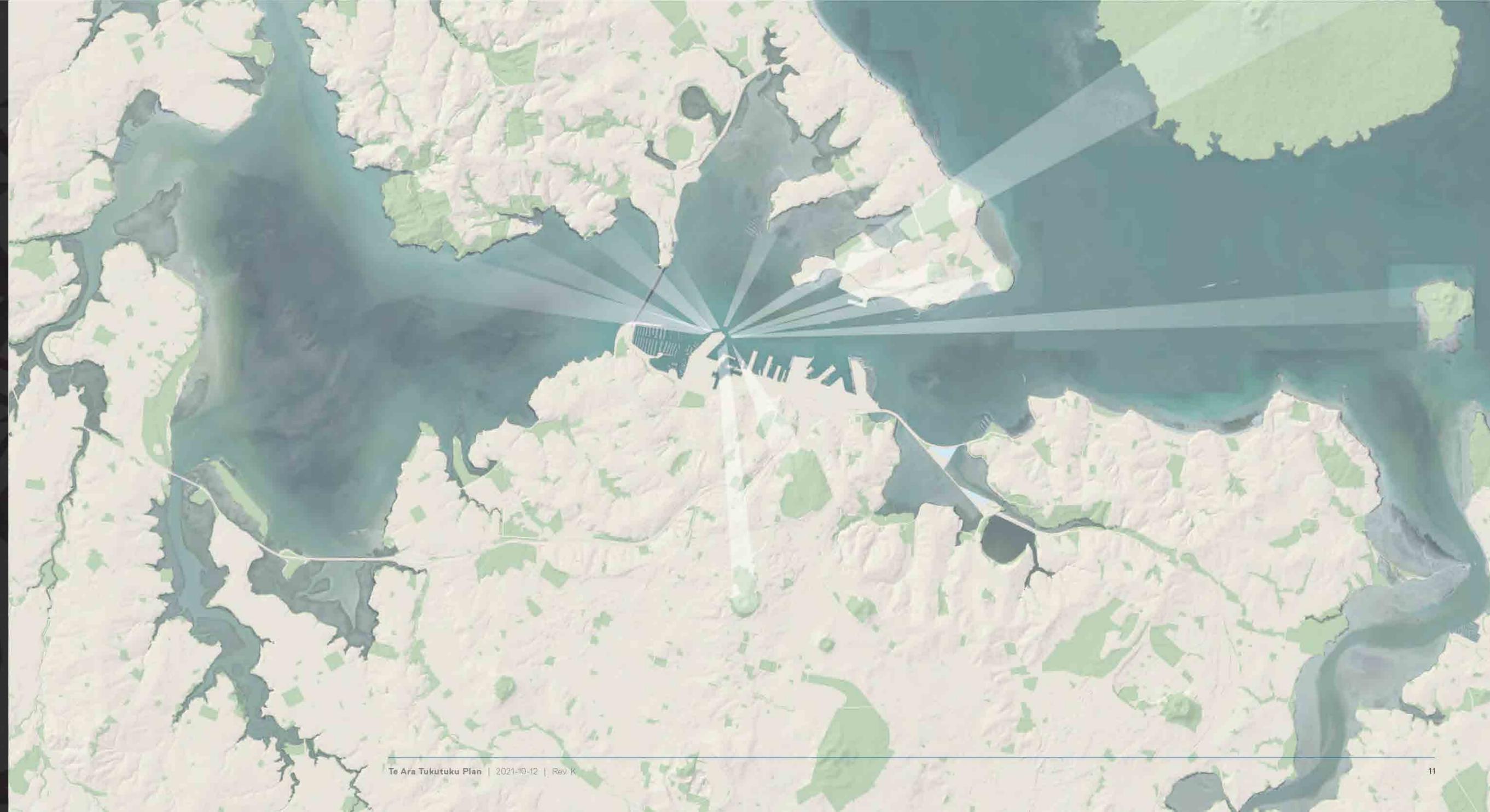
The first wharves, built in the mid-nineteenth century, were followed by a century of infill and expansion for industrial uses and Aotearoa's largest port. By the 1930s, parts of the harbour were again used for recreation, with saltwater baths and boating clubs changing Aucklanders' perception of their waterfront.

By the 1980s, waterfronts around the world were regenerating from formerly unwelcoming industrial areas, as people rediscovered central cities and gradually returned to live, work and play.

In the 1990s, major international boating events - the Volvo and America's Cup yacht races - triggered the redevelopment of the Tāmaki Makaurau city centre waterfront, starting around Viaduct Basin.

Since the turn of the 21st century, with the opening of Britomart and the transformation of former industrial areas, Aucklanders have once again embraced their downtown waterfront as the focal point for city living.

As Wynyard Quarter gradually transforms, the city is looking forward to the next phases of regeneration.



Context

Eke Panuku acknowledges that Tāmaki Makaurau was once occupied by a number of iwi (tribes) who hold ahi kā, mana whenua, and mana moana (iwi and hapū who derive their strength from the land and the sea in Tāmaki Makaurau). As Te Tiriti o Waitangi was signed between the Crown and Māori, Eke Panuku has a critical role in assisting the Crown in discharging their legal and moral obligations.

On the waterfront, Eke Panuku recognises that many iwi and hapū have whakapapa, layers of occupation, and a historical association with the waterfront. Eke Panuku also acknowledges that mana whenua seeks to maintain their relationship with the intersection of land and sea. Te Waitematā is of extreme spiritual, ancestral, cultural, customary and historical importance to mana whenua.

The waterfront is part of a portage that connects Te Waitematā to the Manukau, and Te Waitematā to the Kaipara. This makes the waterfront a significant place of contact between groups travelling east-west and north-south along the coastline. Tāmaki Herenga Waka (the place that bound together waka), Tāmaki Kaingia ngā ika me ngā wheua katoa (Tāmaki, where even the bones of fish are good enough to eat) are whakataukī (proverbs) that speak of the wealth of Tāmaki.

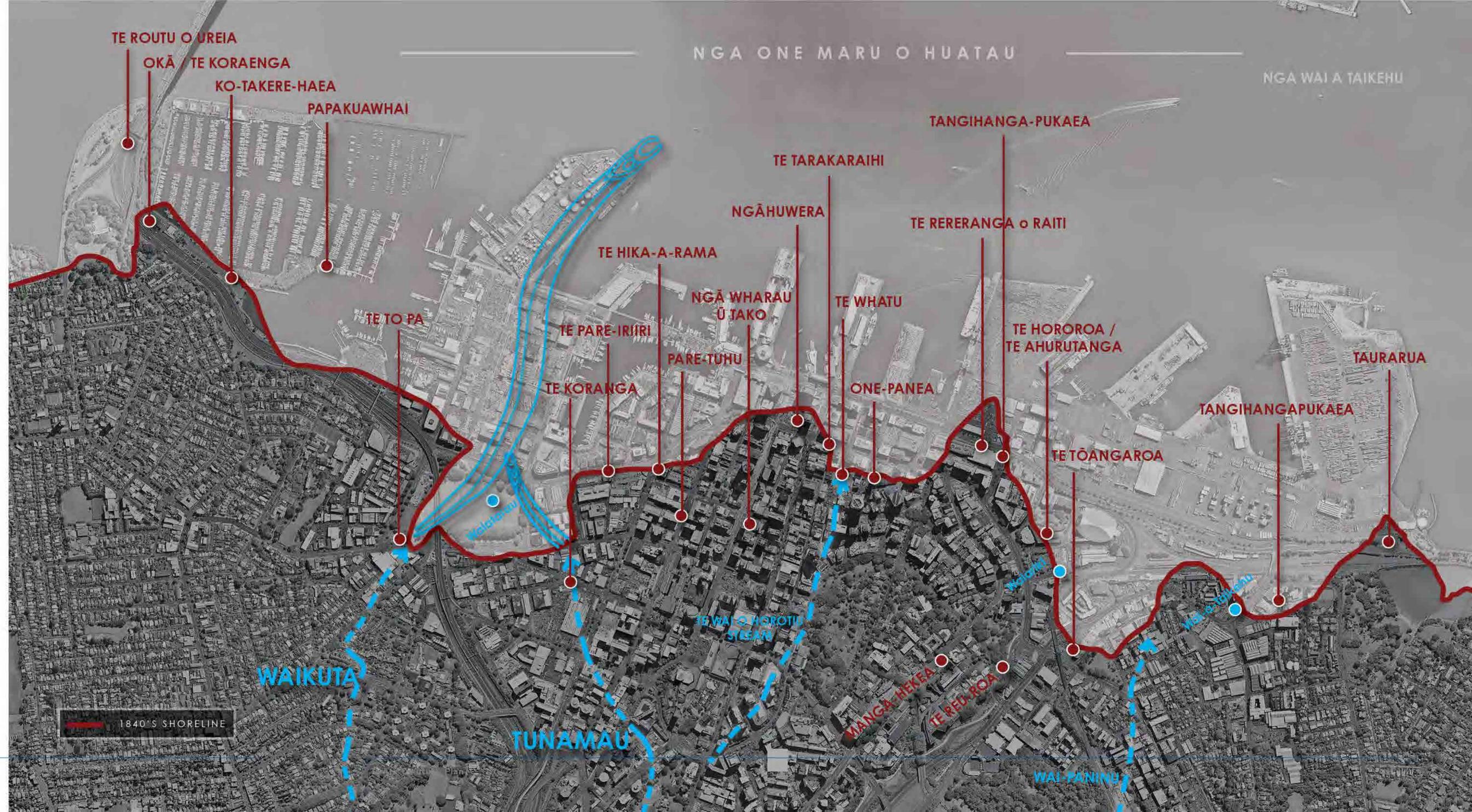
Eke Panuku partners with mana whenua at each of our locations to ensure that our work is culture-led, place-based, and community driven. It's crucial that Eke Panuku and mana whenua can collaborate to enhance our shared work. Eke Panuku also looks for opportunities to ensure mana whenua can continue to express tikanga, exercise their role as kaitiaki, and continue to perform their ancient cultural practices.

At Te Ara Tukutuku, Eke Panuku is co-designing with mana whenua and their technical experts to think about the future of Te Ara Tukutuku. This work has several parts, reviewing technical reports to understand what's possible and inviting mana whenua to utilise their mātauranga (traditional knowledge) and share their multiple stories about Te Waitematā with us.

Our goal is to support mana whenua to be a decision-maker about how Te Ara Tukutuku is developed over the next twenty years. We want mana whenua to see themselves and their values, reflected in this place.

Several mana whenua told us that our work in Te Ara Tukutuku is within the realm of Tangaroa (god of the sea) as we are operating on reclaimed land. We are cognisant that much of Te Ara Tukutuku operates in the boundary between sea and land.

Eke Panuku believes Te Ara Tukutuku is an opportunity to work in partnership with mana whenua to give effect to our shared aspirations and restore and enhance the mauri of this area.





Aho Taiao - Kia Kōrero Te Whenua

THE LAND SPEAKS

Wynyard Quarter has a special place in the city. This waterfront neighbourhood is approximately 37ha with a coastal edge nearing 3km. It has always been a place characterised by industrial, commercial, and marine activity, on land reclaimed specifically for these purposes. Since 2011, it has also become a place for people, with well-loved and well-used public spaces.

As a peninsula, Wynyard Quarter is surrounded by water on three sides and Fanshawe Street – a busy arterial which accommodates a major exit off the motorway and the Northern Busway – on the fourth. Wynyard Quarter has three north to south streets, and four east to west streets, all designed to cater for different types of transportation. To the east, the Wynyard Crossing Bridge is used by 1.9 million visitors annually – connecting Karanga Plaza to Te Wero Island and Hobson Wharf, and then towards Britomart. To the west, Wynyard Quarter connects to Westhaven through a coastal promenade. Future plans include connecting Wynyard Quarter to the North Shore via the Northern Pathway across the Harbour Bridge, strengthening public access.

The 2012 Waterfront Plan describes our vision for Wynyard Quarter as creating a “mix of residential, retail, and commercial development to enable the growth of a strong, diverse, resilient and vibrant residential and business community whilst retaining the existing successful marine and fishing industries.” This hasn’t changed.

Auckland Council is a major landowner in Wynyard Quarter and has completed, through the council-controlled organisations (CCOs) of Sea+City, Waterfront Auckland and Eke Panuku, the first major stage of transformation. This regeneration started with the creation of great public spaces including Silo Park, a new playground, North Wharf and Karanga Plaza. Wynyard Crossing was

also unveiled in 2011, in time for the Rugby World Cup, while Kiwi Income Property Trust’s new headquarters for ASB was a major anchor for the area. This introduced workers into Wynyard Quarter. More followed, as major businesses and start-ups found a home in the area.

The CCOs, including Auckland Transport (AT) and Watercare, have been working with mana whenua and the private sector to deliver developments and supporting infrastructure on the land and water that Aucklanders and visitors see today. Mana whenua have a strong connection to this area, and share their mātauranga to restore and enhance the mauri of the place. ‘Take Mauri, Take Hono’ framework supports habitat regeneration and thriving waterfront ecosystems.

Adjoining landowners south of Pakenham Street, including Viaduct Harbour Holdings (VHHL) and Mansons, also have a major influence on the development in Wynyard Quarter, and have been providing commercial buildings for office and marine services, as well as planning for future residential development.

Aho Taiao - Ka Karekare Te Wai

THE WATER SPEAKS

The high quality and value of water is crucial to the restoration and enhancement of mauri. The body of Te Waitematā is a series of complex systems (natural and imposed), agreements, rights and interests relating to its use and care. Mana whenua share their mātauranga on sustainable waterways, mahinga mātaītai (kaimoana harvesting areas), navigation, waka craft, hauora (health) and the strong connection to Te Waitematā.

Stand at the end of Te Ara Tukutuku and cast your mind back 100 years – you would be on the water, the coastline located over one kilometre to the south. Today Wynyard Quarter is a vibrant part of the Tāmaki Makaurau inner-city waterfront, and the link to the surrounding Waitamātā remains critical.

The waterspace surrounding Wynyard Quarter is currently used for:

- + Marine transport – our ‘blue highways’
- + Marine industry
- + Tourism
- + Classic boats and recreation boats
- + General water activities and enjoyment

There is a range of marine and port activities occurring within Te Ara Tukutuku waterspace, closely linked to the wharves and activities on the land.

Jellicoe Harbour is primarily used by the fishing fleet and other commercial vessels. These vessels berth and are unloaded on adjacent wharves, with much of the fish processed and sold within Wynyard Quarter. On the western side of Te Ara Tukutuku, ferries travel to many different Hauraki Gulf islands, carrying vehicles, passengers and freight. Superyachts berth at Silo Marina and some classic boats are located close to Silo Park.

The Eke Panuku marina team manage the day-to-day operations of this work, and controls entry to the Viaduct Basin waterspace through the raising of the Wynyard Crossing bridge.

The marine industry operates on land, primarily on the western side of Wynyard Quarter. People can access the water at the tidal steps in Karanga Plaza, or gaze out at Jellicoe Harbour, the newly-calmed waterspace protected by breakwaters built for the America’s Cup.

HOBSON WHARF

Through the America’s Cup, Auckland Council and Central Government’s aim was to create an attractive, inclusive waterfront destination both Aucklanders and visitors will love – a space that lasts well beyond a single sporting event.

Major sailing events spurred the redevelopment of the Viaduct in the 1990s, creating a welcoming waterfront. This process has continued with the 36th America’s Cup, being held in 2021.

Extension of Hobson wharf by 74m into the harbour to accommodate a double-base for the Challenger of Record was approved in 2018 and completed in early 2020. Any future America’s Cup until 2028 will use the Hobson Wharf as event space and the wharf will be open between events for the public to enjoy.

The extension to Hobson Wharf has become a legacy of Americas Cup for Tāmaki Makaurau. This is a new open space for the city, with potential for marine and land-based events and activations, for mana whenua to share their pūrākau (traditional stories), ritenga (customary practices) and mātauranga (traditional knowledge). The new public space will continue the city centre ‘blue link’ from Queens Wharf to Westhaven, a journey with an ever-changing sequence of views and activities across the waterfront.

A second legacy is the calm and protected waterspace in Jellicoe Harbour, created by the two new breakwaters. This space provides opportunities for smaller vessels to enjoy the sheltered water, for fleets of waka hourua and waka taua to reconnect mana whenua back to the moana and share their pūrākau with tourists and other visitors.



Evolving Waterfront Goals

Since 2012, five goals have guided development on the waterfront. These goals have helped us to develop Wynyard Quarter so far, and still guide development on the waterfront today.

In 2017 and 2021, these goals were further developed by the Eke Panuku Mana Whenua Governance Forum to guide development on the waterfront.

Our bold vision for the waterfront:

“A world-class destination that excites the senses and celebrates our sea-loving Māori 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.”

Blue-green waterfront



A resilient place where integrated systems and innovative approaches are taken to enhance the marine and natural ecosystems, conserve natural resources, minimise environmental impacts, reduce waste, build sustainably and respond to climate change.

Ki Tātahi

Te Mauri o Te Waitematā is restored and enhanced.

Mana whenua share their mātauranga of sustainable waterways, mātaital (kaimoana harvesting areas), navigation, waka/craft, hauora and the strong connection to Te Waitematā.

The high quality and value of water is crucial to the maintenance and enhancement of mauri. The body of Te Waitematā is a series of complex systems (natural and imposed), agreements, rights and interests relating to its use and care.

The Mauri of the land is restored and enhanced.

Habitat regeneration occurs through the effective use of 'Take Mauri, Take Hono' framework that supports thriving waterfront ecosystems with native flora and fauna. Mana whenua will reconnect with the Waitematā in this space with their kaitiaki monitoring the environment to measure improvements as they occur.

Sustainability standards will be prevalent within waterfront developments including water and energy efficiencies, as well as sound, sustainable building practice and design.

The physical expression of kaitiakitanga - e.g. tikanga protocols, having waka berths available to their fleets of waka and waka festivals to celebrate their culture - allows mana whenua to share their mātauranga and to be involved.

The reference to Ki Tātahi provides a strong, overarching and connected theme across the waterfront footprint.

Public waterfront



A place for all Aucklanders and visitors to Auckland, a destination that is recognised for its outstanding design and architecture, natural environmental quality, public spaces, recreational opportunities, facilities and events: a place where we protect and express our cultural heritage and history, and celebrate our great achievements as a city and nation.

Tauranga tāngata

A waterfront whose mauri is greatly enhanced will attract visitors and encourage more people to live and work in this place. A place where manaakitanga is expressed and mana whenua are hosts. Mana whenua have a visible presence through their integration of cultural design into all built form and public spaces and provide a strong cultural context to placemaking, imbuing a sense of place through the integration of mātauranga Māori.

Consideration of mātauranga design values are provided for within developments including open space, provision of public facilities and events. The cultural, social and economic benefits to Māori are evident. Effective mana whenua engagement provides for strong, well-intended and well supported relationships. Acknowledgment of and access to the waters of Te Waitematā is embraced including provision for tauranga waka and fully supported waka activities.

Smart working waterfront



Attracts high-value, innovative, creative and green businesses and investment to achieve a significant lift in productivity, a place for authentic and gritty waterfront activities: the marine and fishing industries, water transport and port activities.

Tūāhōanga ahu mahi

Through mana whenua participation in the waterfront economy, the waterfront is the centre of excellence where the best of Māori innovation can be nurtured.

This must be a waterfront that is attractive to Māori enterprise and businesses with opportunities to invest in commercial projects. Joint venture opportunities for capacity and capability building including employment, internship and training is encouraged.

Mana whenua involvement in the detailed design of development projects ensures authenticity and opportunities for the Māori design sector, i.e. the creative industries and cultural tourism to co-create, to enhance appreciation of the life and vitality of the waterfront. Potential business activities should be assessed in relation to social, cultural and economic benefits to Māori and who strive for high sustainability standard and outcomes.

Connected waterfront



A place that is highly accessible, easy to get to and to move around in, where people feel connected to the wider city and beyond by improved pedestrian and cycling linkages, fast, frequent and low-impact passenger transport, state-of-the-art telecommunications and through supportive community and business networks.

Hononga tāngata

The inter-generational relationships that mana whenua have with Te Waitematā and foreshore are recognised, celebrated, strengthened and developed over time.

Māori feel and are connected to their cultural heritage, sacred and significant sites, such as (but not restricted to) traditional tauranga waka, navigation markers, view shafts, and coastal occupation areas with cultural design integrated into all built form and public spaces using mana whenua artists and Māori architects and designers.

The waterfront is publicly accessible with various transport modes available within the area, connecting easily to inland parts of the city.

Physical connections to the water's edge are encouraged. Recreational uses including fishing swimming and waka access; commercial accessibility which includes ferries and charters all bring vibrancy to the waterfront.

Activities and events are relevant and attractive to all Tāmaki Makaurau residents, and are easily accessed.

Liveable waterfront



The location of leading sustainable urban transformation and renewal in Auckland; the most liveable New Zealand central city urban community; a vibrant mix of residents, workers, visitors and activities. A welcoming and resilient neighbourhood that is safe, diverse and attractive, with plentiful open space and access to local services and facilities.

Kia tau te mauri mō te ira tangata ki te ao tūroa

The waterfront has a Māori presence that reflects the identity and heritage of mana whenua and enables mana whenua and mataawaka to live in these spaces. A diverse, accessible waterfront with whānau-friendly places and spaces, recreational activities, social services and community facilities, including architecturally designed facilities to showcase 'the living, active expression of Māori culture'.

A place where Mana Whenua have opportunities to initiate projects and be future-focussed to articulate their stories of place, to create a valued waterfront for all. The 'Take Mauri, Take Hono' framework will embed the values and principles to assist in achieving these outcomes.

Partnership with mana whenua and collaboration

Implementing the Waterfront Plan and the council's agreed-upon programme reflects the importance of partnership and collaboration in everything we do. The success of the waterfront has come from the diversity of interests that have had a role in creating places that work for people at all stages of life, growing diverse and innovative businesses, retaining the authenticity of a working waterfront, and preserving the multi-layered connections to our collective history.

Along with our council group, Eke Panuku partners with mana whenua and their development partners who share our aspirations, consulting with community leaders, and the wider Tāmaki Makaurau community. Together, we have successfully implemented a huge variety of projects in Wynyard Quarter.

Projects listed here highlight some of our exceptional open spaces and award-winning successes, showing how the waterfront has developed.

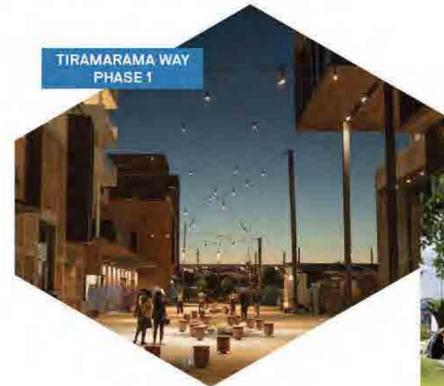
Our places, our people

In Wynyard Quarter, we led with creation of the public spaces, drawing people in. And why? Because we recognised that successful places are created, and loved, by the people that occupy them.

We created fantastic open spaces right on the water's edge: Karanga Plaza, Urunga Plaza, North Wharf and Silo Park. These spaces provide a connection to the water. They sit comfortably beside existing and active marine industry, on our wharves open to all as the waterfront buzzes with people and new ideas.

While each public space is special, they also work together as a whole, providing a range of experiences and attractions across the waterfront. They connect seamlessly with our laneways, other parks and plazas, stretching all the way back to Britomart or towards Victoria Park.

We are incredibly proud of them, and hope you are too.



TIRAMARAMA WAY PHASE 1



AMEY DALDY PARK



TE NUKŪAO



DALDY STREET LINEAR PARK

Our infrastructure

NEW PUBLIC SPACES AND STREETS

- + The first stage of Tiramarama Way within Wynyard Central was opened 2018. This east-to-west link connects Daldy Street in the east through to Halsey Street, and adjoins the Wynyard Quarter's Innovation Precinct.
- + Tiramarama Way lies over the original intertidal zone between Waiatarau and Waitemata. Planted groves at each end of the street indicate the historical places where people found food, while water collecting in puddles reflects the day sky and the lighting above the night sky. Shells embedded in concrete suggest a walking path by day, and reflect the moonlight at night. The second stage is underway, and will provide further access through Wynyard Quarter from Halsey Street to Beaumont Street in the west.
- + Eke Panuku worked closely with the Wynyard Edge Alliance to create an extension to Silo Park, which includes repurposed tanks, and an award-winning shade structure developed with mana whenua that has become the newest place to hang out.

COMPLETING STREET NETWORKS:

- + The council group has been working through a programme of street upgrades, and has completed Daldy Street and Amy Daldy Park, with Daldy Street Linear Park forming part of the network of open spaces in Wynyard Quarter.

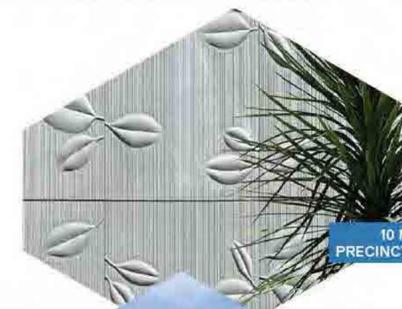
COMPLETING THREE WATERS

- + Watercare has been progressively upgrading infrastructure, including new pump stations in Wynyard Quarter, to keep ahead of the growth that will occur.
- + As part of the America's Cup works, Healthy Waters led the thinking around a stormwater pipe upgrade from Daldy Street to Wynyard Point that has now been delivered.
- + We have worked with others to install rain gardens across Wynyard Quarter for sustainable stormwater management.

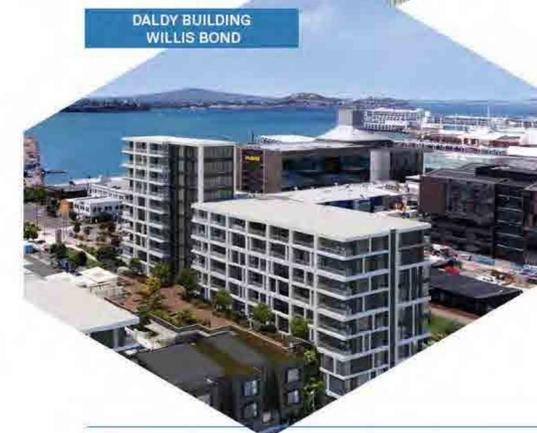
Our development today

RESIDENTIAL DEVELOPMENT

- + Eke Panuku is partnering with property developer Willis Bond & Co to build up to 500 new homes in the central area of Wynyard Quarter.
- + In 2018, we welcomed our first residents into Wynyard Quarter with the completion of the Wynyard Central and 132 Halsey developments. Willis Bond's current residential development 30 Madden will feature work by mana whenua artists referencing the cultural narratives of the surrounding environs, namely Māori star constellations and the original foreshore.



10 MADDEN PRECINCT PROPERTIES



DALDY BUILDING WILLIS BOND



12 MADDEN PRECINCT PROPERTIES

COMMERCIAL DEVELOPMENT

- + Eke Panuku is partnering with Precinct Properties to create a business innovation precinct in the centre of Wynyard Quarter. Progress on the innovation precinct is well underway after the successful opening of the Mason Brothers building on Pakenham Street and 12 Madden in 2017. Precinct's current commercial development at 10 Madden Street features native planting on the eastern core and creative expressions on the eastern precast concrete facade.
- + Precinct's next stage will continue through to Pakenham Street and Halsey Street with three commercial buildings, one featuring our first timber structure for a commercial building in Wynyard Quarter and a refurbishment of the Halsey Traders building.

MARINE DEVELOPMENT

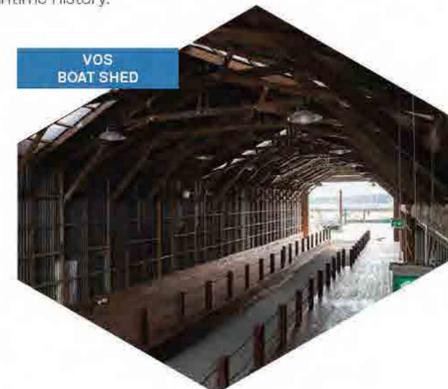
- + Eke Panuku is partnering with Orams, leveraging on their contribution to the marine industry - to service and refit major vessels, which in turn generates employment and economic activity.
- + Progress on a new marine facility on Beaumont Street will feature elements to represent the Southern Cross at night.
- + Through the America's Cup works, SeaLink has moved from Wynyard Wharf to a new home on the western edge of Te Ara Tukutuku. In this location they can continue to provide services to the Hauraki Gulf.



BEAUMONT STREET ORAMS MARINE



HAMER ST SEALINK



VOS BOAT SHED

MARITIME HISTORY RESTORATION

- + The name 'Percy Vos' is synonymous with skill, craftsmanship and innovative boat design. Many of Aotearoa's finest vessels were built in the Percy Vos Boatshed, the last place in the country to build wooden boats. Eke Panuku has restored the boatshed, so it can be used for boat-building and waka making, and to showcase some of the country's maritime history.

Climate Action

Te Ara Tukutuku is surrounded by water on three sides, with a coastal edge nearing 1.2km. Current science predicts that the sea level will rise a metre by 2120. In the planning and delivery of future developments we will consider predicted sea levels to ensure resilience to climate impacts.

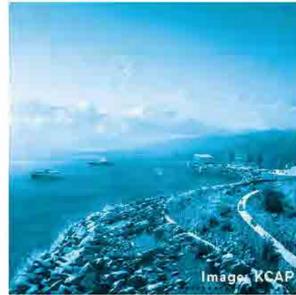
As an organisation, Eke Panuku has made a commitment to respond to the climate emergency and take prompt, meaningful action to address climate change. Our climate change strategy provides co-ordinated steps to address climate change through our work programmes.

Following the 2012 Waterfront Plan, a Sustainable Development Framework (2013) was developed, setting the direction for the waterfront to be the leading location of sustainable urban transformation and renewal across Tāmaki Makaurau and Aotearoa.

The use of green building rating tools was required to ensure minimum standards were achieved, with developments required to meet a minimum New Zealand Green Building Council (NZGBC) 5-star rating. In the public realm sustainability has also been a key consideration, with extensive use of low water use native plantings.

The use of sustainability standards for our development partners has been successful in delivering high performance outcomes and establishing the reputation of Wynyard Quarter as a place where sustainability is integral. The first phases of development have produced some outstanding buildings renowned for their design and performance. As the rest of the precinct continues to be developed, we aim to keep raising our standards and delivering exemplar projects.

This means we will ensure that water and energy efficiency continue to be a priority in new buildings, pushing for higher Greenstar and Homestar ratings. We will also consider the embodied carbon within our new developments, conducting life-cycle assessments and thoughtfully choosing materials to reduce the overall carbon footprint of future development and open spaces.



Planning Framework

Wynyard Quarter has been shaped by a range of strategic and statutory documents.

SPATIAL PLANS

There have been a number of strategic documents developed by the legacy Auckland Councils (pre-2010) that have, through wide consultation, gathered views and articulated desired outcomes for the waterfront. For example, Waterfront Vision 2040, a document produced jointly by the former Auckland Regional Council and Auckland City Council involved extensive consultation. The draft Waterfront Vision, released in December 2005, informed the planning work for the Wynyard Quarter Plan Change.

Strong support was established for better public access to and along the waterfront and protection of the waterfront's character, including the existing marine and fishing industries, improved accessibility and safety, and more open spaces and activities.

After the formation of Auckland Council in 2010 further strategic documents were produced, reflecting the direction of the new council and the council-controlled organisations. Many of these documents have been recently updated:

- + The Auckland Plan (2012) - updated in 2018 and renamed "The Auckland Plan 2050"
- + The City Centre Masterplan (2012) - updated in 2020
- + The Waterfront plan (2012)
- + The Waterfront Sustainable Development Framework (2013)
- + The Wynyard Precinct Urban Design Framework (2014)

Collectively these documents set out the vision, goals, directions and projects that Aucklanders want to see delivered across their city centre and waterfront. There are also other relevant council policy documents that help shape Wynyard Quarter, such as council's Urban Ngahere (forest) Strategy.

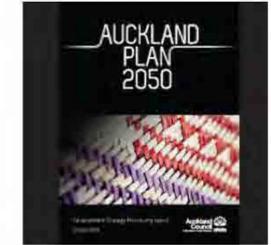
THE AUCKLAND UNITARY PLAN

The Auckland Unitary Plan is a planning document under the Resource Management Act that sets the framework for managing development within Tāmaki Makaurau. It enables development, through determining what activities are permitted, require resource consent. Wynyard Quarter has two zones - Business City Centre and General Coastal Marine, reflecting its downtown waterfront location. It is subject to a precinct (Wynyard) that has specific provisions that provide for comprehensive and integrated redevelopment of the area while managing height and form, gross floor area. Open spaces are primarily provided for, and a range of other Tāmaki Makaurau-wide provisions apply. All developments in the area are subject to the provisions of the Auckland Unitary Plan.

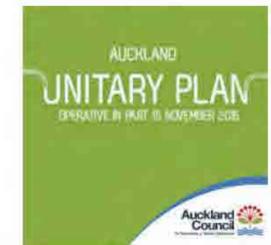
OTHER CONTROLS

There are also many additional harbour rules and regulations that apply to the waterspace and surrounding land at Wynyard Quarter, such as the Navigation Safety Bylaw 2014.

THE AUCKLAND PLAN 2050



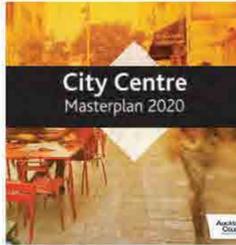
THE AUCKLAND UNITARY PLAN



WYNYARD PRECINCT URBAN DESIGN FRAMEWORK



THE CITY CENTRE MASTERPLAN



THE WATERFRONT PLAN



THE WATERFRONT SUSTAINABLE DEVELOPMENT FRAMEWORK



The City Centre Masterplan Refresh 2020

In 2020, Auckland Council updated the City Centre Masterplan (CCMP), setting the strategic direction for Auckland's city centre and waterfront for the next 20 years. It envisions a place with thriving business and cultural expressions, one that connects people to nature and each other.

The CCMP has eight transformational moves. At Wynyard Quarter three of these transformational moves overlap with combined effect.

Transformation move 1 Transformation move 6 Transformation move 8



Māori Outcomes The Green Link Harbour Edge Stitch



The three moves together seek to highlight mana whenua presence and link the waterfront with the city.

This anticipates a range of interventions and systemic changes to bring Māori identity and life into the city centre and waterfront, ensuring that mana whenua have a prominent, authentic, and active presence in the city and waterfront.

The moves should provide a continuous link of people-friendly spaces along the waterfront axis, and see Wynyard Quarter evolve as a vibrant waterfront neighbourhood. It also means delivering a connected network of green parks and streets across Auckland City Centre, linking the future park at the waters' edge.

Eke Panuku evolving masterplans

2012

The desire to create a new open space at the waters' edge is a long-term aspiration.

The Waterfront Plan showed the tip of Te Ara Tukutuku transformed into a public space for all Aucklanders - a coastal park with regional significance. This park would connect to the 'Green Link' - a journey through a series of public spaces, along Daldy Street Linear Park to Victoria Park and beyond, to Albert Park and the Auckland Domain.



2017

In September 2017, the Auckland Council's Planning Committee approved a new alignment for a park on Te Ara Tukutuku. This new alignment changed from west to east, creating shelter from the prevailing south-westerly winds and strengthening the visual link from Karanga Plaza - helping draw people into the new open space.

The new alignment remains true to the Waterfront Plan's key waterfront axes. It strengthens the blue-green link by extending a new linear park along the water's edge, while keeping a green connection between Victoria Park and the new open space on the peninsula.



2018

After the 2017 decision, in March 2018, a decision was made by Auckland Council's governing body to provide for the 36th America's Cup in Wynyard Quarter, including Viaduct Basin.

This decision and investment changed the plans for Wynyard Quarter. It brought forward the exit of the bulk liquids industry, and created new infrastructure on land and water on both Te Ara Tukutuku and Hobson Wharf.

The adjacent plan represents the area in an America's Cup 'event mode'. The resource consent for the America's Cup bases is for a 10-year period (2028), but the new infrastructure and open space will be available for the public between and after events.



The old and new: Applying the Waterfront Plan and CCMP

The CCMP and the Waterfront Plan are the key guiding documents for setting the strategic direction in the area over the next 20 years.

These three key moves are adapted and updated from the Waterfront Plan and remain true to its original vision and goals. The key moves adhere to the original intent and strength of the axial concept, whilst augmenting and developing in partnership with mana whenua for a contemporary context.

Key moves: Te Ara Tukutuku

WATERFRONT AXIS

- + Strengthening the east-west axis with a series of spaces for people.
- + Retaining the children's playground as public open space with a māra hupara play area.
- + Celebrate the park entrance with a cultural marker a waharoa (gateway) to Te Ara Tukutuku.
- + Retaining existing character: keeping Silo 6 and the classic wooden 'Red Shed' on North Wharf.



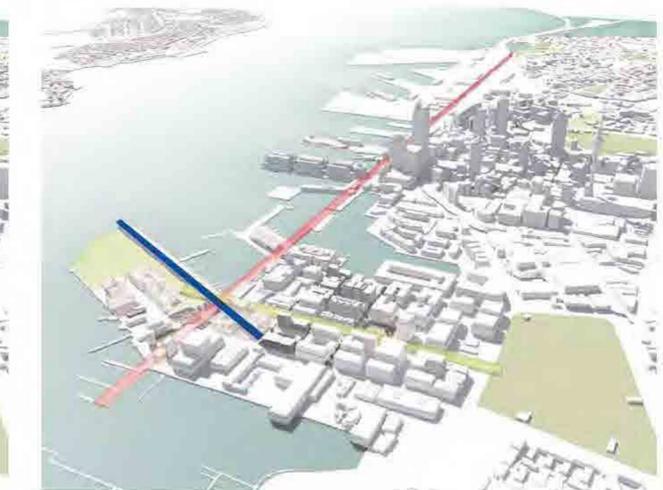
PARK AXIS

- + Strengthening and completing the north-south connection from Wynyard Point to Victoria Park.
- + Utilise 'Take Mauri, Take Hono' Framework to measure the state of Mauri on Te Ara Tukutuku, then implement measures that will restore and enhance the Mauri of the land into the future.



WHARF AXIS

- + Strengthening the blue-green connection through the alignment of the green link along the Wharf Axis on Te Ara Tukutuku.
- + Improving opportunities for people to interact with the water's edge.
- + Implementation of Para Kore or Zero Waste to protect the harbour.



Wāhanga Tuarua.

Te Whakarewatanga o Te Ara Tukutuku Te Ara Tukutuku Transformation:

A co-design process where urbanness and openness come together, a place that has a visible and enduring mana whenua presence.

Conceptual Overlay

Tāmaki Makaurau is a coastal city where the urban edge meets the waters edge.

Te Ara Tukutuku transformation will create a place where you can quickly journey from, urban space to salty, open space. The area's unique potential lies in this distinct character – a gateway out into Te Waitematā where you can experience the full range of these conditions.

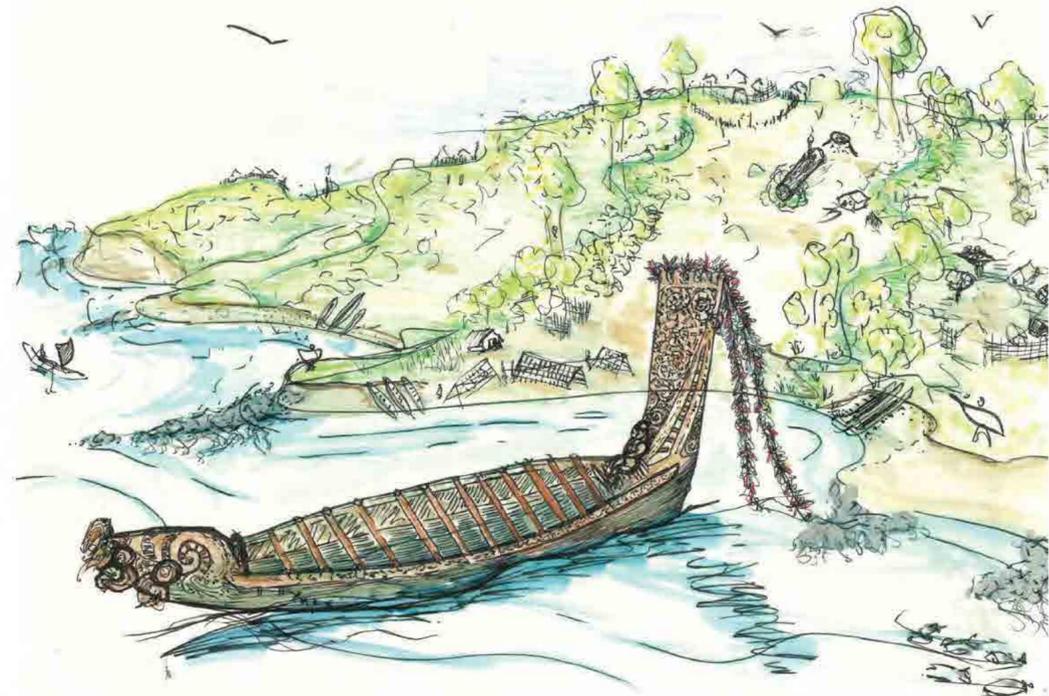
This conceptual overlay has informed this plan. It is woven within the themes and our desire to create a place that welcomes all – a place that has a genuine mana whenua presence and will last long into the future.

As our plans develop, we will continue exploring the role of Te Ara Tukutuku in the city. This means reflecting on its unique potential and working with others to find the best way of expressing these ideas.



Mana whenua design process

In October 2019, mana whenua initiated a design process for Te Ara Tukutuku. Through a series of hui, workshops and hikoi, the korero with mana whenua has evolved into many layers of narratives and concepts.



KORERO PURAKAU - SKETCH

This sketch attempts to capture the narrative kōrero (narrative) that has been provided to us by mana whenua. It harkens back to mana whenua activity and occupation along the original shoreline.

Initial korero captures the traditionally abundant resources from Te Waitematā and its surrounding hinterland.

TE MĀRA KAI Ā TIKAPA MOANA



- | | | |
|-----------|----------|-----------|
| MĀTAITAI | MARA | IKA |
| Kutai | Rimurimu | Mangopare |
| Tio rere | Karengo | Tamure |
| Kakata | Ureure | Patiki |
| Pipi | | Kahawai |
| Kina | | Whai |
| Pupū | | Aihe |
| Titiko | | Wreke |
| Tipa/Tupa | | Parore |
| Matumoana | | Kumukumu |
| Taraiti | | |
| Paua | | |

TE MĀRA KAI Ā HOROTIU



- | | |
|--------------|----------|
| IKA | REHUA |
| Tuna | Oi |
| Inanga | Raupo |
| Kokopu | Harakeke |
| Kowa Whero | |
| Titiko | |
| Kakahi/Kutai | |

TE WAONU I Ā TĪRIWA



- | | |
|------------|------------|
| MANU | ĀKĀU |
| Kereru | Kauri |
| Tui | Totara |
| Kaka | Rimu |
| Tiwaiwaka | Harakeke |
| Pukeko | Ti Rakau |
| Huiā | Titoki |
| Moa | Punga |
| Ruru | Karaka |
| Kahupokere | Kahikatea |
| Kuwaka | Pohutukawa |
| Tieke | Pikopiko |

MANA WHENUA NARRATIVES

These sketches attempt to evoke the aspirations of the narrative korero that has been provided to us by mana whenua.



Karanga Waka/Te Hokinga Mai

To karanga is to harken back ones ancestors from the ancient homeland of Hawaiki



Nga One Maru o Huatau

Acknowledging the original shoreline and raising up the whenua to recreate the lost headlands and landscape.



Rere ki uta, rere ki tai

The connection from the land to the sea and the interconnectedness of our taonga species in these ecological zones

EVOLVING KEY MOVES

Guides our design process - our key moves evolving together.

Waharoa

- + Recognise the joining together of axes (Waterfront, Park and Wharf) as a key centre of activity, arrival and departure.
- + Celebrate and enhance this quality, and to resolve and unify public realm design in this area.
- + See as both point of arrival and departure, from sea and land and from city/urban and park/open.
- + Draw perceived 'start' of park down towards North Wharf and centre of activity.

Raising the Headland

- + Through a collective urban form (buildings) symbolise the rising of a headland to signal the headlands of the past that were used to create this landform.
- + Verticality contrasts and complements the open space of the park, providing legibility and attracting visitors from afar.

Sea to Land

- + Embody the narrative of sea to land, acknowledging the historic way of arriving by sea.
- + Underscore opportunity for engagement and interaction with the water: waka ama, waka ceremony, arrival and departure, fishing, viewing, stepping, breathing.

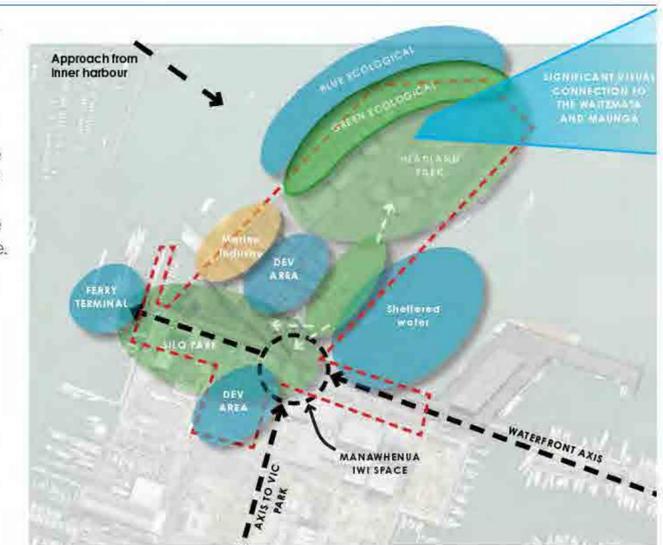
INITIAL OPPORTUNITIES

Guides our development process - our waterfront goals evolving together.



MANA WHENUA ASPIRATIONS

Mana whenua aspirations and Eke Panuku aspirations align. Mana whenua together with Eke Panuku are co-designing this place to restore and enhance the mauri of our moana and the whenua, to build a resilient, vibrant, attractive place with a visible and enduring mana whenua presence.



Opportunities and Challenges

Regeneration on this scale is never simple. By partnering with mana whenua, Eke Panuku has the opportunity to utilise their mātauranga Māori (traditional knowledge) and embed the Māori values of tiakitanga o te Taiao (caring for our environment), and manaakitanga (caring for our visitors and communities).

Our developing waterfront brings many opportunities and challenges. We aspire to creating vibrant public spaces within a mixed-use neighbourhood catering for locals, residents, workers and visitors. As we continue to develop a strategy for the future our highest priority is to create a place that celebrates our Māori history, marine environment including our harbour, recognises our public spaces, enables business to flourish and grows our communities.

Our strategies also respond to identified challenges to ensure that we can meet these goals.

Take Mauri, Take Hono

'Take Mauri, Take Hono' is a cultural health framework developed by mana whenua in conjunction with Eke Panuku. 'Take Mauri, Take Hono' is an assessment tool that seeks to bring mana whenua values, principles and mātauranga Māori to the fore and establish context. The objective of 'Take Mauri, Take Hono' is to assist and inform the design outcomes, management and monitoring programme for Te Ara Tukutuku.

Blue-green waterfront



Ki Tātahi

OPPORTUNITIES

- + Utilise 'Take Mauri, Take Hono' to measure the existing state of Mauri in Te Waitematā and their kaitiaki to monitor and measure improvements as they occur
- + Utilise Mātauranga Māori Dynamic Adaptive Pathway Planning methodologies, working with communities to plan for climate change and to restore and enhance the Mauri of Te Waitematā
- + Embed climate change resilience into new open space and the built environment
- + Contour the land and raise seawalls to respond to sea-level rise
- + Ensure sustainability is central to open space design, particularly for the park
- + Provide for physical expressions of kaitiakitanga during development
- + Create a new home for at risk seabirds and regenerate fish habitat to improve water quality
- + Utilise Māori nurseries to provide and maintain locally-sourced native planting
- + Promote low-carbon infrastructure and life-cycle assessments
- + Promote sustainable construction, building performance, minimisation of construction and demolition waste and the New Zealand Green Building Council Greenstar 5-star rating.

CHALLENGES:

- + Remediation and excavation within the reclamation
- + Stormwater management and water quality
- + Seismic strengthening of the reclamation and the wharves
- + Sustainable building practices above current industry norm

Smart working waterfront



Tuāhōanga ahu mahi

OPPORTUNITIES

- + Protect the existing marine industry and promote the working waterfront
- + Celebrate our maritime history, plus waka-making and traditional navigational knowledge, through the adaptive reuse of the restored Percy Vos Boatshed
- + Create local jobs by channelling private development into the area and forging new commercial and event spaces
- + Promote uses that lead to ground-level activation
- + Provide culturally authentic, flexible spaces for innovation and Māori enterprise
- + Promote waka and water-based transport
- + Create economic opportunities for all, including employment, internship and training for mana whenua.

CHALLENGES

- + Effectively responding to COVID
- + Managing reverse sensitivity between new and existing uses
- + Creating flexible commercial spaces that respond to demand

Public waterfront



Tauranga tāngata

OPPORTUNITIES

- + Create a destination park that ensures exemplary open space with ongoing event space
- + Create a māra hupara (Māori-inspired playground and water feature)
- + Create a significant cultural marker a waharoa (gateway) to Te Ara Tukutuku
- + Create the most significant cultural marker on the peninsula of Te Ara Tukutuku
- + Continue to host large manne events, waka festivals and races, and use the newly-created calm waterspace in Jellicoe Harbour
- + Create flexible spaces for activation between major events
- + Enable public access to the water and activities, including bombing, fishing, swimming, canoe and waka ramp access
- + Celebrate the cultural past by embedding cultural design into the built form and public spaces
- + Celebrate the industrial past, including Silo 6 and traditional classic wooden sheds, the Red Shed and Vos Boat Shed
- + Celebrate a series of new public spaces (Hobson Wharf, Silo Park Extension, Daldy Street Linear Park Extension), and names gifted by mana whenua that people can enjoy within an authentic, working waterfront.

CHALLENGES

- + Improving the area's public amenity value, including enabling open spaces that are flexible, inclusive and safe
- + Improving access to and from the water, as well as creating new open spaces to draw people to Te Ara Tukutuku
- + Funding for activation

Connected waterfront



Hononga tāngata

OPPORTUNITIES

- + Celebrate connections to navigation markers, view shafts, coastal occupation areas
- + Promote cultural design using mana whenua artists and Māori architects and designers to celebrate connections to their cultural heritage and, sacred/significant sites
- + Promote multimodal transport infrastructure that favours walking, cycling, water-based and public transport over cars
- + Retain a 70:30 modal split, with no more than 30% of all trips during peak periods occurring in single occupancy vehicles, and the remainder on alternative modes such as public transport and active modes
- + Enable public transport to Te Ara Tukutuku
- + Prioritise pedestrian access and places for people
- + Promote water transport routes for ferries, and canoes and fleets of waka
- + Enhance the Te Ara Kākāriki (Green) Link connecting public spaces within Te Ara Tukutuku

CHALLENGES

- + Managing growth within the Quarter with pressure on our space constrained network
- + Managing conflict between transport modes to ensure safe access for all
- + Reducing provision for single occupancy vehicles

Liveable waterfront



Kia tau te mauri mō te ira tangata ki te ao tūroa

OPPORTUNITIES

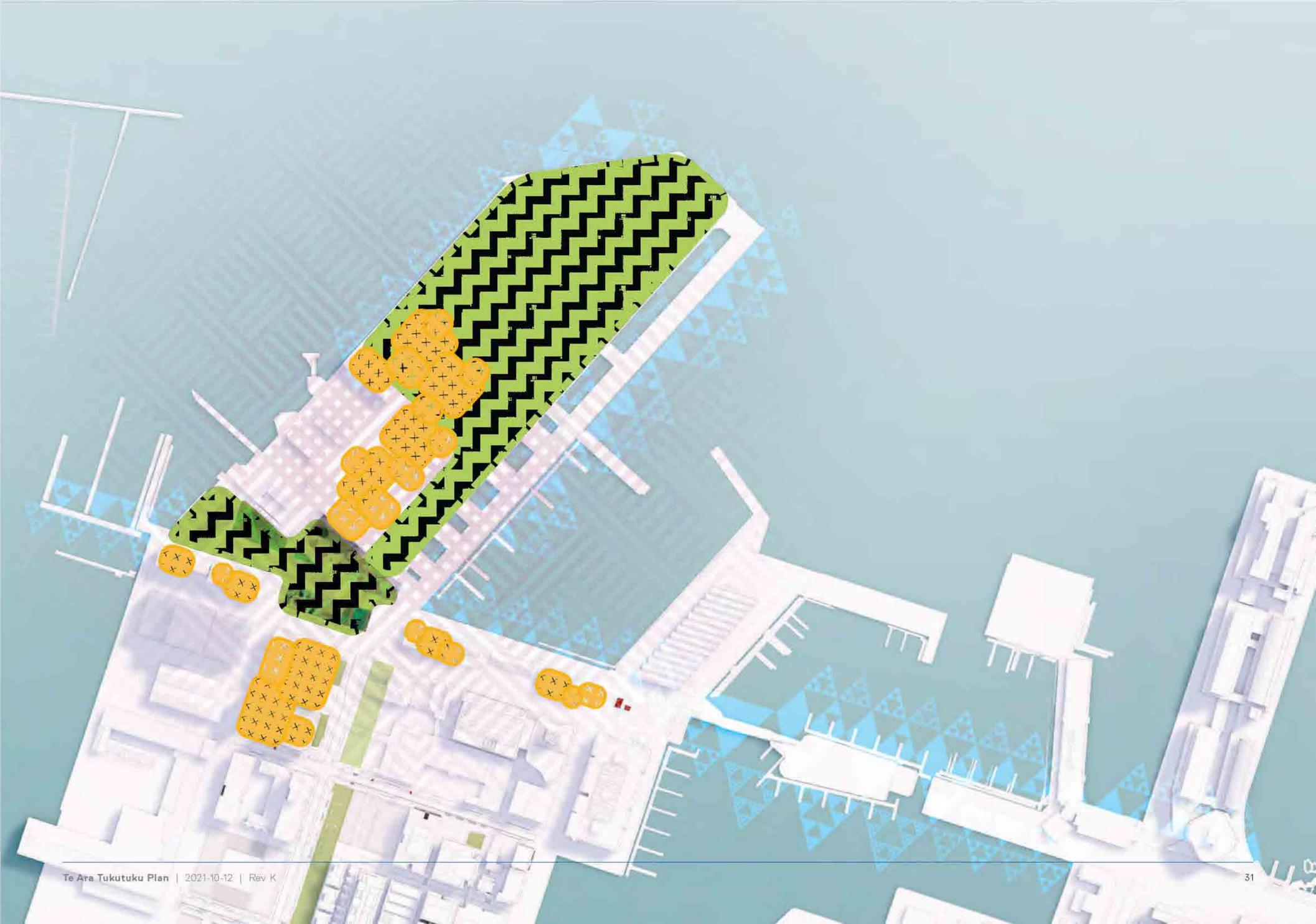
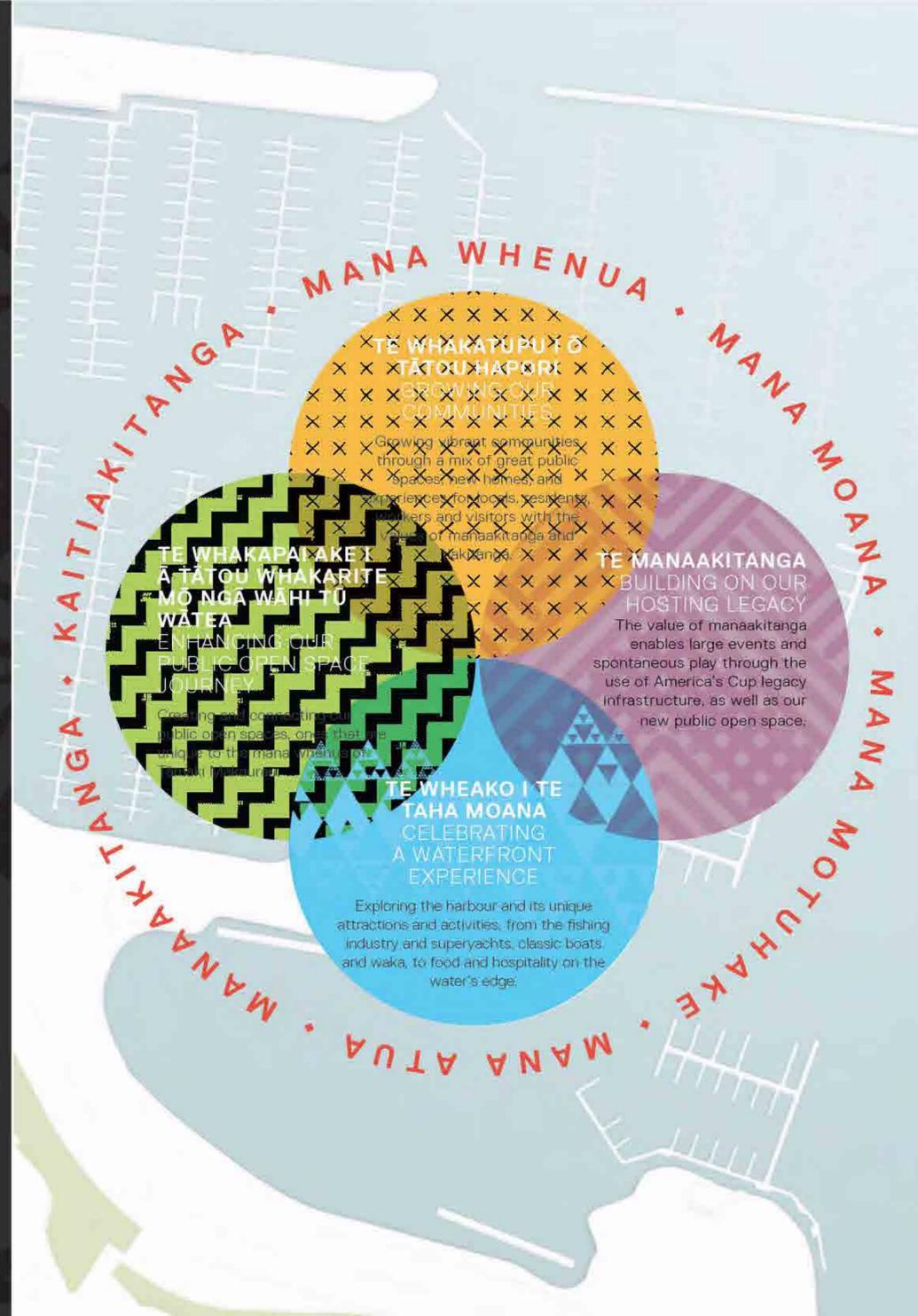
- + Celebrate the authenticity and identity of Tāmaki Makaurau with mana whenua-designed facilities to showcase 'the living, active expression of Māori culture'
- + Visible and enduring mana whenua presence
- + Notion of mana whenua hauora (well-being) is integrated into the place – hā ki roto (to breathe in), hā ki waho (to breathe out)
- + Celebrate inclusive public spaces that attract all Aucklanders
- + Promote quality urban design by integrating development with streets and public open spaces to attract, grow and nurture communities
- + Promote sustainable housing choices, universal design, and New Zealand Green Building Council Homestar 7-star rating
- + Promote mana whenua development partners enabling mana whenua and mataawaka to live in these spaces
- + Promote innovative solutions. Modular and prefabrication systems could improve construction quality, efficiency and affordability.

CHALLENGES

- + Affordability and ensuring that the waterfront remains a space for everyone
- + Undersupply of housing and a local community
- + Dependence on cars for residents and visitors
- + Reverse sensitivity between residents and noise from events in public open spaces
- + Responding to COVID as the new normal

Kaupapa Themes

Four key kaupapa will guide the transformation of Te Ara Tukutuku, and the future use of Hobson Wharf. Together with mana whenua, these kaupapa enrich our vision of a space where urbanness and openness come together, creating a visible and enduring mana whenua presence.



Mana Whenua

The Mauri of the land will be restored and enhanced using the 'Take Mauri, Take Hono' Framework to measure the state of Mauri on Te Ara Tukutuku, then influence and implement measures to create more green and public spaces, plus more native planting to improve the mauri in this space.

Significant cultural markers on the Te Ara Tukutuku peninsula and surrounding area will integrate Māori design and philosophies into the public realm.

Māori architectural design and philosophies will be integrated into all-new residential developments in Te Ara Tukutuku, and enable mana whenua and Māori to live in this area.

Mana whenua involvement in design ensures authenticity and opportunities for the Māori design sector, as well as enabling the creative industries and cultural tourism to co-create, to socialise the life and vitality of the waterfront. Potential business activities will be assessed in relation to social, cultural and economic benefits to Māori.



Mana Moana

The Mauri of the water will be restored and enhanced using the 'Take Mauri, Take Hono' framework to measure the state of Mauri in Te Waitematā now, then influence and implement measures that will restore and enhance the Mauri into the future.

Mana whenua will reconnect with Te Waitematā in this space by their kaitiaki monitoring the environment to measure improvements as they occur, ensure biodegradable products are used in the marine and surrounding environments, and have waka berths available to their fleets of waka and waka festivals to celebrate their culture.

Mana Motuhake

Mana whenua will see themselves in and their culture woven into the fabric of Te Ara Tukutuku. Utilising 'Take Mauri, Take Hono' will enrich the moana, whenua and community, creating an enduring presence – enabling mana whenua to exercise their role as kaitiaki, and to see themselves working and living in this place.

Te Ara Tukutuku will be a centre of excellence where the best of Māori will be incubated in a number of fields.

Mana Atua

Mana whenua utilisation of the 'Take Mauri, Take Hono' Framework will acknowledge the Atua, Ranginui, Papatūānuku, Haumiātiketike, Tangaroa, Tāwhirimātea, Tāne, Mataaho, Rūaumoko, Rongomātāne, Hinemoana.



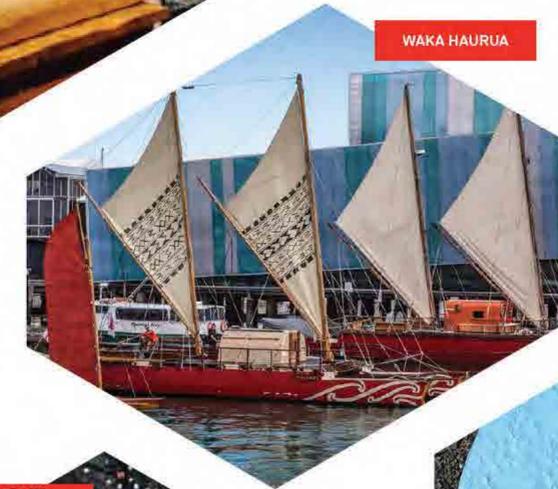
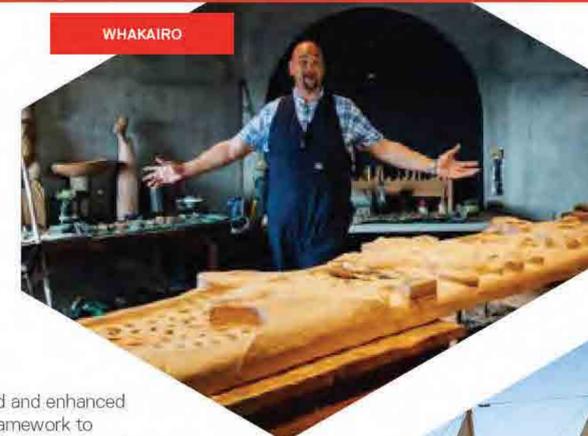
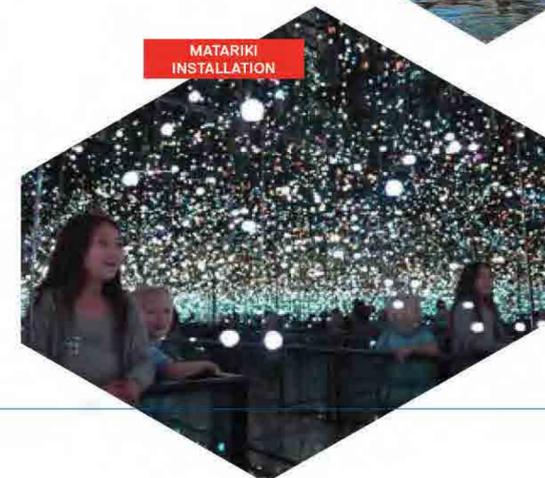
Manaakitanga

Mana whenua and mataawaka will live in Te Ara Tukutuku with mana whenua as development partners to enable their uri (descendants) to purchase properties. Māra Hupara - a Māori-inspired playground, including water play features and shade areas will be integrated into the public realm.



Kaitiakitanga

The Mauri of the land will be restored and enhanced using the 'Take Mauri, Take Hono' Framework to implement best practice methodologies to protect the harbour, and to prioritise the concept of Para Kore or zero waste. This encourages biodegradable products, the separation of food waste, recycling, and diversion of general waste to landfill.



TE WHAKATUPU I Ō TĀTOU HAPORI GROWING OUR COMMUNITIES

Growing vibrant communities through a mix of great public spaces, new homes and experiences for locals, residents, workers and visitors with the

values of manaakitanga and tiakitanga.

Horopaki Context

Regeneration within Wynyard Quarter has always put people first. This started back in 2011, when we developed an inviting series of public spaces from Karanga Plaza leading into North Wharf, the much-loved children's playground on Jellicoe Street, and of course, Silo Park. Eke Panuku prioritised quality places for people as this section of the waterfront changed from an industrial tank farm to today's vibrant Wynyard Quarter.

These public spaces are complemented by the subsequent residential, commercial and marine development that stayed true to established quality and a people-focused approach. The land adjoining Silo Park has always been intended for development, but over the past 10 years this site has been used as a flexible, open space to attract people into the area.

Within Wynyard Quarter streets are narrower and the speed limits lower, prioritising pedestrians, and providing space for people on bikes and scooters. Its industrial past is also celebrated, with Silo 6 used as a civic events and arts space, while North Wharf has the Red Shed open to the public as a restaurant, with railway lines embedded underfoot.

By 2040, we anticipate that Wynyard Quarter will be home to a resident population of 3,000. The remaining redevelopment area (including Te Ara Tukutuku) has the potential to deliver up to 600 new homes, and over 600 new jobs.

Aspirations

We are proud of what has been achieved to date. The waterfront is beloved, well-used, and a focal point for a lot of the city's identity and activity.

Central to this effort will be our partnership with mana whenua and ensuring that the place holds strong connection to its environment, to its first peoples, and then to all those who now know it as their waterfront.

The next stages of regeneration will continue our people-driven approach. Starting with the public realm, a new park will blossom from industrial land into a water-edged place for people, providing opportunities for activations and community events. We will retain the much-loved children's playground on Jellicoe Street to provide play opportunities for all ages. Reshaping our open spaces will create a stronger 'green link' into the city, forming a more successful string of open spaces for locals, residents, workers and visitors to Wynyard Quarter.

We also envision a place where the built form enhances the public realm – where development beside Silo 6 and the future park will help frame and enliven these public spaces. These new spaces will be highly accessible to all Aucklanders, with improved public transport links, and good connections back to Britomart transport centre. This will be an environment that supports and prioritises pedestrians and people on bikes and scooters, while providing for the needs of the working waterfront.

Development on Te Ara Tukutuku will create a vibrant community - one that embraces civic, residential, commercial, and marine uses. The focus will be on a mix of uses creating a residential community with a strong public interface. We will also look for opportunities to provide water transport and celebrate the calm waters of Jellicoe Harbour, and the wind and waves beyond.

Overall, this regeneration will reflect both urbanness and openness. Buildings will create a strong street edge, with appropriate distribution of height, shade and activity to complement open spaces. It will be a leading exemplar in stormwater management and climate change resilience.



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Built form

Te Ara Tukutuku is poised between the urban and open. It is therefore critical that future development achieves appropriate urban form to support the open spaces being provided, both in terms of a backdrop and to build communities of residents, workers and visitors, ensuring the peninsula is lively, activated, attractive and successful.

VARIATION IN BUILDING HEIGHTS

Variation in building height contributes to an interesting and attractive urban form with a distinctive skyline. Many of the buildings in Wynyard Central have been developed under and over permitted heights. In the intervening years since the original masterplan, wider acceptance for taller buildings has emerged across communities.

The proposed plan change provides the opportunity to revisit the approach to height for Te Ara Tukutuku in order to continue and expand on this variety of form and scale.

Where the original masterplan permitted building heights up to a flat 27m to the north of Jellicoe Street, the plan change will enable a height variation from 18m and up to 48m, consistent with the character of existing development in Wynyard Central. Shadow studies have been undertaken to ensure that the effects of these height variations will not compromise public open space with appropriate sun shading.

LANEWAYS

The existing laneways and viewshafts are a large contributor to the success and sense of 'human scale' as you journey through Wynyard Quarter. Development on Te Ara Tukutuku will ensure that the aspirations of laneways and viewshaft sightlines across the harbour are maintained.

FINE GRAINED EDGES

A variety of building heights, widths and setbacks from public realm edges, along with built-form integrated with laneways and viewshafts, creates a 'fine-grain' richness and variety which makes attractive and enjoyable places to be.

Creating a 'fine-grain' built-form along public open space edges, will enhance our experience of Silo Park, Daldy Street Linear Park and our journey into the park.

Ground-level uses and habitable spaces will overlook and activate the adjacent public spaces and will enhance the sense of community and safety – through having more eyes on the street.

Transport

The location of Wynyard Quarter on the western edge of the reclamation lends to a unique situation for access points servicing the area. Fanshawe Street provides three north-south streets that carry traffic in and out of the area and access for pedestrians, people on bikes and micro mobility users. Fanshawe Street is both an 'edge' of Wynyard Quarter and a key access point to it (for people, goods and services).

The key principle in the development of the area has been the management of impact from private vehicles on existing road infrastructure, as well as the need for fully-integrated public transport ahead of local demand. This has been implemented by prioritising public transport, active transport, or carpooling over the use of single-occupancy vehicles, helping to minimise congestion while ensuring access for all.

The key principle for future development will prioritise the movement of people, improving walking, cycling and public transport by creating an environment which is safe, convenient and pleasant to move around. The focus will be on travel choices in, out and within the area.

The new public spaces and developments will attract more locals, residents, workers and visitors to Wynyard Quarter, placing additional pressure on the existing transport network. Recognising that the road network cannot be expanded due to the unique land constraints, careful management of the use of single-occupancy vehicles will avoid congestion in the area. This includes retaining and improving on our 70:30 modal split aspiration for 70% or more of all trips to Wynyard Quarter through public and active transport modes.

Wynyard Quarter is also envisaged to be serviced by the rapid transit network in the future to open up access to a wider range of destinations, both for employees in the area to get to work and for residents of Wynyard Quarter to get access to the wide region.

The development of Te Ara Tukutuku brings the opportunity to develop and further strengthen the city's 'blue highways' - or transport through our waters (including waka travel and tourism) - and to ensure we undertake improvements

for public transport, as well as encouraging active modes of transport.

Here, we will carefully manage carparking to minimise the use of single-occupancy vehicles. We will upgrade Hamer Street and create new connections through the new public realm to make it easier for pedestrians and people on bikes to access and move through the area. We also propose pedestrian and cycle connections through Beaumont Street and a thoughtful routing of buses in consultation with Auckland Transport, while retaining aspirations to develop water transport to meet future demand. Overall streets will be greener, with sustainable transport and pedestrians prioritised.

We recognise that vehicle access, servicing and loading zones are critical for business and residents, and they will be retained and implemented where needed, with Beaumont Street functioning as the primary route for marine industry and Daldy Street functioning as the primary route for public transport into the Quarter.

Climate action

Wynyard Quarter's redevelopment has always put sustainability at the forefront. This Sustainable Development Framework (2013) required measurable improvements within the built environment, with a particular focus on water and energy usage.

We will utilise 'Take Mauri, Take Hono' with Dynamic Adaptive Pathway Planning methodologies, working with communities to plan for climate change and to restore and enhance the mauri of Te Ara Tukutuku, along with 'Te Tāruke ā Tāwhiri' Auckland's Climate Plan developed by the Mana Whenua Kaitiaki Forum and Auckland Council as a response to climate change.

The development of Te Ara Tukutuku brings the opportunity to further strengthen sustainable development, consider environment impacts to manage the land, and improve the water quality utilising mana whenua mussel reseeded and kelp translocation techniques.

Development will respond with climate change resilience and higher performance measures to reduce carbon emissions. Sustainability will be central to open space development, particularly for the park and infrastructure.

The built environment will achieve Homestar 7 and Greenstar 5-star rating incorporating floor levels that are above sea level rise – embedding in resilience and energy efficiency, onsite power generation, water reuse and Para Kore (zero waste) methodologies to reduce the amount of waste going to landfill and into Te Waitematā. We will use life cycle assessments to reduce embodied carbon for all new development.

There will be improvements in the public realm for the community, including reconfigured seawalls, recontoured land, and raised edges to respond to sea level rise and wave overtopping.

Development will locally source low water-usage native planting, provide a new home for at-risk seabirds, and regenerate fish habitat to improve water quality.

Outcomes

Growing Communities means that we will:

- + Ensure a visible and enduring mana whenua presence
- + Lead with co-design of the public realm with mana whenua, to create more quality places for people
- + Continue to make a place that both welcomes visitors and is a home for residents by embedding the values of manaakitanga and tiakitanga into all built form and public spaces-
- + Normalise mana whenua presence, visibility and footprint and enable mana whenua investment.
- + Strengthen the waterfront axis and ensure an authentic waterfront experience.
- + Private investment to ensure a high-quality built-form with protection

from natural elements, helping to activate and define street edges for safe public spaces.

- + Enable fine-grained street and lane networks with potential for visual connections to significant landmarks, plus shared surfaces for travel and movement.
- + Ensure a leading exemplar development response to the climate action emergency, integrated with public open space, and both public and active transport networks.
- + Ensure cultural expression through engaging mana whenua designers for private and public development.
- + Ensure diversity of residential communities and tenures and diversity of commercial activity.

Plan Change

To realise our aspirations, a plan change is required to ensure our aspirations can be delivered through the Auckland Unitary Plan. This includes:

- + Updating gross floor area requirements
- + Amending building heights on sites north of Jellicoe Street.
- + Amending development standards to manage reverse sensitivity.
- + Enabling temporary activities and events to create inviting spaces
- + Introducing new laneways and viewshafts
- + Identifying transportation links and shared spaces

TE WHAKATUPU I Ō TĀTOU HAPORI GROWING OUR COMMUNITIES

Growing vibrant communities through a mix of great public spaces, new homes and experiences for locals, residents, workers and visitors with the

Placemaking and development outcomes

Our planning will ensure that the built environment and our places for people are influenced by mana whenua design principles and are well-integrated, each supporting the other.

WATERFRONT PARK

The vision for redevelopment on the waterfront always anticipated creating a significant public space - 'a jewel in the crown' - for the Tamaki Makaurau inner-city waterfront. This space will be the biggest contributor to restoring and enhancing the mauri of the land.

In the short term, the area to the north of Silo Park will be a busy space, with marine events and ongoing marine activity, as we shift away from the non-marine industrial uses.

In 2019 we started to change the fabric of the place by removing some of the bulk storage tanks (silos) and replacing these with a new public space. Visitor numbers to the area have soared over the past decade, and we look forward to this next step making a great place for people.



values of manaakitanga and tiakitanga.

MANA WHENUA DEVELOPMENT PARTNERSHIPS AND COLLABORATION WITH PRIVATE DEVELOPERS

Once this masterplan has been finalised, there will be a separate consultation process and a competitive open market process to select development partners to deliver on our aspirations for the area. We will build on our success with mana whenua and partnering with the private sector in Wynyard Central, channelling private investment and facilitating innovation through development.

URBAN DESIGN STRATEGY

The future built form development will be led by a set of Guiding Concepts which will ensure delivery of the highest quality public realm for Te Ara Tukutuku:

- **Contributing to a diverse skyline**
- **Making legible urban form**
- **Transitioning from urban to open**
- **Creating high quality park interface**
- **Integrating public realm with built form**
- **Diversifying scale grain and mix**



SITE 14

North Wharf Pavilions

A primary destination for entertainment, commercial and fishing industry operations.

The traditional, classic wooden Red Shed is retained to help preserve the identity and character of an authentic waterfront experience.

Flanking the Red Shed to the east and west, sustainable low carbon buildings bolster and support the activity along the Waterfront Axis, adding to the vitality and life on North Wharf for local and visiting communities.



SITE 12

Silo 6 East and West

An anchor for recreation and marine activity at the west end of the Waterfront Axis.

The 'six pack' bulk storage tanks of Silo 6, are retained to celebrate Wynyard Quarter's urban marine industrial character.

To the east and west of Silo 6, sustainable, low carbon buildings will activate the edge of Silo Park where it completes the Waterfront Axis. North-facing views overlook Silo Park, Westhaven and the harbour beyond.



SITE 19

Jellicoe Street East and West
An exciting meeting point between green open space, blue water's edge and waterfront activity.

At the corner of Jellicoe Street and Daldy Street our three axes converge on a vibrant, sustainable, low-carbon, mixed-use development.

At the heart of this block, retail and food and beverage will enliven the new Wynyard Plaza. This new, public open space will form a distinctive diagonal link between North Wharf and Beaumont Street, creating fine-grained urban forms which orient us towards Wynyard Wharf and extend our journey onwards to Te Ara Tukutuku.



HEADLAND SITES

Embodying the transition from 'urbanness to openness'.

Distinctive, sustainable, low-carbon buildings will form the interface between built form and open space.

Mixed uses and the best of Māori innovation will bring life to street and park level, while occupied and habitable spaces at upper levels will overlook and protect public open space.

Buildings will frame long range views drawing people towards the park. A variety of building heights will transition upwards from the park edges, shelter laneways from prevailing winds, and offer glimpses to key wayfinding landmarks like the Percy Vos Boatshed and the marinas.

Through a vibrant intermixing of mana whenua-influenced public and private realms, design for passive surveillance, residential frontages and architectural elements, will form a varied, interesting and safe edge to the public realm.

TE WHAKAPAI AKE I Ā TĀTOU WHAKARITE MŌ NGĀ WĀHI TŪ WĀTEA ENHANCING OUR PUBLIC OPEN SPACE JOURNEY

Creating and connecting our public open spaces, that are unique to the mana whenua of Tamaki Makaurau.

Context

The city centre has a range of large and small public spaces and a series of small parks, plazas, promenades, laneways, bridges, wharves, breakwaters and hardstands along the waterfront. These spaces are well-used and well-loved by Aucklanders and visitors alike.

These spaces also enliven our waterfront through temporary events, working in conjunction with established buildings and structures such as Silo 6 and the Viaduct Events Centre. They are enjoyed by the people who use and move through them, to gather, play and enjoy an authentic waterfront experience.

There has long been a vision of adding to this open space network. The 2012 Waterfront Plan showed a new destination park on the peninsula. There is currently a designation reserving 4ha to 5ha of space over Wynyard Point for this park and connecting spaces. Extending the series of public open spaces to the point, in conjunction with the newly-created extension on Hobson Wharf, aligns with the Waterfront Plan objective for more public, open space.

Aspirations

Our goal is to create spectacular public spaces that are cherished by all Aucklanders – places for people to connect with friends, family and the surrounding harbour without needing to spend money.

These new public spaces will add to the existing ones in Wynyard Quarter, creating a network of open space that prioritises sustainability and is internationally admired.

WATERFRONT PARK

Te Ara Tukutuku is a gateway to Te Waitematā. With the bulk liquids industry departing from Wynyard Point in 2021, there is now the opportunity to create a park. This space will return the reclamation to the people: creating space to gather and interact with Te Waitematā.

This uniquely Tāmaki Makaurau public open space will be the only place in the city where you can stand, without a boat, in the middle of the harbour. It will feature spectacular views to and from the city, provide new access down to the city, and complete the green link connecting Te Ara Tukutuku through the Daldy Street Linear Park to Victoria Park.

Over the years, there have been discussions on providing a significant building within the park. Through consultation over plans from 2005, Aucklanders have consistently reiterated that an open space is needed at the end of this peninsula. This was recently confirmed through the 2020 refresh of the City Centre Masterplan.

However, we do see opportunities to provide a cultural, arts, community, kai space and Māori enterprise within our planned development south of the large public open space. This would both retain the open nature of the future park at the water's edge, while providing flexibility for the future.

The proposed park outline will be different from the current designation – the same size, but shaped differently. New studies show that the realigned open space will provide more shelter from the prevailing winds, and thus be a more inviting spot for Aucklanders to enjoy.

Mana whenua have identified this area as a site for the most significant cultural marker that becomes the public art centrepiece of Te Ara Tukutuku, and draws visitors to the site.

WYNYARD WHARF

Wynyard Wharf north needs to be upgraded before it can be accessed by the public. This is an opportunity for us to remake the existing wharf, utilising 'Take Mauri, Take Hono' to ensure there is improvement in the mauri in this space and shifting away from an underutilised structure; reimagining some of the wharf to integrate with the new coastal park edge, will allow people to engage with the water differently.

HOBSON WHARF EXTENSION

The America's Cup led to the extension of Hobson Wharf - a new public space for the city. It is a place of respite on the Viaduct to connect to the Waitematā, but also the perfect spot for temporary marine events and activations.

Hobson Wharf could host a range of events – marine (e.g. boat shows), theatre, markets and more. Its proximity to the Maritime Museum further highlights maritime history of Tāmaki Makaurau, providing opportunities for collaboration. The public open space provides prime views, a place to pause beside the bustle of the Viaduct Harbour, and a place for mana whenua to share their stories, pūrākau and mātauranga.

SILO PARK AND THE BLUE-GREEN LINK

In preparation for the America's Cup, we extended Silo Park, creating a larger public open space. This space references the legacy of industry past with the retention of nine bulk storage tanks - some storing food (e.g. cooking oils, molasses) and celebrates our Māori culture in a new structure developed with a mana whenua.

We propose to rebuild the existing playground with mana whenua-influenced design at Jellicoe Street, and strengthen the connection from Jellicoe Harbour to Beaumont Street through a laneway. We will also extend Silo Park north into a new linear park along the eastern edge of Te Ara Tukutuku, providing an inviting sequence of activities along the peninsula. The space east and west of Silo 6, an existing development site, will be of outstanding quality with active uses on the ground floor to enliven and enhance the surrounding public space and celebrate the past.

Public access along the wharf with these reshaped public open spaces bring to life the long-held Blue-Green connection aspiration. They will draw people into the park, as well as attracting people to the larger public open space at the gateway to Te Ara Tukutuku

CHANGING SPACES

The past 10 years have seen Wynyard Quarter change dramatically. Little by little, this former industrial area has seen new public spaces and development. These have been incorporated into the fabric of the area, the new with the old: new apartments, offices and laneways beside enduring marine industry, creating a gritty and interesting waterfront environment.

These spaces continue to change. New public space just north of the existing Silo Park brings incredible opportunity for our future park, through the integration of exceptional design and placemaking.

Placemaking is the creation of vital public spaces – the kind of places where people feel a strong relationship to the place, to each other, and a commitment to making things better. Through placemaking, the people of a place play a strong cooperative role in the building of their public places. This philosophy has guided the creation and use of public spaces across Wynyard Quarter and the waterfront for many years, and will continue to do so. Utilising 'Take Mauri, Take Hono' for the design of public spaces we will introduce mātauranga Māori (traditional knowledge) to restore and enhance the mauri of these spaces for the public and community to enjoy.

Placemaking has brought to life flexible, open spaces – small and large with play areas and food trucks, festivals and events. Across the waterfront, you can find local celebrations of Matariki, striking art exhibits, pop-up libraries and cinema, music from local DJs, workshops on everything from dancing to sustainability and everything in-between, and more – all right at the water's edge.

We can all look forward to the change coming in the future, and must ensure our new public spaces will be loved just as much as the 'old' ones.

Outcomes

Public open space journey means that we will:

- + Create a series of cultural markers along Te Ara Tukutuku leading to the most significant spots on the peninsula attracting visitors and tourists.
- + Restore and increase the mauri in these public spaces.
- + Enable diverse recreation activities on the land and water.
- + Utilise 'Take Mauri, Take Hono' to influence and embed a distinctive cultural look and feel, including the mauri of the harbour, plus the people and stories of this place.
- + Create new infrastructure on Wynyard Wharf for the public to interact with the water and connect to the park.
- + Utilise 'Take Mauri, Take Hono' to influence, the north and west coastal edge of Te Ara Tukutuku. This way we can regenerate unique habitats on the land and sea to support fish and coastal plant species and a new home for a colony of at-risk red-billed gulls. There will also be benefits of enhanced public enjoyment and climate change resilience.
- + Enhance safe, public open spaces, activating street frontages for improved, passive surveillance and views of the surrounding landscape.
- + Celebrate placemaking and activations that bring life to our public spaces.
- + Utilise 'Take Mauri, Take Hono' to influence and implement a stormwater management system that is catchment-wide over Te Ara Tukutuku.

Plan Change

To realise our aspirations, the plan change will ensure that the open space outcomes are protected through the Auckland Unitary Plan. This includes:

- + Rezoning the park land from business zone to an appropriate open space zone.
- + Amending the existing open space designations as required.
- + Rezoning Silo Park extension from business zone to an appropriate open space zone.
- + Rezoning Jellicoe Street playground from business zone to an appropriate open space zone.
- + Developing provisions to enable temporary activities and events to create inviting spaces.

TE WHAKAPAI AKE I Ā TĀTOU WHAKARITE MŌ NGĀ WĀHI TŪ WĀTEA ENHANCING OUR PUBLIC OPEN SPACE JOURNEY
 Creating and connecting our public open spaces, that are unique to the mana whenua of Tamaki Makaurau.



Artist impression, indicative only.

TE MANAAKITANGA BUILDING ON OUR HOSTING LEGACY

The value of manaakitanga enables hosting large events and spontaneous play through the use of the America's Cup legacy infrastructure, and

our new public open space

Context

In the 1990s, the America's Cup triggered the redevelopment of Viaduct Harbour. Today, we see that something similar has occurred in Wynyard Quarter, with the 2021 event accelerating the redevelopment of the area. Existing marine and industrial activities have relocated from Wynyard Point, freeing up the space for the America's Cup bases. Hobson Wharf has also been extended, creating space for a double base.

The America's Cup is recognised as a stimulus to the New Zealand economy. However, as the city and the importance of marine events grow, so does the demand for public spaces. One result has been a new public space: Silo Park Extension at the gateway to Te Ara Tukutuku.

While marine events play an important role in activating the waterfront, the area they use is available to the public in between large and small events.

Aspirations

We want to make the most of marine events – developing and using public spaces for the city while retaining space for events into the future.

LEGACY SPACES FROM AMERICA'S CUP SOUTH

Building on our placemaking approach of 'do-learn-do' we are proposing to scale up our activities, recognising that continuous change is to be expected and requires us to be agile. In the location of the America's Cup bases we are proposing a strategy that provides flexibility to programme a variety of different activities and experiences when the space is not being used for the America's Cup and other marine events.

Apart from marine events, the space can be used to achieve social, environmental, economic and cultural outcomes. Planning for placemaking and activations on these spaces with mana whenua provides an alternate use and creates quality spaces that create community.

This area also provides space for innovation through testing new ideas and projects.

Outcomes

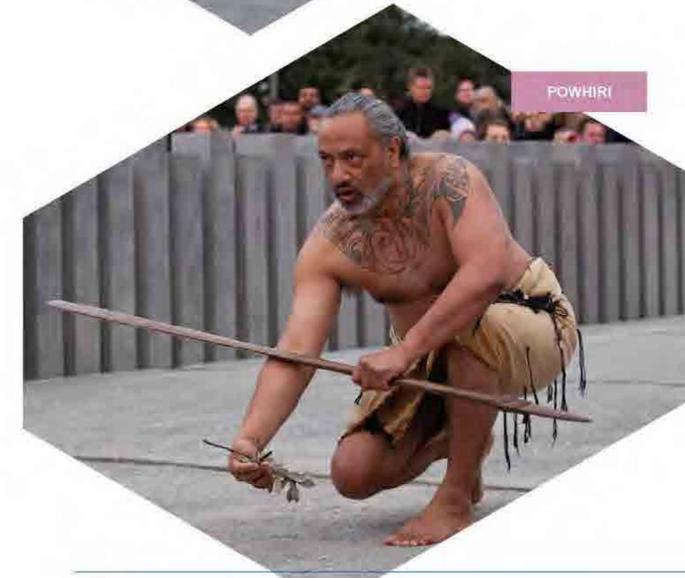
Hosting legacy means that we will:

- + Create a flexible, large event space in the heart of the city.
- + Enable room for events, ongoing activations, innovation and play.
- + Enable room for ongoing use of public open space and access to calm water.
- + Enable room for growing new ideas and encouraging commercial enterprise and innovation.
- + Enable mana whenua to participate in the planning for events on the waterfront, exercising their responsibilities as kaimanaaki (host responsibilities) and kaitiaki (guardians of the whenua and moana).

Plan change

To realise our aspirations, appropriate development controls will be proposed through a plan change to the Auckland Unitary Plan. This includes:

- + Enabling placemaking and events within these spaces.
- + Longer-term temporary events to kickstart creative and commercial endeavours



TRANSITIONAL USE

During major marine events such as the America's Cup, the marine events area needs to be cordoned-off for hosting.

These events are significant, but they don't last forever. When they aren't in hosting mode, we need the sites to be active, attractive and exciting places to be. We need to make a place that is always on, and always ready to change.

Up to 2028, the current Marine Events Space (including Hobson Wharf Extension) will convert to perform the function of hosting events such as the America's Cup, the Volvo Ocean Race, and many others.

Between events, the Marine Events Space will be open to the public and activated with a variety of temporary installations and programmes to continue to attract visitors and enliven Wynyard Quarter.

FUTURE OF MARINE EVENTS

Mana whenua will exercise their responsibilities as kaimanaaki (host responsibilities) and kaitiaki (guardians of the whenua and moana).

By mid-2028 the current resource consent for the America's Cup will conclude and the sites on Te Ara Tukutuku will be available for development. It is important to now consider the future of large marine events within the waterfront as a whole.

The proposal considers a site on Te Ara Tukutuku of a similar size as was required for the America's Cup event. The potential event site spans over land and wharf, from the south east open space to the south end of Wynyard Wharf. While this would require bridging the land to the wharf for the event, it would also enable continued use of potential east to west public open space and new calm water space that has been created within Jellicoe Harbour for the America's Cup.

Hobson Wharf extension will remain available for potential future events, as well as smaller marine events like Volvo Ocean Race and boat shows.

The 2021 America's Cup event has brought together waterfront events infrastructure as an integrated whole, supported by surrounding public spaces.

TE WHEAKO I TE TAHA MOANA CELEBRATING A WATERFRONT EXPERIENCE

Exploring the harbour and its unique attractions and activities, from the fishing industry to superyachts, classic boats and waka, to food and

hospitality on the water's edge.

Context

Connection to the water is fundamental for Wynyard Quarter. The original shoreline was at the southern point of Victoria Park, and the waterspace that is now Te Ara Tukutuku was well-used by waka as a source of food, trade and travel. Since the 1930s, Te Ara Tukutuku - comprised of approximately 10.6ha of land and with over 1km of shoreline - has sat within Te Waitematā.

Originally, Te Ara Tukutuku was used for marine and industrial activities, and the marine industry remains critical in retaining the area's authentic waterfront character.

Water access and experiences for the public abound across the waterfront. People can touch the water at the Karanga Plaza steps. Te Ara Tukutuku and Hobson Wharf Extension provide spectacular views of the harbour.

Westhaven provides ample opportunities to sail on Te Waitematā. The wharves of Wynyard Quarter are public places that double as a functional working waterfront, providing space for the fishing fleet, classic boats and superyachts. Te Ara Tukutuku is also home to key marine industry business and commercial ferry operations.

Aspirations

We want to preserve and build upon these existing waterfront experiences, highlighting Te Ara Tukutuku connection to water, and the lively waterspace that surrounds it. This means protecting and creating new space for marine industry, creating new access points to the water, improving water quality, and making the most of this uniquely maritime location.

The stretch of the waterfront between Te Ara Tukutuku and Hobson Wharf provides a variety of experiences from the fishing fleet, classic boats and superyacht berths, retail and eateries on the water's edge.

In addition to this, we are now proposing a destination park that is wrapped within the harbour edge. The park will add public access to the water. Imagine bombing, fishing, swimming and waka landing - a range of free and accessible water attractions enhancing the experiences elsewhere on the waterfront. The park will also add new protected sea bird roosting spots and fish habitats, celebrating and enhancing the mauri in the moana and the whenua of the waterfront.

Acting as a bookend to the marine industry precinct on the western side of Te Ara Tukutuku, we are proposing a facility to provide much-needed space for our marine operations as they continue to function as an essential part of the working waterfront.

Outcomes

The waterfront experience means that we will:

- + Enable new access points to the water, including ramps for waka access
- + Protect the working waterfront character
- + Enable marine events
- + Promote fishing spots on the peninsula
- + Promote our maritime history
- + Enable new marine services facilities that support marine activity.

Plan Change

To realise our aspirations, the plan change will enable appropriate controls through the Auckland Unitary Plan. This includes:

- + Retaining zoning that provides for marine industry
- + Managing reverse sensitivity between residents and noise from marine operations.



CLASSIC YACHTS



FISHING FLEET



SEALINK

TE NUKUAO



SANFORD AND SONS

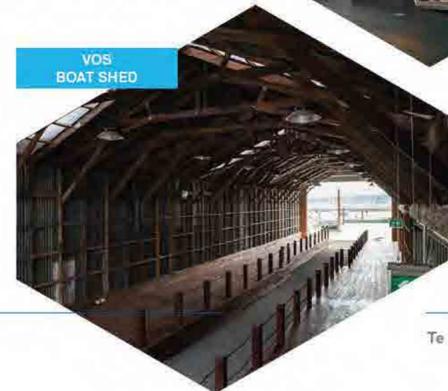
SUPERYACHTS



VIADUCT EVENTS CENTRE



TE WERO CROSSING



VOS BOAT SHED



NORTH WHARF



MARITIME MUSEUM



TIDAL STEPS

Wāhanga Tuatoru.

Staging: Our Roadmap

This plan continues with the staged approach to urban regeneration within Wynyard Quarter. This is a deliberate approach which facilitates development opportunities in a way which ensures that the market is in a better position to respond, and to align with activities and dependencies across the wider city centre area.

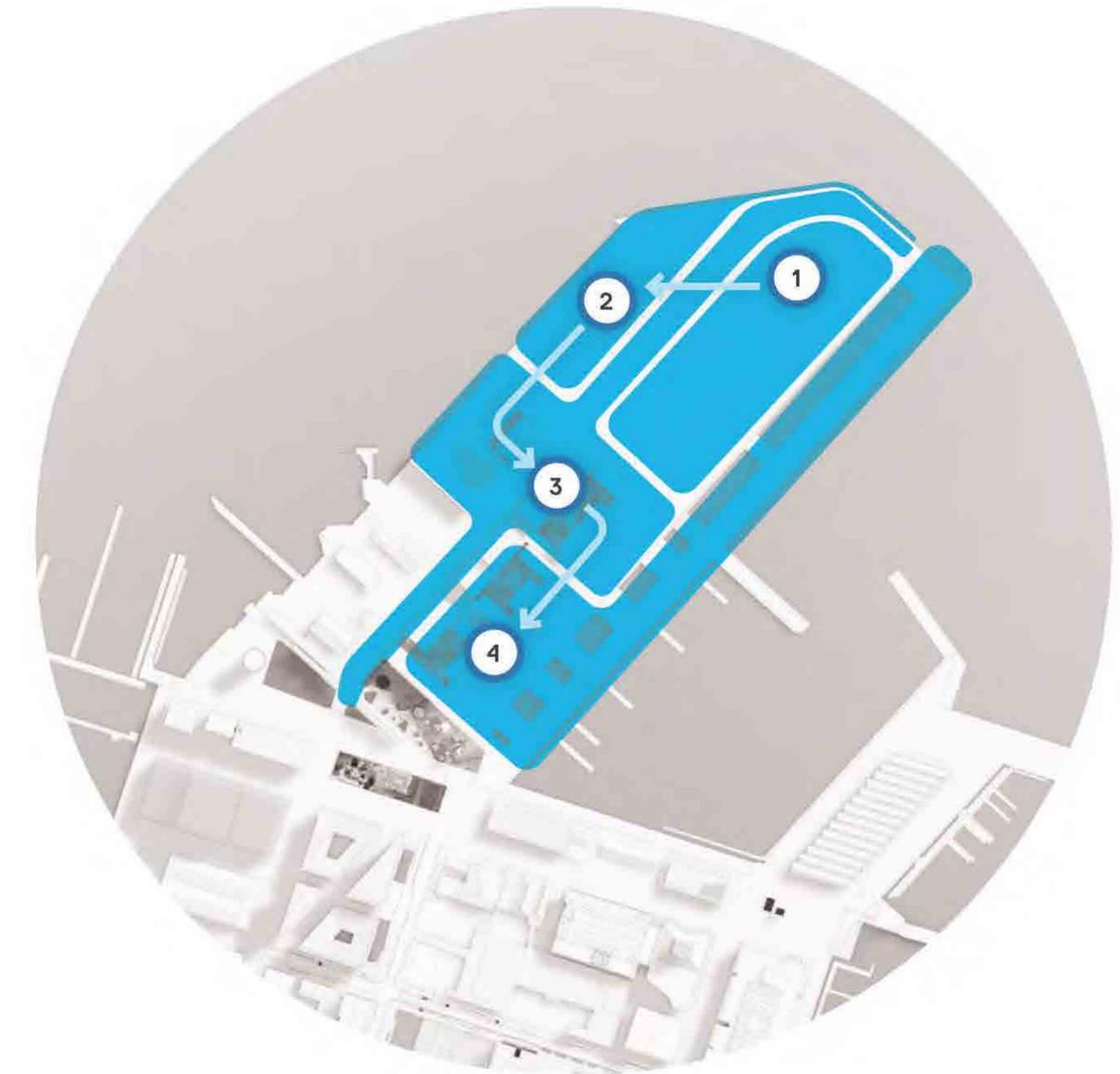
We have adopted a fiscally-prudent approach to deliver value for money, making the best use of existing assets, and reflecting the constrained post-COVID funding environment within which we are operating. Strengthening our partnerships and collaborations, as well as fostering innovation and cost-effective ideas, are an important part of our strategy.

Wynyard Quarter is a long-term urban regeneration programme. As such it requires multi-year funding, continued commitment, and the harnessing of the positive energy of all stakeholders to ensure successful delivery.

Existing projects will continue as part of our Long-Term Plan funding. New transformational projects are indicative only, and are subject to council Long-Term Plan funding, council group partner activities and agreements, and the property market.

Timing:

- + Long-Term Plan - Stages 1 to 3 (2023-2031)
- + Future Long-Term Plan - Stage 4 (2032+)



Stage 1

2023-2027

Stage 1 will commence delivery of the destination park – a place designed as a whole, but delivered in stages. Stage 1 will open up Te Ara Tukutuku to the public following the exit of current leaseholders, removal of bulk storage tanks and remediation of the land.

The ongoing transitional programme for the Marine Events Space initiated at the conclusion of the America's Cup 36.



Enable large events and spontaneous play through the use of America's Cup legacy infrastructure, and our new public open space



Open up the first part of the park and reconnect Auckland's blue/green edge

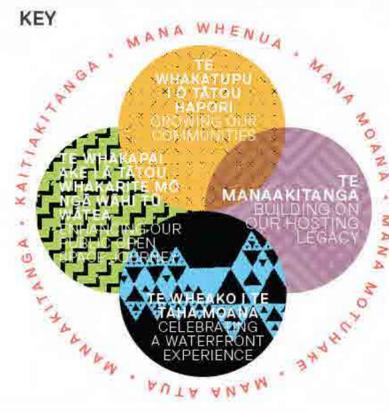


MARINE EVENTS SPACE (HOBSON WHARF)

Stage 2

2026-2030

Stage 2 sea-wall upgrades and land modifications will help future proof the area from climate change impacts and form part of improvements to the local ecology, including habitat for our threatened red-billed gulls.



Engage the public with the waters' edge with upgraded and modified climate change resilient seawalls.



Stage 3

2029-2031

Stage 3 sees the upgrade of Hamer Street south and conversion of Hamer Street north to parkland, this will stitch together and complete the destination park.

The creation of public open spaces will connect the Western Promenade to Jellicoe Harbour.

Upgrade sea walls to bring the public right to the western promenade edge, and complete the connection between the 'two waters' of the eastern and western edges of the point.



Stage 4

2032+

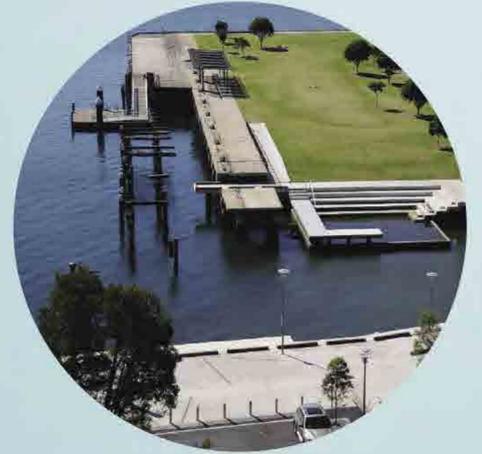
Stage 4 will cultivate the growth of future community and provide the final piece of public realm to complete the Waterfront park.



Upgrade the south section of Wynyard Wharf for pavillions and ecological restoration.



Replace ageing Wynyard Wharf north section with exemplary waterside structure integrating public access, cultural design, waka ramp access, ecological enhancement and engagement with the water



Funding and timing

The transformation of Wynyard Quarter has required significant council investment in planning, infrastructure and the public realm. Public investment in the Wynyard Central of around \$375 million has already attracted \$800 million of private development.

The next twenty years will require additional investment in public infrastructure, with delivery of projects across the council group to achieve the Waterfront Vision and Waterfront Goals. The long-term costs are based on the high quality of public space development, as initiated in Wynyard Central, and known information about infrastructure and remediation. Building on the quality of public space, as well as residential, commercial and cultural development and improving our infrastructure, cost estimates indicate an additional \$300 million will be required, with \$162 million of this over the period of the next Long-Term Plan (2022-2032).

TRANSITIONAL USE: 2021-2023	STAGE 1: 2023-2027	STAGE 2: 2026-2030	STAGE 3: 2029-2031	STAGE 4: 2032 +
	PARK SIZE 2.1ha	PARK SIZE 3ha	PARK SIZE 4.5ha	PARK SIZE 5ha
\$2.7M	\$30M	\$45M	\$90M	\$135M
<ul style="list-style-type: none"> - Site services, plug and play infrastructure for active uses, activities and events - Planting, seating and fencing - Flexible open space for public activation - Codesign with mana whenua and he pia he tauria 	<ul style="list-style-type: none"> - Site services infrastructure and facilities for events - Stormwater management system to cap contamination, collect and treat run off - Land contours and seawall modification for climate resilience 	<ul style="list-style-type: none"> - Seawall modification to improve water quality, access to and from the water and climate resilience - Habitat enrichment to support the reintroduction of native species and the relocation of protected red-bill gull and white-fronted tern colonies 	<ul style="list-style-type: none"> - Seawall replacement and contamination remediation - Infrastructure upgrades to enable private development - Hamer Street upgrade to support multi-modal transport 	<ul style="list-style-type: none"> - Wynyard Wharf replacement to strengthen park edge and incorporate climate resilience - Publicly accessible wharf space and pavilions to support marine events - Site services infrastructure upgrades for resilience, events and to support private development

TO ACHIEVE

Te Ara Tukutuku

REQUIRES

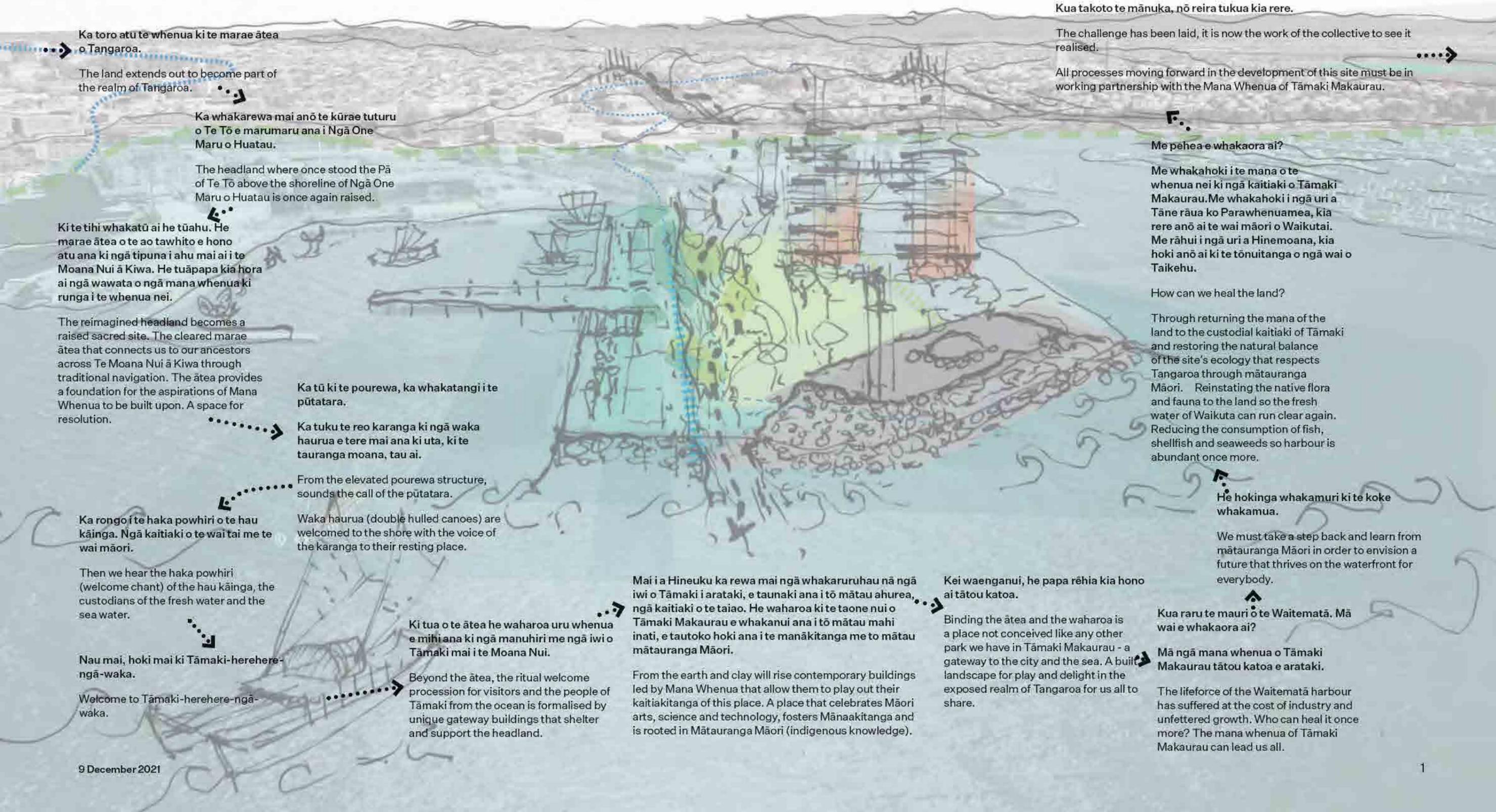


KEY



Te Ara Tukutuku He wero (a challenge)

He uru whenua ki Tāmaki Herenga Waka mai i te marae ātea o Tangaroa The site of ritual welcome into Tāmaki Herenga Waka from the realm of Tangaroa



Ka toro atu te whenua ki te marae ātea o Tangaroa.

The land extends out to become part of the realm of Tangaroa.

Ka whakarewa mai anō te kūrae tuturu o Te Tō e marumarua ana i Ngā One Maru o Huatau.

The headland where once stood the Pā of Te Tō above the shoreline of Ngā One Maru o Huatau is once again raised.

Ki te tihī whakatū ai he tūahu. He marae ātea o te ao tawhito e hono atu ana ki ngā tipuna i ahu mai ai i te Moana Nui ā Kiwa. He tuāpapa kīa hora ai ngā wawata o ngā mana whenua ki runga i te whenua nei.

The reimagined headland becomes a raised sacred site. The cleared marae ātea that connects us to our ancestors across Te Moana Nui ā Kiwa through traditional navigation. The ātea provides a foundation for the aspirations of Mana Whenua to be built upon. A space for resolution.

Ka tū ki te pourewa, ka whakatangi i te pūtātara.

Ka tuku te reo karanga ki ngā waka haurua e tere mai ana ki uta, ki te tauranga moana, tau ai.

From the elevated pourewa structure, sounds the call of the pūtātara.

Waka haurua (double hulled canoes) are welcomed to the shore with the voice of the karanga to their resting place.

Ka rongō i te haka powhiri o te hau kāinga. Ngā kaitiaki o te wai tai me te wai māori.

Then we hear the haka powhiri (welcome chant) of the hau kāinga, the custodians of the fresh water and the sea water.

Nau mai, hoki mai ki Tāmaki-herehere-ngā-waka.

Welcome to Tāmaki-herehere-ngā-waka.

Ki tua o te ātea he waharoa uru whenua e mihi ana ki ngā manuhiri me ngā iwi o Tāmaki mai i te Moana Nui.

Beyond the ātea, the ritual welcome procession for visitors and the people of Tāmaki from the ocean is formalised by unique gateway buildings that shelter and support the headland.

Mai i a Hineuku ka rewa mai ngā whakaruruhau nā ngā iwi o Tāmaki i aratakī, e taunaki ana i tō mātau ahurea, ngā kaitiaki o te taiao. He waharoa ki te taone nui o Tāmaki Makaurau e whakanui ana i tō mātau mahi inati, e tautoko hoki ana i te manākitanga me to mātau mātauranga Māori.

From the earth and clay will rise contemporary buildings led by Mana Whenua that allow them to play out their kaitiakitanga of this place. A place that celebrates Māori arts, science and technology, fosters Mānaakitanga and is rooted in Mātauranga Māori (indigenous knowledge).

Kei waenganui, he papa rēhia kia hono ai tātou katoa.

Binding the ātea and the waharoa is a place not conceived like any other park we have in Tāmaki Makaurau - a gateway to the city and the sea. A built landscape for play and delight in the exposed realm of Tangaroa for us all to share.

Kua takoto te mānuka, nō reira tukua kia rere.

The challenge has been laid, it is now the work of the collective to see it realised.

All processes moving forward in the development of this site must be in working partnership with the Mana Whenua of Tāmaki Makaurau.

Me pehea e whakaora ai?

Me whakahoki i te mana o te whenua nei ki ngā kaitiaki o Tāmaki Makaurau. Me whakahoki i ngā uri a Tāne rāua ko Parawhenuamea, kia rere anō ai te wai māori o Waikutai. Me rāhui i ngā uri a Hinemoana, kia hoki anō ai ki te tōnuitanga o ngā wai o Taikahu.

How can we heal the land?

Through returning the mana of the land to the custodial kaitiaki of Tāmaki and restoring the natural balance of the site's ecology that respects Tangaroa through mātauranga Māori. Reinstating the native flora and fauna to the land so the fresh water of Waikuta can run clear again. Reducing the consumption of fish, shellfish and seaweeds so harbour is abundant once more.

He hokinga whakamuri ki te koke whakamua.

We must take a step back and learn from mātauranga Māori in order to envision a future that thrives on the waterfront for everybody.

Kua raru te mauri o te Waitematā. Mā wai e whakaora ai?

Mā ngā mana whenua o Tāmaki Makaurau tātou katoa e aratakī.

The lifeforce of the Waitematā harbour has suffered at the cost of industry and unfettered growth. Who can heal it once more? The mana whenua of Tāmaki Makaurau can lead us all.

Te Ara Tukutuku He wero (a challenge)

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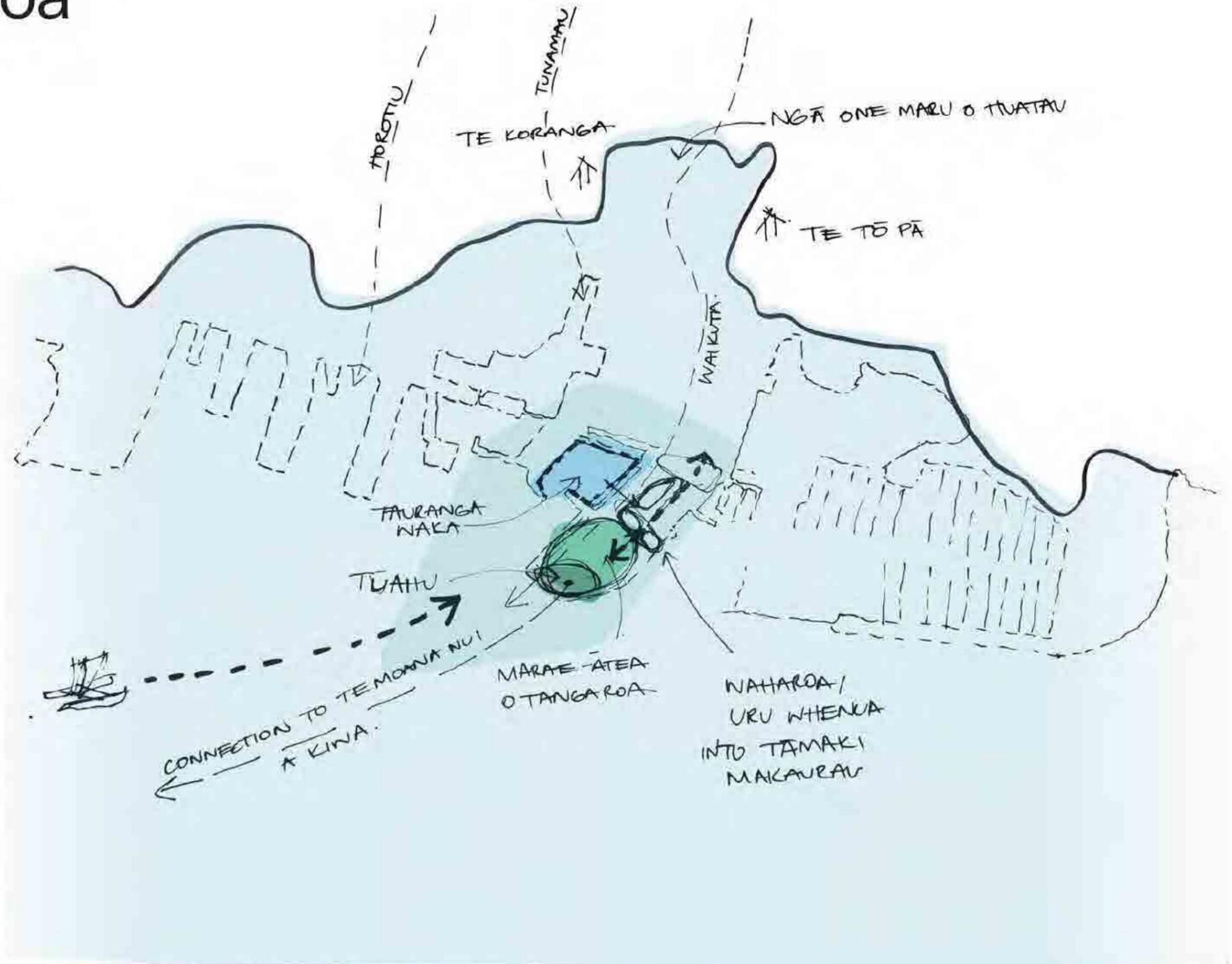
The Realm of Tangaroa

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Uru Whenua - Ritual Arrival

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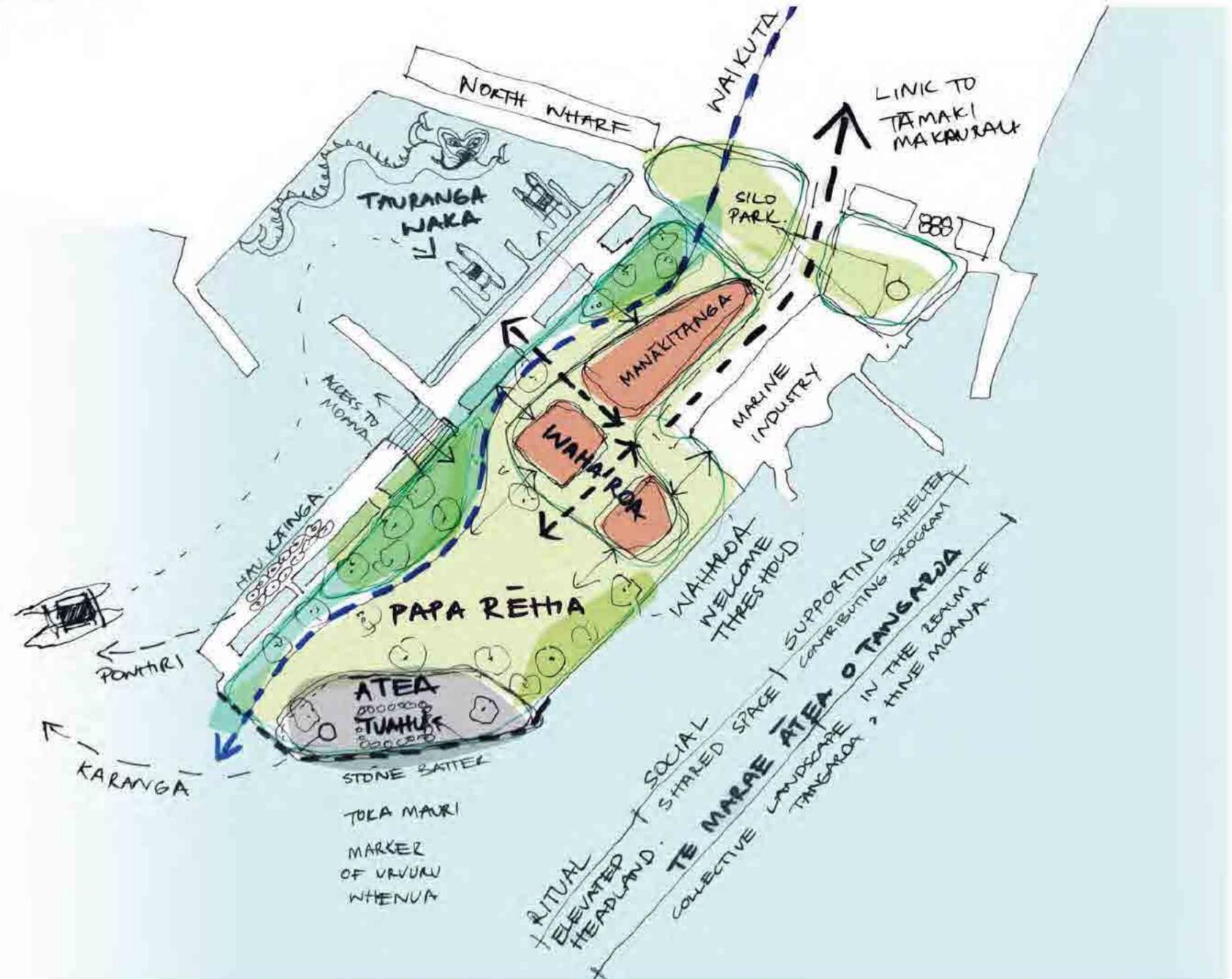
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Spatial Relationships

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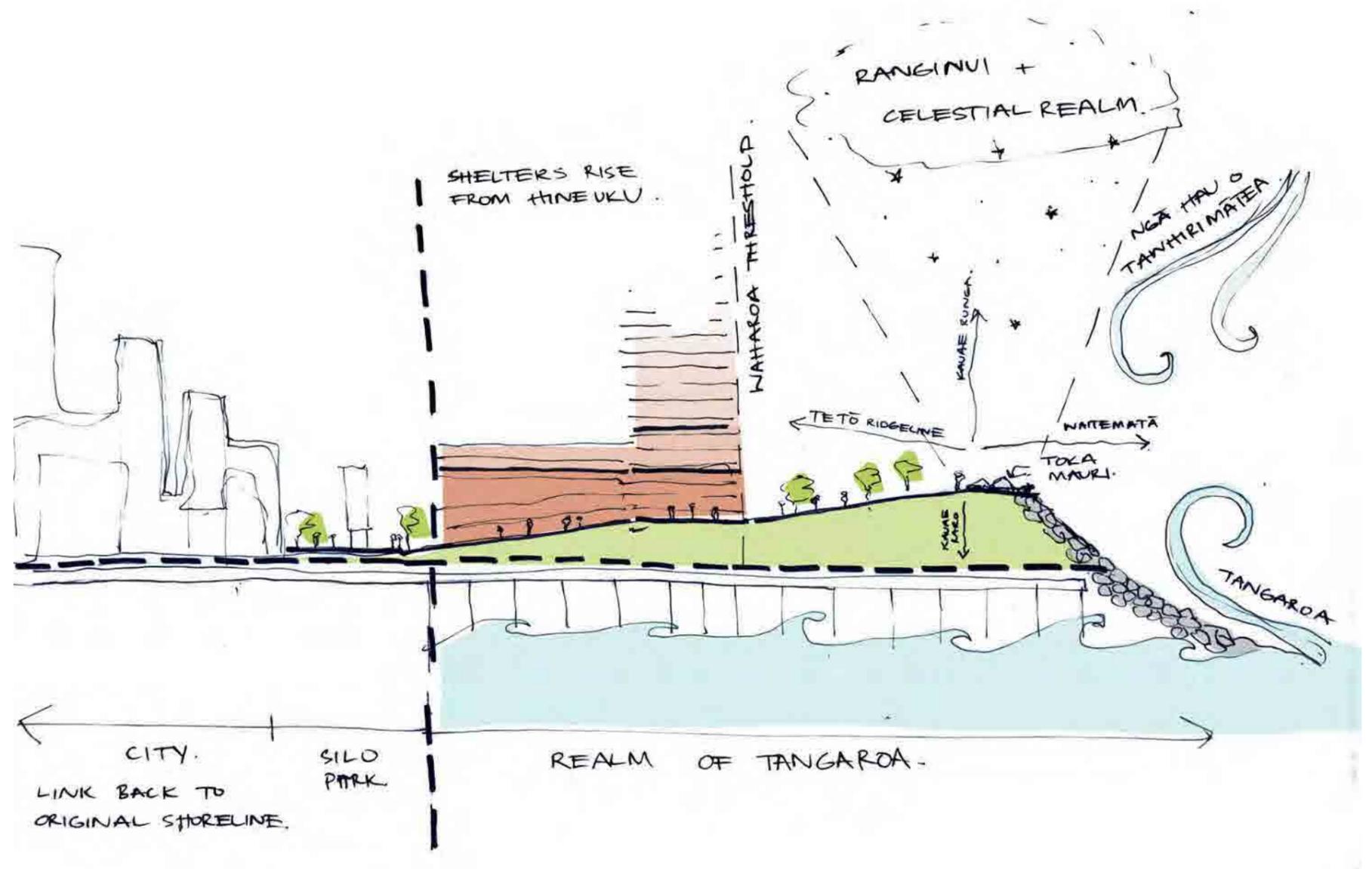
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Healing the Waitematā

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Mā ngā mana whenua o Tāmaki Makaurau tātou katoa e arataki.

The life force of the Waitematā harbour has suffered at the cost of industry and unfettered growth. Who can heal it once more? The mana whenua of Tāmaki Makaurau can lead us all.

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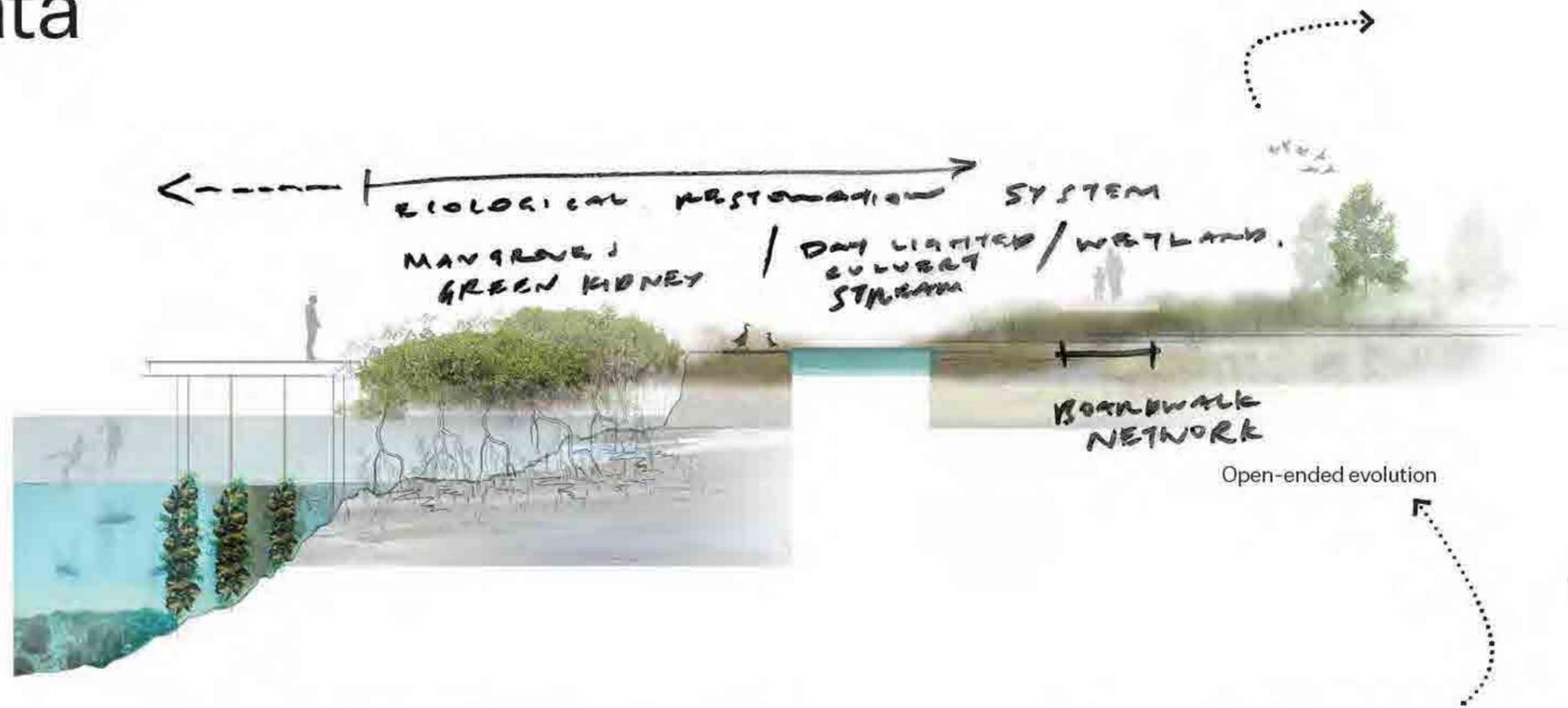
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Kua takoto te mānuka, nō reira tukua kia rere.

The challenge has been laid, it is now the work of the collective to see it realised.

All processes moving forward in the development of this site must be in working partnership with the Mana Whenua of Tāmaki Makaurau.



Existing Opportunities



Already evolving



Short term opportunities leading to long term opportunities

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Kua takoto te mānuka

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The challenge has been laid, it is now the work of the collective to see it realised.

All processes moving forward in the development of this place should be in working partnership with the Mana Whenua of Tāmaki Makaurau encompassing:

- 1. Design Vision and Brief**
- 2. Designers**
- 3. The Process**
- 4. Operational Model**

The collaborative assumes that the process from here provides for voices from all Mana Whenua from Tāmaki to be at the table and involved across all aspects of taking this forward.

Beyond the Mana Whenua Governance Board, this has implications and needs careful consideration to ensure representation across all aspects of process, planning, design, delivery and operations to follow.

In order to heal our relationship with Tangaroa and Mana Whenua this project and the people and processes involved need to raise the bar; and offer a challenge to others to continue to raise the bar.

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Reflections on the Tensions

John Hunt in his briefing from TAG to us noted there are a number of possibilities that work in tension to each other. He described how choices could be made to privilege or prioritise one or multiple over others or ways found to seek to “resolve them” and challenged the Collaborative to think about how we might go about addressing these tensions. He reminded us that there is a lot of value and richness in tensions, and of the pitfalls in binary thinking – that it is likely the more invaluable and informative responses are less either / or, and more both/and thinking. John went on to outline a number of specific tensions that had emerged in the December 2020 External Challenge (noting that these should also not be understood as a definitive list of tensions).

The Collaborative has reflected on each of these and recorded a response as set out below:

Land to Sea versus Sea to Land

The Collaborative is clear that it is the realm of Tangaroa, the waters of the Waitematā, that is pre-eminent here, and so the primary lens to shape this place should be understanding the relationship from sea to land.

Promontory versus place of arrival

The Collaborative is clear this is a case of “both/and” with the place of arrival expressed in the forefront; i.e. understood as a place of arrival on a promontory, a constructed headland built out over and elevated above the Waitematā.

Constructed land versus naturalistic landform

The Collaborative understands this as a constructed headland, within and over the Waitematā. The opportunities to restore the wairua and ecological functions and health of the Waitematā as well as connections between people and the harbour, can occur through further reconstructing of the headland without reaching for naturalistic landform responses.

Events versus the everyday

The Collaborative sees this as both/and, not either/or. There is a need to successfully address both through multi-functional spaces that can accommodate events but not at the expense of the everyday.

Conscious consideration of the ātea and waharoa functions and future qualities for the open space component of the headland should be a primary driver that will influence the opportunities and experience both everyday and for events.

Just like being out on the water, at the beach or within a large park, the elemental and experiential qualities of the headland and its open spaces must feel good in an everyday sense even if you are the only one there, as opposed to an empty stadium.

Landscape versus built form

The Collaborative considers that an understanding of landform (rather than landscape) and its relationship to the harbour is primary, in that the constructed headland must be understood as a symbiotic whole comprising open space and built form components and programmes that are closely inter-connected to support the whole. Within this whole, built form has important roles to play including sheltering and supporting open space and bringing activity through the life that happens inside buildings. This may for example require typologies that are new to the waterfront and combine large-volume ground floor spaces with residents over.

Democratic versus privatised space

The Collaborative is clear that equitable and inclusive space for mana whenua, and for all, must be prioritised over the private realm. This needs to come strongly through in the programming and activities within buildings and the important contributions these make to the whole as well as the supporting interface relationships between buildings and public realm. Ancillary active edges at ground level are not sufficient, the supporting programmes of these buildings are critical and must be seen as internal, sheltered continuation of the headland activities and external spaces”.

Such an approach recognises that designating space for cultural practices enables Māori to have active presence on the headland as kaitiaki and Ahi Kā. There is an absence of these spaces on the waterfront and without these changes there remains an inherent bias on the waterfront to cater to the people and activities that are already there. This approach will by extension allow for space for all.

Permanence versus temporary

The Collaborative considers that this is an unhelpful framing and the more useful understanding is the need for and benefits of a dynamic transitional strategy being established in partnership for Te Ara Tukutuku through which it becomes possible to identify and delineate areas where greater clarity is needed in any given space and time.

Such an approach recognises the benefits of, and seeks to establish, the foundations for regenerative feedback loops through which this place can continually evolve over time. The need for this is urgent as this transition has already started and is underway.

Flexibility versus certainty

The Collaborative identifies that providing for the cultural practices associated with the ātea and waharoa functions and qualities will need to be consciously designed into spaces and that further exploration of how to provide for these will in turn help to provide greater clarity and certainty over fundamental functions and relationships within which flexibility for other things can occur.

Decision paper: Thriving town centres - guidance for the urban regeneration of Eke Panuku town centres

Author: Naomi Craymer, Principal Strategic Advisor

February 2022

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. Approve "Thriving town centres - guidance for the urban regeneration of Eke Panuku town centres" (Attachment 1) for publication as a strategy and guidance document for Eke Panuku.
- b. Recommend its endorsement to the Planning Committee at its meeting on 31 March 2022.
- c. Delegate approval of any final editorial amendments to the Chair and Chief Executive.

Whakarāpopototanga matua | Executive summary

1. Thriving town centres is a strategy for the urban regeneration activity Eke Panuku undertakes across Tāmaki Makaurau Auckland. Creating this new guidance document has brought together different stakeholders and interests to develop a shared understanding of the importance of town centres and the common factors that help make town centres successful. It is acknowledged that each town centre is unique and has its own characteristics and this is reflected through the guidance.
2. The work builds on Eke Panuku experience of urban regeneration, the diverse aspirations of partners and stakeholders, market realities, as well as local and international best-practice. It benefits from and builds on earlier work. It is informed by Eke Panuku high-level project plans, masterplans, programme business cases as well as Auckland Council strategies and government policy.
3. Preliminary input was provided by the board at a workshop on 8 October 2021. At this workshop the board supported the broad direction and articulated a range of suggestions to strengthen the guidelines and increase their impact and practical usage. A vision statement has been included and further engagement has been undertaken with youth, disability and social services organisations. The intent is to keep the document simple, impactful and visual in the final design, a draft design version is included in Attachment 2. The draft word document was shared with the board on 9 December 2021.
4. Feedback from the Planning Committee on 27 October 2021 was also positive and suggestions from these workshops and the comprehensive engagement approach, have been incorporated.

- Following board approval there will be a communications and roll-out plan to ensure the guidance is used and understood by Eke Panuku staff. This will help enhance the Eke Panuku urban leadership role and reputation for creating amazing places.

Horopaki | Context

- Thriving town centres guidance helps to clarify Eke Panuku's role and approach to urban regeneration in Tāmaki Makaurau Auckland (supports CCO review recommendation 10). It helps define how we achieve our vision of 'creating amazing places' and explains our strategic framework. The guidance provides a rationale for why town centres matter and Eke Panuku involvement, a series of interconnected principles and criteria, and sets out the Eke Panuku urban regeneration toolbox. It is closely aligned and gives effect to the six outcomes of the Auckland Plan 2050 and the quality compact approach of the development strategy.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
17 June 2020	Presentation: Panuku's Design Strategy - Our approach to design	Information paper
28 July 2020 (extraordinary meeting)	Corporate Business Plan 2020/21	Approved CBP which includes the preparation of best practice guidance for town centres as a 2020/21 initiative
28 March 2021	Decision: Panuku Town Centre Guidelines - proposed scope and approach	Approve scope and approach for town centre guidance project
8 October 2021	Board workshop: Thriving town centres	Opportunity to provide feedback
27 October 2021	Planning committee workshop: Thriving town centres	Opportunity to provide feedback

Nga whiringa me te taatai | Options and analysis

- The thriving town centre guidance applies to Eke Panuku town centre locations. However, it is hoped that it is also informative and useful for town centres across Tāmaki Makaurau Auckland and, perhaps beyond. The guidelines are provided as principles for a thriving centre for all Eke Panuku partners and stakeholders to consider, they offer guidance, are non-statutory and are not intended as detailed guidance. The guidance is consistent with council and government policy settings.
- The guidance presents a rationale for why town centres are important. This creates the basis for urban regeneration activity, intervention and priorities. It highlights the trends

and long-term factors that drive change in town centres. These present opportunities to create multiple economic, environmental, cultural and social benefits and leverage public and private sector investment within town centre programmes.

9. This guidance defines foundations, principles and criteria to express the common elements of thriving town centres. It describes how urban regeneration can support strategic outcomes such as climate action, low carbon lifestyles, Māori outcomes, facilitate new homes with better transport choices and enable economic opportunities.
10. The guidance also includes a toolbox that summarises how to achieve successful town centres with the tools available to Eke Panuku. This includes how Eke Panuku works together with different stakeholders to achieve thriving town centres through strong partnerships and collaboration. Every group has a distinct role to play and contributes to town centre success.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

11. The work was primarily resourced with internal resources within Strategy & Planning and Design & Place with strong levels of support across the business. Community & Stakeholder Relations also provided significant support and internal resource throughout the project. A budget for external costs was sourced from the existing FY21 and FY22 operational budget in the Strategy & Planning Directorate.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

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

Tauākī whakaaweawe Māori | Māori impacts

13. To strengthen the relationship with mana whenua - our treaty partners - a mana whenua perspective on thriving town centres is included in the guidance. The aspirations within this guidance have been designed by iwi who make up the mana whenua forum for Eke Panuku. These aspirations look to benefit all communities across the region and hold wellbeing, equity and inclusivity at its heart.
14. The forum's input was facilitated by Anthony Hawke, Tāmaki Consulting through a series of hui and several separate caucus sessions to discuss this kaupapa.

Eke Panuku Mana Whenua forum		
Date and meeting	Topic	Decision / Outcome
8 March 2021	Eke Panuku housing update	Introduces town centre guidelines project
24 May 2021	Town Centre guidelines	Discuss Eke Panuku town centre guidelines and process for mana whenua involvement
28 June 2021	Mana whenua representation sought	Discuss brief to appoint mana whenua representative to participate in town centre guidelines. Nominations sought.

4 October 2021	Project presentation and update	Overview and opportunity for forum to caucus.
24 November 2021	Email to forum	Town Centre Guidelines draft document distributed for forum members to review and feedback.

15. The Independent Māori Statutory Board was also briefed on the project and supportive of mana whenua engagement process with the forum.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

16. Extensive stakeholder engagement was undertaken through the development of the guidelines. Stakeholder groups engaged with through this project are summarised in Attachment 2.

17. Eke Panuku officers have engaged with the Eke Panuku mana whenua forum, technical advisory group (TAG), local boards, Auckland Council, Auckland Transport, Auckland Unlimited, Watercare, Independent Māori Statutory Board, and Kāinga Ora Homes and Communities. Key stakeholders have been involved across urban design, development sector, business improvement districts (BIDS), youth, disability, social services and community housing sectors alongside the whole Eke Panuku organisation. Due to the Covid-19 lockdowns many of these sessions were successfully held online.

Tauākī whakaaweawe āhuarangi | Environment and climate change impacts

18. The guidance references Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan and Eke Panuku's Climate Change Strategy and supports objectives to establish low carbon, climate resilient communities.

Ngā koringa ā-muri | Next steps

19. The guidance will be used by Eke Panuku in several ways including as:

- Communication and urban advocacy tool for stakeholders & partners
- Guide and reference document for staff, including induction of new staff
- Articulate agreed minimum standards
- Reference for masterplanning & urban design review
- Framework for town centre monitoring programme
- Apply in the planning for any new location programmes
- Apply to any programme level substantial reviews – programme business case reviews

20. The next steps are:

February 2022

- Finalisation of document production and publication - March/April 2022
- Planning Committee endorsement - 31 March 2022
- Communication external and internal - April 2022 onwards
- Internal implementation and roll-out - April 2022 onwards

Ngā tāpirihanga | Attachments

Attachment A - Thriving Town Centres - guidance for the urban regeneration of Eke Panuku town centres - draft word version, includes main TAG feedback from meeting held on 11 February 2022.

Attachment B - Thriving Town Centres - draft design version subject to further design work including sourcing images, photographs and TAG changes.

Attachment C - Stakeholder engagement record.

Ngā kaihaina | Signatories

Gyles Bendall, GM Design & Place

Brenna Waghorn, GM Strategy & Planning

David Rankin, Chief Executive

Thriving town centres

Urban regeneration of Auckland Tamaki Makaurau town centres

Draft version 1.8– 14February 2022

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1. Welcome - He mihi

**Tuia ki te rangi,
Tuia ki te whenua,
Tuia ki te moana,
Tuia te here tangata,
Ka rongō te pō, ka rongō
te ao,
Tihei mauri ora!**

Bind the domain of the sky,
Bind the domain of the land,
Bind the domain of the ocean,
To bind the tapestry of
humanity,
Which can be felt in the night,
And felt in the day,
Behold there is life!

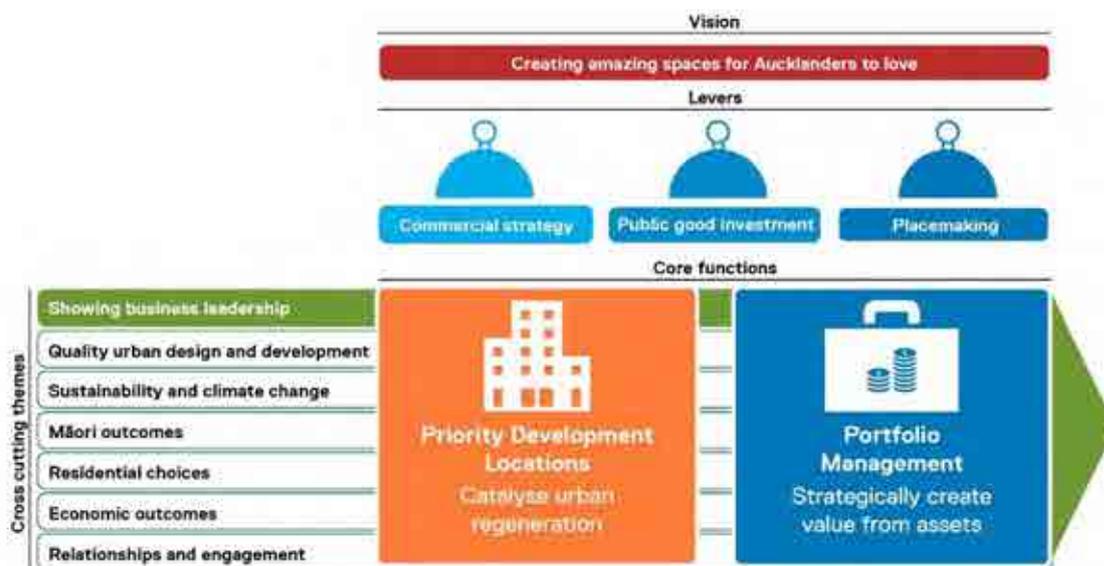
2. Welcome from our Board Chair and Chief Executive - Te Kaihautū | Te Tumu Whakarae

Based on the key messages

3. Who we are - Ngā Kōrero mō Eke Panuku

Creating Amazing Places - Te Waihanga Wāhi Whakamīharo

We are a council-controlled organisation (CCO) delivering urban regeneration in specific locations of Tāmaki Makaurau / Auckland.



Within the Toolbox (section 9) there is further explanation of our strategic framework

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 \$2.3 billion of the council’s non-service properties.



Map of Eke Panuku town centres - Te mahere o ngā pokapū tāone o Eke Panuku

Eke Panuku town centre locations have been agreed with Auckland Council as priority places for our involvement and investment¹.

The town centres we work in range in size, from the Auckland city centre and waterfront, metropolitan centres such as Manukau and Takapuna, to smaller more local centres such as Avondale and Papatoetoe.

¹ Selection criteria includes: presence of key council land holdings, scale and impact, commercial viability, leveraging previous investment, proximity to public transport and partnership opportunities.

4. Our passion for thriving town centres - Tō mātou kohara kia momoho ngā pokapū tāone

At Eke Panuku, we have a bold ambition to achieve thriving town centres through place-based programmes and partnerships. Our Vision is to create amazing places and we do that by working closely with others.

As Tāmaki Makaurau / Auckland’s urban regeneration agency, our focus is on strengthening and growing communities around thriving town centres. This guidance defines our core principles and critical success factors based on social, environmental, cultural and economic values. It describes our strategic urban regeneration approach and how we support climate action, low-carbon lifestyles, Māori outcomes, facilitate new kāinga (homes) with better transport choices and enable economic opportunities.

Why we’ve prepared this document – He take kua whakaritea tēnei tuhinga

These guidelines apply to our town centre locations; We recognise that each town centre is different. The guidelines are provided as principles for a thriving centre for all our partners and stakeholders to consider - they offer guidance, are non-statutory, and are not intended as detailed guidance. They are designed to:

- capture a common understanding of how, to become successful in this mission, everyone has a role to contribute
- guide us in our approach to town centre regeneration, clarifying our role and approach with our partners, stakeholders and the communities with whom we work
- bring together our experience of urban regeneration, a diversity of views and aspirations, market realities, plus indigenous, local and international best practice
- be flexible enough to reflect the aspirations and needs of different communities, , while practical enough to be brought to reality given market and resource constraints and conditions
- be consistent with council and government planning and policy settings, including the Government Policy Statement on Housing & Urban Development, National Policy Statement Urban Development, Auckland Plan 2050, Te Tāruke-ā-Tāwhiri: Auckland’s Climate Plan, Regional Land Transport Strategy, Thriving Communities and Economic Development Action Plan 2021-2024.

To strengthen our relationship with mana whenua - our treaty partners - their perspective on thriving town centres is included in this guidance. The aspirations within this document have

been designed by iwi who make up the mana whenua forum for Eke Panuku. They look to benefit all communities across the region and hold wellbeing, equity and inclusivity at their heart.

Mana whenua outcomes, regenerative design and equity are foundations that underpin our approaches to urban regeneration, reinforcing a holistic approach that put people and place at the heart of our work.

Who has provided input? – Ko wai kua tuku whakaaro mai?

We have undertaken a comprehensive engagement process to help develop the guidelines². The generous sharing of information and ideas from these different groups has helped to ensure that the guidelines benefit from diverse perspectives, values and experience.

We have engaged with our mana whenua forum, local boards, Te Kaunihera o Tāmaki Makaurau / Auckland Council, Auckland Transport, Auckland Unlimited, Watercare, the Independent Māori Statutory Board, and Kāinga Ora Homes and Communities. We have also involved key stakeholders across urban design, the development sector, business improvement districts (BIDS), youth, disability and social services, and community housing sectors, alongside the whole Eke Panuku organisation.

What this document does - Tā tēnei tuhinga

This guidance has been based on the thinking, planning and action we have undertaken since our formation in 2015. The guidelines consolidate this body of work into a single, concise document. The guidance outlines:

- **who we are**, our role and mandate
- **mana whenua** outcomes and values for thriving town centres to communicate what is important from a mana whenua perspective
- **why town centres matter**, with a rationale for involvement and priorities
- **changing nature of town centres** - current trends and future drivers of change
- **a series of interconnected principles**, success criteria and guidance for thriving town centres

toolbox for how we achieve successful town centres with the tools available to Eke Panuku, including. Includes **how we work together** to achieve thriving town centres with different stakeholders and distinct roles through strong partnerships and collaboration

² Refer Summary of Engagement report for further detail.

5. Vision and Foundations

Vision – Te tirohanga whānui

Creating amazing places – thriving town centres

Tāmaki Makaurau / Auckland is a city of strong neighbourhoods with town centres that capture hearts and energise lives, unlocking potential and possibilities, where people can thrive.

Foundations - Te tūāpapa

People and place are at the heart of our work – our approach to town centre regeneration builds on the following foundations that are woven throughout our principles and criteria in section 8:

- Mana whenua outcomes
- Regenerative practice shifting beyond sustainable thinking
- Equity and communities of greatest need

Mana Whenua Outcomes - Ngā hua ā-mana whenua

Eke Panuku is committed to upholding the principles of Te Tiriti o Waitangi (the Treaty of Waitangi, Aotearoa / New Zealand’s founding document) and respecting the mana motuhake (independence, sovereignty) of the 19 independent iwi who represent mana whenua in Tāmaki Makaurau. The mahi ngātahi (collaboration) between Eke Panuku and mana whenua promotes te ao Māori (the Māori worldview) across Tāmaki Makaurau, and this is a hugely important part of our everyday mahi (work).

The regeneration of town centres, neighbourhoods, built environments and public spaces in Tāmaki Makaurau, is a chance to embed Māori identity as well as to grow opportunities for mana whenua, who tell us that their stories are hidden, and waiting to emerge from the landscape.

Māori identity and culture are Tāmaki Makaurau / Auckland’s unique point of difference in the world. Iwi, hapū, whānau, and Māori communities (also known as mātāwaka) aspire to have healthy and prosperous lives. Mana whenua outcomes have been defined as the areas that matter most to whānau, marae, iwi, and communities – outcomes that will support and progress towards these aspirations.

Collaboratively created and monitored, the Mana Whenua Outcomes Framework - Te Anga Putanga a ngā Mana Whenua - signifies a partnership based on mutual respect and wellbeing. We share an interest in a place-based approach where impact and outcomes are not limited by

lines on maps. Mana whenua outcomes have been identified as a foundation in the development of this town centre guidance (refer section 8).

Mātauranga Māori

There is significant regional variation of mātauranga Māori (Māori knowledge). Mana whenua are not a homogenous group and mātauranga varies between iwi, hapū, and whānau. Efforts should be made to connect with specific mana whenua who hold authority pertaining to the rohe (boundaries) of each project and to attain appropriate representation of mana whenua based on each distinct location. These are essential steps in ensuring positive Māori outcomes.

To respond effectively to the needs and aspirations of mana whenua and Māori communities, this guidance seeks to reflect te ao Māori and be informed by mātauranga Māori. A holistic Māori world view and regenerative practice recognises that Eke Panuku projects have the ability to influence the mauri (life essence) of the project both positively and negatively.

Take Mauri, Take Hono

Eke Panuku continues to evolve and develop approaches, frameworks and tools with mana whenua. Take Mauri, Take Hono is an assessment tool developed by mana whenua representatives for Eke Panuku. It reflects best practice for the evaluation and assessment of project development from the viewpoint of mana whenua. While the framework was designed to enhance the mauri of ecological settings, it reflects the values of te ao Māori that are applicable to many other projects. This tool is described in more detail in Section 9.

The Mana Whenua Outcomes have been arranged into five pou (pillars). Located at the heart of the Outcomes Framework, these pou – te pou mō te mana hautū (governance), te pou mō te ahurea tuakiri (culture and identity), te pou ōhanga (economic), te pou orange (wellbeing), and te pou mō te taiao (natural environment) help us to organise and focus outcomes into common activities.



Aspects of the five pou are woven through the town centre principles and criteria that follow.

Regenerative practice - He tikanga whakaora ake

Regenerative approach – using a whole-system approach to strive for a future that is richer, healthier and more abundant through the evolution of natural, social and economic systems. Considering these living systems as nested and inextricably linked, we can support a future where a greater population and density can lead to a thriving economy, community and environment. Regenerative practice acknowledges that our town centres and their surrounding catchments have inherent natural attributes and potential.

Equity³ - Te wairua tōkeke

Equity – the Auckland Plan’s goal is to enable all Aucklanders to feel part of and contribute to society, access opportunities and to develop to their full potential. Increasing equity means removing barriers and extending the range of opportunities and choices available for Aucklanders to participate in society in a way that they value. It also involves building people’s capabilities to make the most of opportunities available to them. Equity also encompasses support for the most vulnerable members of society and directing resources to where they will have the greatest impact. Thinking about equity means considering the distribution of impacts (positive and negative) across society, taking particular account of vulnerable groups or people in vulnerable situations⁴.

³ Auckland Plan, Belonging and Participation outcome

⁴ Communities of Greatest Need Practice Note (July 2021), Auckland Council, Thriving Communities 2018

6. Changing nature of town centres - Te huringa o te āhua o ngā pokapū tāone

Town centres are the heart of neighbourhoods, the focal points for their community. A town centre is an enduring location that offers a mix of activities and services.

The nature of town centres - Te āhua o ngā pokapū tāone

Town centres originally developed as **places** for the exchange of goods and services, as well as gathering places for people. As they have evolved over time, the civic nature of town centres as places for ideas, creativity and innovation - as well as social and cultural exchange, and as places to live - has become a significant part of urban life.

Current trends - Ngā ia o te wā

Many of our local town centres face significant challenges, including:

- a shift in business practices that has caused a decline in business and employment presence, resulting in shop vacancies empty office spaces, a loss of amenity and vibrancy
- reduced investment in amenity and public realm, leading to a poor experience for the community and visitors, as well as reduced safety or a reduced perception of safety⁵
- growth of online retail from 9% market share (2019) to 11% market share (2020)⁶, with significant expansion of online retail anticipated to continue
- online supermarket deliveries, which are changing the role of supermarkets and their function as anchors in centres
- concentration of retail activity in malls and large-format stores serving much larger catchments - shops offering comparison goods often locate out of centres, posing risks to town centres that may struggle to diversify their offering
- lack of leisure opportunities located in local centres
- the Covid-19 pandemic, which has accelerated a number of these existing trends, including a shift to more online retail and changes to the way people choose to live and work.

There are many reasons for optimism, however, as town centres respond and adapt, rebuilding on their fundamentals as places for goods, services and social exchange.

⁵ Community Insights data or public life survey – check and add here

⁶ NZ Post (2021) The Full Download

- Town centres can become **destinations**, focused on their unique offering providing opportunities for people to meet in safe, comfortable spaces that are place-led and responsive to the neighbourhoods they serve while attracting visitors.
- Town centres can diversify their offering. There are opportunities to restore and enhance social and community connections in centres through placemaking, shop-local campaigns, community functions and services, activations and events.
- The Covid-19 pandemic has impacted the local town centres of Tāmaki Makaurau / Auckland in different ways, depending on the nature of the local economy. Many town centres have enjoyed a strong bounce-back as people spend more time in their local areas.
- Providing a personal customer experience and knowledge in-store.
- Despite the challenges of Covid-19 lockdowns, hospitality has been a growing sector for local centres. This sector helps to increase activity and people in the centre, including the night-time economy.
- People are increasingly placing value on flexibility in the way they work, working from home, close to home or close to the rapid transport network. Locally focused centres are benefiting from these structural employment changes.
- Multipurpose community facilities and services help to attract people to visit and stay in a centre, while also increasing foot traffic.

Future drivers of change - Ngā ākinga o anamata mō te huringa

Our planning for town centres needs to think long-term and consider the impact of large-scale, high-impact and often interconnected forces that will shape our society and economy in the future.⁷ As the Covid-19 pandemic has highlighted, a significant challenge facing our communities and town centres today is that the pace of change is increasing at an exponential rate. We live in a dynamic world where our social, economic and ecological systems are experiencing changes faster than ever before. This requires us to develop new capability and capacity, and to embrace innovation and change as an ongoing opportunity.

These are the large-scale megatrends that are likely to shape the nature, function and experience of town centres over the long-term⁸.

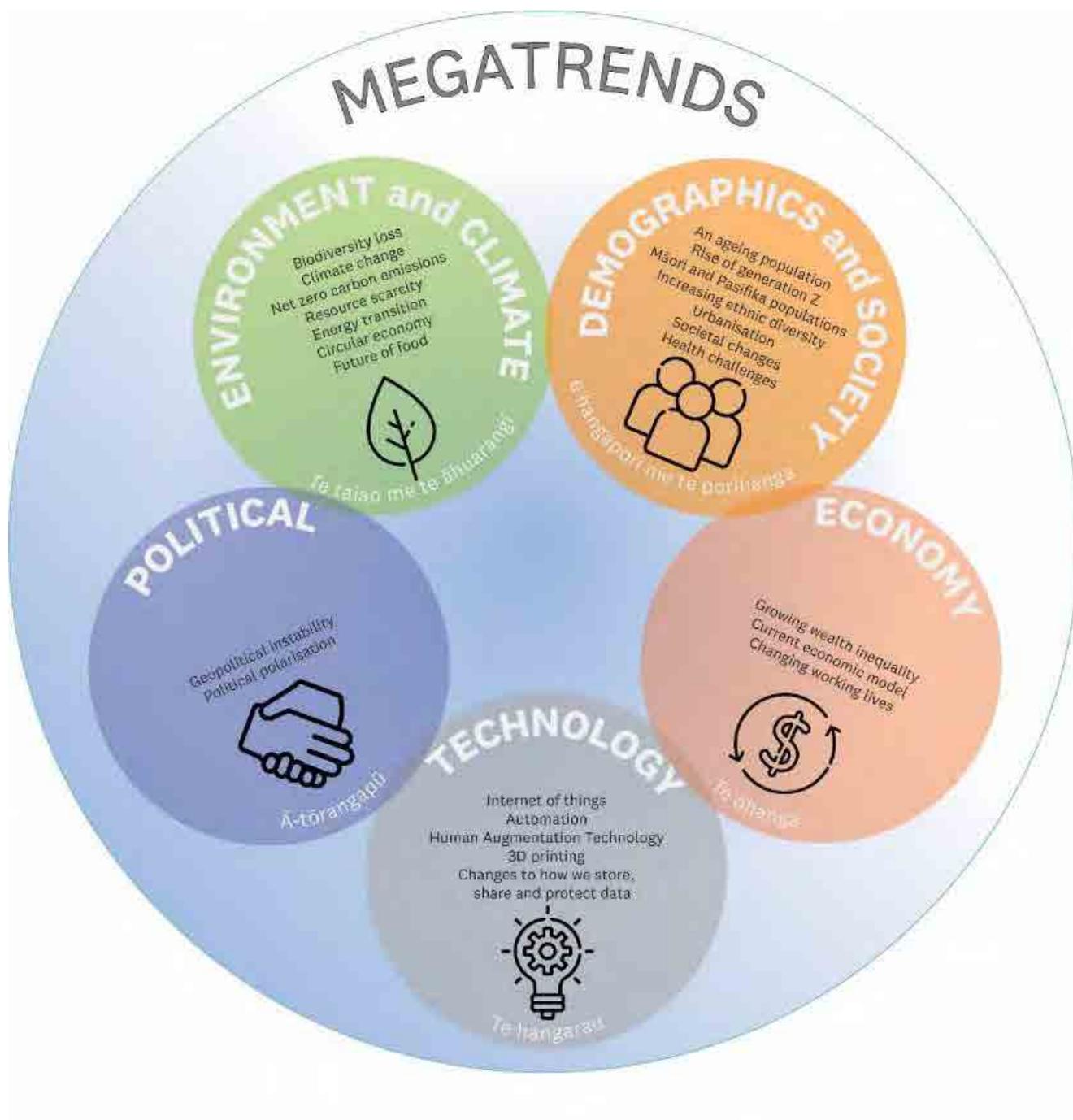
Town centres will continue to evolve and adapt as they address these drivers of change and leverage new opportunities. Plans for town centres today need to be aware of and consider how things will change in the future. This approach emphasises:

- resilient communities around town centres that empower individuals, whanau and businesses, equipping them to navigate increasing change
- mana whenua, indigenous and holistic approaches
- flexible, adaptable and multi-use buildings and places
- circular systems, regenerative practice, reuse and repair

⁷ Megatrends (Feb 2021), Auckland Council, Futures Toolkit

⁸ Ibid.

- residential and transport choices that consider universal design, ageing in place, smaller households and larger multigenerational living
- decentralised systems for energy, transport, food and water
- changes in the way we work
- transition from current state to future state.



7. Why thriving town centres matter - He take i mea nui ai te momoho o ngā pokapū tāone

Research⁹ continuously reinforces the importance of our mission to redevelop town centres as places to:

- **accommodate growth**
- **enable low-carbon living**
- **support community connection**
- **provide economic benefits**
- **use existing infrastructure.**

Accommodate growth - Te whakarite kia kaha ake te tupu

Thriving town centres deliver a quality compact approach¹⁰ to future growth and development.

- One of the fastest-growing cities in the southern hemisphere, over the next 30 years it is estimated Tāmaki Makaurau / Auckland could grow from 1.7 million people to around 2.4 million. Town centres will play a role in providing new homes, jobs and services for this expanding population. Over the next 30 years, around 62% of development is anticipated to be within in the existing urban area, with an additional 32% of development in future urban areas¹¹.
- Increasingly, people want to access their daily needs within a walkable neighbourhood, and thriving town centres cater to this demand.
- Safe, affordable and secure housing is an ongoing challenge. Significant increases to the supply of new housing are needed to provide secure and healthy homes for Aucklanders.

Enable low-carbon living - Te tuku kia ora me te iti o te waro

Thriving town centres can support low-carbon lifestyles¹²by:

- taking bold action to reduce our greenhouse gas emissions by changing how we live, work and travel

⁹ Town Centre Guidelines research paper (Feb 2022)

¹⁰ Auckland Plan 2050 Development Strategy

¹¹ Auckland Plan 2050 Development Strategy – Auckland’s capacity for growth

¹² Te Tāruke-ā-Tāwhiri Auckland climate plan

- planning land-use and transport planning to help shift to an eco-friendly, resilient region - 68% of Auckland’s emissions relate to transport. New, mixed-use developments reduce the need for private vehicle travel with less need for trips, shorter trips, more walking and cycling, and better access to public transport
- preparing communities for a changing climate and improving resilience (the ability to recover quickly) across health, wellbeing, infrastructure and the built and natural environments
- supporting the Auckland Council urban ngahere (urban forest) strategy to increase tree canopy cover region-wide, which will support the many ecological functions and services the urban ngahere provides¹³.

Support community connection – Te tautoko I te hononga ā-hapori

Thriving town centres can foster more connected and equitable communities¹⁴through:

- shared spaces where civic, social and cultural life can flourish - an important way to develop a connected, inclusive society
- welcoming and safe places that can help combat loneliness, depression and isolation, offering everyday interactions that are proven to support positive relationships, improve our perception of safety and contribute to our sense of community
- neighbourhoods that reflect mana whenua identity, local character, diversity, heritage and culture
- prioritising communities with limited access to social and economic resources and opportunities, ensuring that vulnerable communities - including people experiencing homelessness - are supported.

Provide economic benefits - Te tuku hua ā-ōhanga

Thriving town centres encourage business and employment growth and opportunities¹⁵

- increasing opportunities for local economic growth, employment and investment that help retain spend within the neighbourhood catchment
- supporting the city’s local economic centres through high-quality, place-led urban regeneration projects, transit-oriented development, employment opportunities and attractive public realm.

Use existing infrastructure - Te whakamahi i ngā hanga matua kua tū kē

Thriving town centres in existing urban locations optimise the use of existing infrastructure¹⁶, such as:

- quality infrastructure systems that enable more housing choice, including affordable housing options, and provide value in terms of whole-of-life costs

¹³ Auckland’s Urban Ngahere (Forest) Strategy

¹⁴ Auckland Plan Belonging & Participation

¹⁵ Economic Development Action Plan 2021-2024

¹⁶ Auckland Plan 2050 and Auckland’s 30-year Infrastructure Strategy

- maximising economies of scale in infrastructure investment through higher-density employment and housing clusters supported by quality, frequent public transport and community services (e.g. health, education)
- encouraging the repurposing or redevelopment of buildings and spaces optimising urban public spaces as Tāmaki Makaurau / Auckland grows to provide people with access to quality experiences. Including open space, sports fields, parks, greenways, walkways, cycleways, roads and streets, town squares and plazas.

8. Principles for a thriving town centre - Ngā mātāpono e momoho ai te pokapū tāone

Principles and Criteria - Ngā mātāpono me te Paearu

Summary table - Te ripanga whakarāpopoto

Principles are the strategic outcomes that will enable town centres to thrive. Criteria are used to identify the main attributes that will help achieve success under each of the principles.

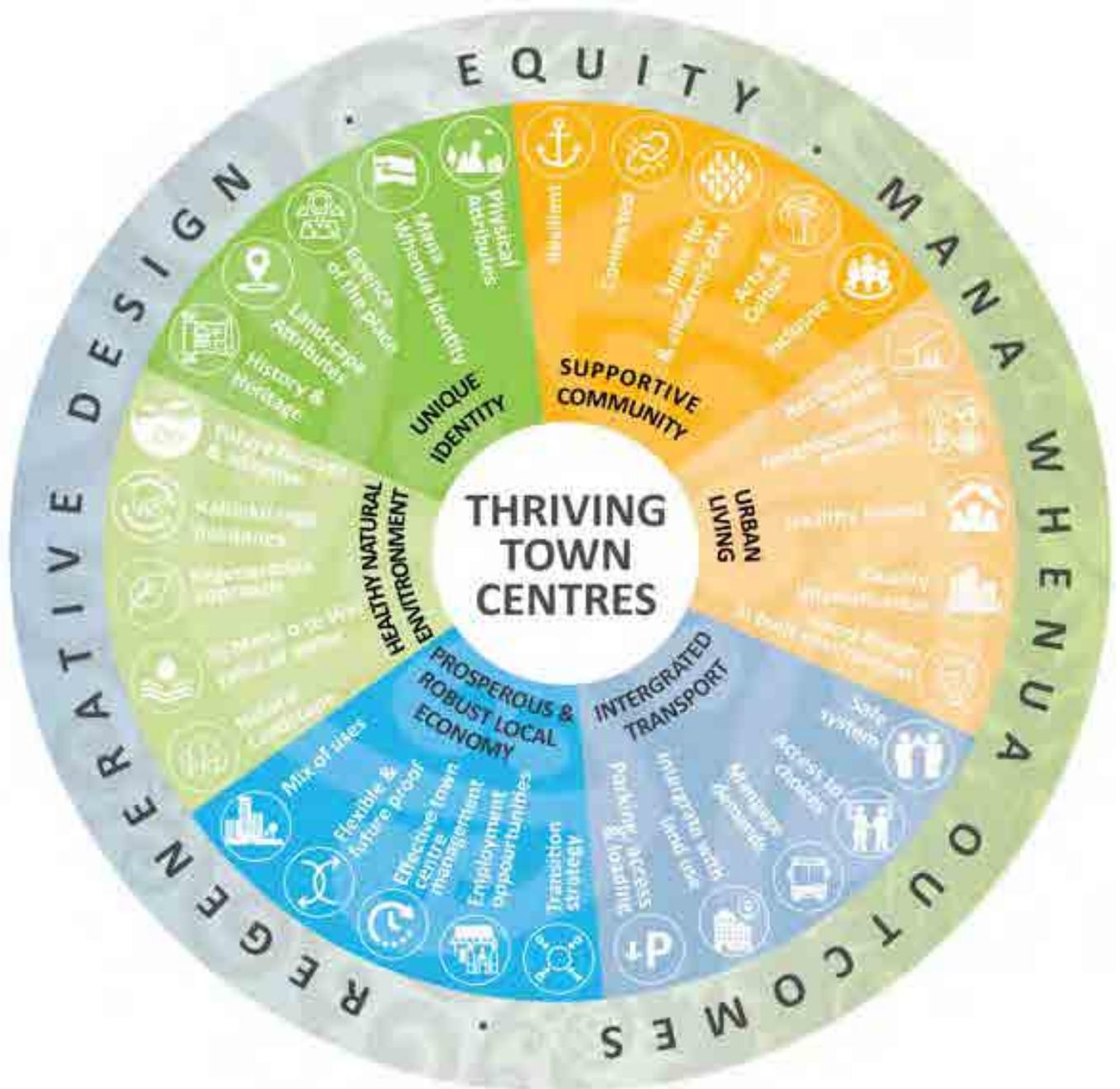
It is anticipated that some criteria will be more relevant than other criteria, depending on the unique characteristics of each town centre and its location and history.

Unique identity	Integrated transport	Supportive community	Healthy natural environment	Urban living	Prosperous & robust local economy
Mana whenua identity	Integrate land use & transport	Inclusive	Future focused & adaptive	Residential choices	Mix of uses
Physical attributes	Safe movement	Space for all ages & children's play	Regenerative approach	Healthy homes	Flexible and future proof
Essence of place	Walkable neighbourhoods	Resilient	Te Mana o te Wai – value of water	Enabling infrastructure & neighbourhood amenities	Employment opportunities
Landscape attributes	Manage transport demands	Arts and Culture	Natural landscape	Quality intensification	Effective town centre management
History and heritage	Parking, access & loading	Connected	Kaitiakitanga tiakitanga	Good design in built environment	Transition strategy

The combined principles and criteria will guide Eke Panuku urban regeneration programmes, and will be used:

- as a communication and advocacy tool for stakeholders & partners
- as a guide and reference document for staff
- to articulate agreed minimum standards
- as a reference for masterplanning & urban design review

- as a framework for town centre monitoring
- to apply in the planning for any new location programmes
- to apply to any programme-level substantial reviews



Principle 1 – Unique identity - Te mātāpono 1 – Te tuakiri ahurei

Create a feeling of belonging for people to be proud of and express a point of difference

The unique, place-led identity of a town centre creates a feeling of belonging and strong sense of place. Such individuality helps foster genuine community attachment and pride, giving the town centre its own point of difference. This is represented through natural and built features, the local culture and history, and of course the people who live there. These all contribute to a place's identity in a positive way.

1.1 Mana whenua identity

Seek opportunity to express mana whenua identity in public realm and buildings. Mana whenua values, pūrākau (myths / legends) and narratives will provide a deep understanding of the place and community connection to the wider region.

1.2 Built attributes

Create physical attributes which will be unique for each town centre. This can include buildings, public art or elements of public realm that reflect the community.

1.3 Essence of place

Embed the character of local community, culture and economy in the design, look and feel of a town centre. Provide opportunity for cultural practice and events to be visible and occur in place.

create a authentic and genuine attachment for a local community.

1.4 Landscape attributes

Enhance natural features within the landscape that define uniqueness of place. This includes views and vistas to the characteristic elements - maunga (mountains), water, recognisable trees or planting.

1.5 History & heritage

Respect and maintain identity of heritage features and characteristics. Draw out stories of the past and celebrate our traditions. These can be a strong element of town centre identity and a touchstone for the community.

Principle 2 – Integrated transport - Te mātāpono 2 – Te kōmititanga o ngā waka

Integrated strategies help us design, plan and create safe, accessible centres for all, reduce emissions, increase safety, improve public health, support urban intensification, and provide inclusive, equitable access.

Town centres offer variety of transport opportunities, focusing on encouraging walking, cycling and use of public transport whilst recognising other modes and servicing.

2.1 Integrate land use and transport

Ensure transport and land use strategies align to promote similar objectives, priorities and outcomes based on principles for transit-oriented developments (TOD). TOD is an approach that maximises the mix of uses, predominantly residential, business and leisure space within walking distance of public transport.

Well-planned land use acts as a catalyst for change in transport uses to support active modes (walking and cycling) and public transport for local trips. Consider how the type, scale and capacity of different activities can encourage local trips.

2.2 Healthy and safe transport movement and networks

Create integrated strategies to contribute to improved public health outcomes, reducing emissions to improve air quality, managing noise levels, and planning streets that are green, healthy and safe.

Enable universal accessibility to transport choices for all users, catering for vulnerable and disadvantaged people with specific needs.

Prepare strategies for safety - e.g., speed management, street design etc - should be identified and the benefits they bring to all modes and users.

2.3 Walkable, connected and accessible neighbourhoods for all

Provide transport choices for all people of all ages and abilities – equity is vital here.

Prioritise, and make attractive, safe active modes – walking and cycling – in centres, supported by well-designed facilities and infrastructure.

Design legible places with high-quality public realm, including street tree planting, to encourage people to access their daily needs within a 15-minute walk of their homes.

2.4 Manage transport demands

Use emerging technologies to encourage alternative travel modes (e.g. travel-planning apps) that can be part of a whole-journey approach, from autonomous vehicles to increased micro-mobility devices, and their integration and contribution to travel patterns

2.5 Parking, access and loading

Actively manage and balance the provision of parking and loading to support the viability and vitality of town centres, encouraging active modes and the use of public transport. Minimise visual impacts through design.

Use new technologies to optimise all transport modes. Provide charging points for cars and cycles and encourage shared car programmes.

Integrate freight, loading and servicing requirements to support business and commercial activities.

Principle 3 – Supportive community - Te mātāpono 3 – He Hapori Tautoko

Encourage connected, resilient places designed for all

Places that are connected and designed for all enable supportive communities to flourish and become more resilient. With these attributes, people feel a sense of belonging and civic pride in their local centre. Opportunities for informal interaction and community activity that further strengthen community bonds occur. People feel involved, connected to their neighbours and local place, and can contribute to their local community. Design the heart of the town centre as a place where people can - and actively *want* to - connect, gather and celebrate locally.

Criteria & guidance

3.1 Inclusive & accessible

An inclusive community values all its members, helping them to meet their basic needs to live with dignity, engage actively, and contribute to the community themselves.

Create inclusive, accessible, safe places that welcome a diverse range of communities and can support and encourage all users to participate. Foster a culture of respect by providing the opportunity to learn about and accept individual differences. Consider the impact of town centre changes on all communities to ensure that life is not made harder for our vulnerable citizens.

3.2 Connected

Ensure there are spaces that inspire community connections through informal interactions and serendipitous meetings in public spaces such as libraries, town squares, playgrounds and parks. Facilitate opportunities for neighbours to get to know one another and interact.

Design the heart of the town centre as a welcoming, safe place for informal connections, local events and civic community life.

3.3 Space for all ages and children's play

Consider children, young people and older people when designing spaces in town centres. Include fun and play for children, and safe spaces for seniors. This will enable a sense of belonging for a wide range of the community and help to activate the space.

3.4 Resilient

Create resilient communities which are better able to withstand and recover from the impact of disasters and crises. Work alongside communities to ensure they can collaborate and be resilient in the face of ongoing change. Ensure communities are connected, and that neighbours can get to know one another.

3.5 Arts and culture

Value the importance of arts, culture to create opportunities that foster a strong sense of belonging. Art and culture create multiple opportunities for expression, awareness, learning, entertainment, leisure, personal growth and improving communication with others – especially important in a city as multicultural as Tāmaki Makaurau / Auckland.

Principle 4 – Healthy natural environment - Te mātāpono 4 – Te taiao hauora

Enable the regeneration of health and wellbeing for people, place and nature.

Quality urban places nurture and support the natural environment alongside the built environment. Supporting a shift towards low-carbon futures, a healthy and thriving natural environment enables the regeneration of health and wellbeing for people, place and nature.

4.1 Future-focused and adaptive

Create resilient, future-focused town centres that acknowledge the uncertainty, and plan for the projected changes to the climate such as increase in temperature, sea-level rise and extreme weather events. Ensure that design and planning include the need for adaptability and agility.

4.2 Support low-carbon futures

Use a systems-based approach to support a shift towards low-carbon, resilient places that reduce greenhouse gas emissions, mitigate urban heat island effects and reduce flood risk. This also includes how we approach projects and work with local communities to ensure behavioural change. Include low-impact design interventions such as using energy efficient, low-carbon materials, environmental planting and daylighting of streams, while addressing construction and demolition waste through designing out waste, reusing materials and diverting from landfill.

4.3 Te Mana o te Wai (the value of water)

Value the role water plays in the health and wellbeing of Tāmaki Makaurau / Auckland. Work with water-sensitive design to both improve water efficiency / management and reduce waste - this ensures that our designs improve the health of our awa (rivers) and moana (ocean), and that our deep connection with water is supported, enabled and enriched.

4.4 Natural landscape

Work to rebalance nature within our city, seeing it as part of a functioning ecosystem and the role that it has in supporting biodiversity and wellbeing. This includes increasing canopy cover through tree planting, stream restoration and supporting green infrastructure projects. Part of this is recognising, respecting and protecting the significant natural features such as maunga (mountains), awa and ngahere. These are elements that are a part of Tāmaki Makaurau / Auckland's celebrated character.

4.5 Kaitiakitanga tiakitanga

Collaborate with and support other organisations and other people to ensure a thriving natural environment. Seek to enable mana whenua to enact their role as kaitiaki (guardians) and support a growing role for tiakitanga (care) by the wider community.

Principle 5 – Urban living - Te mātāpono 5 – Te noho ā-tāone

Provide residential choices to accommodate growth and promote low-carbon urban lifestyles

Town centres are changing, with increasing urban living and residential choices available for people at all stages of life. With more people living in a town centre, the centre itself can become more vibrant, and safer, with more activity during day and night. Ensuring that new homes are built to sustainable standards gives people the opportunity to live in warm, dry homes with lower running costs. More residential choices in town centres helps to accommodate future growth as well as enable low-carbon urban lifestyles. Town centres are the heart of their neighbourhoods and can provide the daily needs of residents within a 15-minute walk from home, especially important for those with extra mobility needs.

5.1 Quality intensification

Increase supply of new homes in close proximity with transport choices, jobs and services to reduce carbon emissions. Support higher-density typologies that enable urban, low-carbon lifestyles. accommodate growth through a quality compact approach, with supportive planning, infrastructure provision and development by the private sector.

5.2 Residential choices

Encourage a wide variety of residential choices in the wider neighbourhood precinct. Facilitate an increase in supply of new homes, including social, affordable and market homes. Offer a mix of housing typologies, tenures, price points and sizes to complement existing housing options in the wider neighbourhood precinct. Carefully plan longer-term transition to increase housing opportunities in town centres whilst minimising any unintended detrimental impacts on existing communities.

Support opportunities to improve housing outcomes for Māori in Tāmaki Makaurau / Auckland to support iwi, hapū and whānau to meet kāinga (housing) needs.

Engage with emergency transitional housing support, provided through various agencies, using the housing-first approach, based on kaupapa Māori (Māori ideology), with wraparound services.

Encourage innovative housing models such as progressive home ownership, community-focused housing, key worker housing, build-to-rent and innovative construction methods (e.g. pre-fabrication, zero waste and social procurement approaches).

5.3 Low-carbon healthy homes

new homes must meet minimum sustainability standards. and be warm, dry and energy efficient with lower running costs.

Support universal accessible design standards for homes designed to cater for diverse accessibility needs, with a focus on visitable and adaptable homes.

5.4 Enabling infrastructure & Neighbourhood amenities

Prioritise infrastructure investment that supports a quality, compact Auckland, and one that both builds resilience and supports climate action.

Ensure town centres provide easy access to a range of services, including shops, professional services, community, health, education, transport and green spaces.

5.6 Good design in the built environment

Use careful design to ensure that new homes, other buildings, streets and open spaces contribute, rather than detract, from the overall amenity and value of a place. Add value to people's lifestyles through high-quality, new buildings that explore innovative solutions for higher-density homes, and provide safe and accessible outdoor environments, including streets, civic places, community spaces and green spaces.

Principle 6 – Prosperous and robust local economy - Te mātāpono 6 – Te ōhanga ā-rohe pātata e tōnui ana, e ruarangi ana

Adapt to change and prepare for future opportunities, nurturing prosperous places

Thriving town centres are prosperous places that support a robust and resilient local economy. They offer a range of shops, services, businesses and employment opportunities. A high-quality town centre will adapt to change and make the most of future opportunities with resilient businesses and communities. Effective, collaborative management nurtures the quality of the town centre experience, providing an attractive place to visit and stay.

6.1 Mix of uses

Ensure a mix of activities. Successful town centres are supported by local shops, services, offices, community facilities, amenities and homes for people to live in. More homes in a centre helps to sustain the local economy and improves prosperity.

Curate quality, place-specific experiences through a local offering with community hubs and facilities - e.g. libraries, community centres, social sector groups - to attract visitors, create vibrancy and promote activity.

Ensure opportunities for a mix of businesses that reflect local identity, including a diversity of property types suitable for different enterprises.

6.2 Flexible and future proof

Plan for the future in a way that helps town centres become adaptable and flexible, anticipating climate, social and economic shifts. Make buildings, public realm and public assets adaptable to changing use and diverse community needs.

6.3 Employment opportunities

Establish opportunities for business growth and jobs with easy access to public transport, cycling and walking networks.

Ensure that town centres have opportunities and capacity for employment and strong connections to local employment areas. Collaborate with partners and stakeholders to attract investment and appropriate sector-based economic growth into town centres. Seek opportunities to progress sustainable procurement to create better social and economic wellbeing.

6.4 Effective town centre management

Enhance the unique offering of a town centre, such as its anchor activity/ies and nurture its retail / hospitality offering to compliment these attributes. Combine quality, in-store experiences with quality urban environments, local events and placemaking that engage with community hubs. Recognise the Business Improvement Districts' (BIDS) important role in managing the town centre on behalf of local businesses and retailers.

6.5 Transition strategy

Manage transition over time in a way that keeps businesses and communities informed. Plan and communicate the transition strategy effectively for short, medium and long-term urban change.

Be prepared for rapid change, with robust and flexible strategies in place that can be acted upon if needed.

9. The Eke Panuku toolbox - Te kete taputapu a Eke Panuku

Town centre regeneration is a complex undertaking, one that involves the successful collaboration of many different people and organisations towards a shared vision. Eke Panuku takes an active role in bringing people together, facilitating and delivering that vision.

We are collaborators, creators, curators and caretakers and, for the most part, Aucklanders ourselves.

Through our hard mahi and experience we have identified the following **critical success factors** of urban regeneration.

Aspirational shared vision

This is captured in our **high-level project plans** and **masterplans**. We build buy-in and support for the vision and urban change through ongoing placemaking, communications and engagement activity. Through early partnering with iwi, local communities and wider stakeholders, we are able to deeply understand our town centres and work together to co-create a clear purpose for our activity.

Pragmatic investment strategy

Prepared for each town centre location, the **programme business case** presents the optimal package of projects, budgets, responsibilities, benefits and delivery timeframe. **Spatial delivery plans** are a visual representation of key projects within each programme showcasing the vision for the place. Our **benefits realisation framework** and **total value analysis** method help us to identify and assess financial and non-financial benefits of urban regeneration.

Feasible development opportunities

We work with development partners such as the Crown, Kāinga Ora, mana whenua iwi, private developers and community housing providers to realise urban redevelopment opportunities.

New development must be commercially feasible for development partners, whether they are private or public. This requires balancing multiple objectives and careful consideration of trade-offs. Development involves significant investment and risk, this requires an understanding of the market demand, ability to secure pre-sales, manage construction risk and financing.

We use **development agreements** to achieve essential outcomes as part of a site sale to ensure overall consistency of the development programme. We may acquire land or seek to consolidate sites to create value and lead to better urban outcomes, and this may sometimes require investigation under the Public Works Act. We may also undertake site infrastructure works to improve land feasibility and value.

High-quality sustainable design and development

Mana whenua, with mātauranga Māori and te ao Māori, help us to create authentic public spaces and development that are found nowhere else in the world (See Section 5).

Our interdisciplinary regeneration teams include embedded design professionals spanning architecture, landscape architecture and urban design. We use **master planning** to establish an overall spatial approach and scope for our projects. Master planning includes more detailed consultation, context analysis and feasibility studies. We also define **essential outcomes** through development agreements to summarise the vision and outcomes for the site supported by design guidance. This incorporates wider concerns e.g. the Auckland Design Manual, mana whenua and sustainability outcomes.

The **Eke Panuku Climate Strategy**, Te Rautaki mō te Huringa o te Āhuarangi, provides our approach to reduce greenhouse gas emissions and adapt to a changing climate. We use **sustainability standards** (e.g. using tools such as **Homestar**, **Greenstar**, **Greenstar Communities**, public realm) to enable low-carbon and resilient communities and support Auckland Council's climate plan, Te Tāruke-ā-Tāwhiri.

Sustainable procurement helps us to reduce environmental impacts and address aspects of social and economic disparity.

We also use our **Technical Advisory Group (TAG)** to provide external and independent design review. TAG is made up of experts in urban design, landscape and architecture. The panel's role is to ensure that our projects are high-quality, holistic and involve an integrated approach.

Great-quality development partners

We work with a range of leading development partners who share our vision for innovation and quality in urban regeneration, and who bring a wealth of experience to our projects. We acknowledge the significant role of the private sector in creating exciting urban places and thriving town centres. We build strategic partnerships with the Crown, Kāinga Ora Homes and Communities, mana whenua iwi, private developers, community & Māori housing providers to increase housing supply and residential choices in our locations.

We work with these development partners to explore opportunities to increase social and affordable housing in conjunction with government programmes, housing innovation and best-practice approaches. This supports the Government National Policy Statement (NPS) on Housing and Urban Development, MAIHI Ka Ora, the National Māori Housing strategy, and the Independent Māori Statutory Board's (IMSB) work on the Kāinga strategic action plan.

Catalyst projects make use of public investment as a catalyst to attract additional private (or partnership) investment and change the perception of the area (e.g. new apartment development, community centre, supermarket, or destination play area). **Exemplar projects** showcase design and construction innovation and best practice nationally and globally.

Land, property and business owners play a critical role in the successful regeneration of mixed-use town centres through the individual decisions that they make in developing, leasing or tenanting their properties, amalgamating sites, undertaking property fit-outs, street frontage upgrades and removing graffiti. A collective effort will enable the greatest transition.

Eke Panuku manages commercial and retail properties within some town centres. As part of our **place management** and leasing activity we consider the trade-offs between activity/uses, revenue and vacancy rates, and seek to tenant properties in a way that supports the long-term vision and vibrancy of centres and the existing service offer.

Community support and participation

Urban change is a long game, and understand that change can create a lot of uncertainty for people and communities. We work hard to build community support and active participation in our programmes, acknowledging the valuable strengths and skill-sets different groups and individuals bring to their town centre, all of which are needed to build successful places.

We connect with communities in our neighbourhoods to better understand community identities, needs, aspirations and tailor our programmes accordingly. Our ongoing **engagement** and **communications** activities help build community awareness and support over time. As the **lead agency** for the neighbourhoods in which we work, Eke Panuku aims to ensure the council group engage with the community in a collaborative and joined-up way.

Through **placemaking**, our communities play a strong, cooperative role in the building of their public places. We encourage local leadership and active participation in local projects e.g. Te Ara Awataha and Puhinui Stream restoration to build support, local ownership and ongoing stewardship. Our placemaking programmes build trust and knowledge to inform, test and foreshadow future design, aligned with the Thriving Communities 2022 kaupapa and approach.

Council and Partners working together

Auckland Council and CCOs (Auckland Transport, Auckland Unlimited, Watercare and Eke Panuku) - we work together to cater for growth across Tāmaki Makaurau. Alignment of strategic direction, outcomes, work programmes, priorities, budget planning and place-based project teams help to ensure good outcomes and optimise the catalyst impact of council investment, ensuring programme delivery is coordinated. Collaboration and alignment of investment across the council group helps to ensure investments - e.g. community facilities, public realm, streets and public transport - will improve services for communities and contribute to successful town centres.

Co-ordinated planning, property and infrastructure

We use various approaches and tools to support our urban regeneration programme and unlock opportunities.

Optimisation is where a council service asset is identified as suboptimal with inadequate funding to maintain or upgrade. Optimisation explores alternative uses, such as mixed-use development and facility integration, and is designed to be cost-neutral.

We also coordinate our **infrastructure planning**, working alongside infrastructure providers, to ensure sufficient infrastructure capacity and services, both facilitating development and supporting growth in town centres. Through **statutory planning** mechanisms such as plan changes and resource consents, we seek to support urban regeneration activity under the NPS Urban Development and Auckland Unitary Plan.

Effective place-based monitoring

It is important to measure and assess our progress throughout the delivery of regeneration plans. A town centre monitoring programme will measure performance against this guidance, capturing information from census data, benefits realisation, community insights and market-based data.

Take Mauri Take Hono

Take Mauri Take Hono is a tool owned and developed by mana whenua that uses both mātauranga Māori and western science to measure and monitor the impact on people, place and nature through our projects. Mauri, the sacred essence of life, can be assessed by identifying tohu (indicators) within a project in ways that reflect its potentiality and its life force. These tohu, ‘Ngā Tohu’, should recognise the site’s distinctiveness and the relationship that mana whenua have to this place. This assessment approach has the potential to positively advocate and influence for broader mana whenua outcomes.

The tohu outlined in the Take Mauri, Take Hono framework are as follows:

- **Aho Taiao - Kia kōrero te whenua: the land speaks, is protected and enhanced**
- **Aho Taiao - Ngā Karekare o te wai: the water speaks**

- **Aho Tangata - E tipu e rea: growing with nature**
- **Aho Toi: community pride and ownership**

These tohu allow for aligned mātauranga Māori pathways to progressively connect and enhance higher mauri essence and vitality, and are expressed here through Aho Taiao (environment), Aho Tangata (culture and community) and Aho Toi (socio-economic) whenu, or strands.

Ngā Tohu recognise the current baseline state of mauri as a potential ‘negative’ value on the scale, and provide a set of mātauranga design principles which, when applied, provide a ‘positive’ value, i.e. enhancing mauri ora (life force).

The tohu provide an aspirational healthy environment for all stakeholders and partners to uphold. By having collaboratively defined and embedded these in the design process, mana whenua have confidence that they are handing over a legacy for future generations.

Take Mauri, Take Hono is a widely supported framework, but it does not provide a homogenous, standardised approach. This framework needs to be applied on a case-by-case basis with the approval of those who hold mana whenua status in the area of each project. There are multiple mana whenua groups within each rohe, and engagement with each group is required.

10. Relationships and partnerships - Ngā hononga me ngā patuitanga

We work collaboratively to build alignment and momentum, ensuring that projects result in change for good. As we face an increasingly uncertain future, this way of working acknowledges the complexity of our town centres and enables multiple stakeholders to collectively work together so that our town centres can thrive.

We know that when we work closely with others, we achieve better outcomes than we would alone.



Mana whenua

Mana whenua are our Treaty partners. Auckland Council recognises 19 independent mana whenua iwi authorities. These are:

Ngāti Wai	Ngāti Manuhiri
Ngāti Rehua Ngāti Wai ki Aotea	Te Rūnanga o Ngāti Whātua
Te Uri o Hau	Ngāti Whātua o Kaipara
Ngāti Whātua Ōrākei	Te Kawerau ā Maki
Ngāti Tamaoho	Te Ākitai Waiohū
Ngāi Tai ki Tāmaki	Ngāti Te Ata Waiohū
Te Ahiwaru Waiohū	Waikato-Tainui
Ngāti Paoa	Ngāti Whanaunga
Ngāti Maru	Ngāti Tamaterā
Te Patukirikiri	

The Community

In addition to those known community leaders and groups operating in more formal structures, we also recognise the importance of hearing from “those that we cannot hear” and ensuring that we are connecting with all those for whom a town centre matters. To this end, and primarily through our placemaking work, we look to be in a place physically and consistently – on the ground with events, activations and opportunities to connect, to make sure we are meeting people in their place. More often than not this creates opportunity to hear from those who are not connected to the known or “usual” channels, and ensures that our knowledge of, and relationships with, a place are deep, authentic and well informed.

Auckland Council Group

The Governing Body and Local Boards provide leadership and have decision-making responsibilities across various aspects of our programmes.

We help implement the Auckland Plan 2050 and the Development Strategy through our urban regeneration activity. Our programmes also help implement other council strategies and plans such as Te Tāruke-ā-Tāwhiri: Auckland’s Climate plan, area plans, Thriving Communities, Economic Development Action Plan 2021-2024, and Urban Ngāhere Strategy.

Customer and Community Services (C&CS) develop new and improved community services and/or facilities where a gap in provision has been identified through the Community Facilities Network Plan. We work closely with C&CS where community-needs assessments identify improvements and/or a gap in provision of services that need to be provided in our locations due to a growing, changing population. This work includes joint planning, funding and asset design and delivery. C&CS create a focal point for local community and visitors, to help shape vibrant town centres with greater pedestrian activity. We also work alongside C&CS where there are opportunities to optimise existing property assets used to deliver services. This might mean rationalising existing properties and using the funding to develop an improved facility that better serves community needs.

Auckland Transport (AT) helps us to plan and implement transport options in town centres. With AT we use available transport system planning tools and plans (e.g. Future Connect, Roads and Streets Framework, Comprehensive Carparking Management Plans, Regional Public Transport Plan, Urban Street and Road Design Guide) to develop a transport framework and plan to address the anticipated short, medium and long term state of the centre and changing transport user demands. Identify existing and future strategic transport priorities to help reconcile wider place-based and movement characteristics of individual centres. The outputs of these assessments will inform funding and implementation processes.

Auckland Unlimited creates economic and cultural opportunities and experiences, working with partners to grow Tāmaki Makaurau / Auckland’s innovation culture, businesses and sectors, attract international investment and visitors. It also manages Auckland’s network of regional facilities offering arts, cultural, conservation, sport, heritage and business experiences. Auckland Unlimited leads on Auckland’s economic development strategy and supports local economic development working with local boards. We work together to attract investment, innovation and business growth into town centres e.g. the Wynyard Quarter innovation precinct, the Henderson film sector.

Watercare is responsible for Auckland’s water and wastewater system. The company plans for growth and delivers bulk infrastructure such as treatment plants, pump stations and transmission pipes. Watercare works closely with the development community to support local network construction and expansion.

Other partners

The Crown has a critical role to play, providing significant investment, in urban regeneration. Whilst not focused on town centres Kāinga Ora Homes and Community, is facilitating a significant housing programme across Auckland. We seek to ensure that our development programmes are aligned and the use of public land, our individual projects and joint developments, support the overall vision, and provide for residential choices. Other government agencies with a significant role in urban regeneration include Waka Kotahi NZ Transport Agency (leading the planning for light rail), the ministries of Health, Social Welfare, Justice and Education (that build facilities and provide services in and around town centres). Through this investment, the government can support the vibrancy and success of town centres.

Development and housing partners assist us in developing positive strategic partnerships with the private development sector, mana whenua iwi, community and Māori housing providers, and the Crown.

Landowners and business owners have a critical role in the prosperity, amenity and vibrancy of town centres and their regeneration.

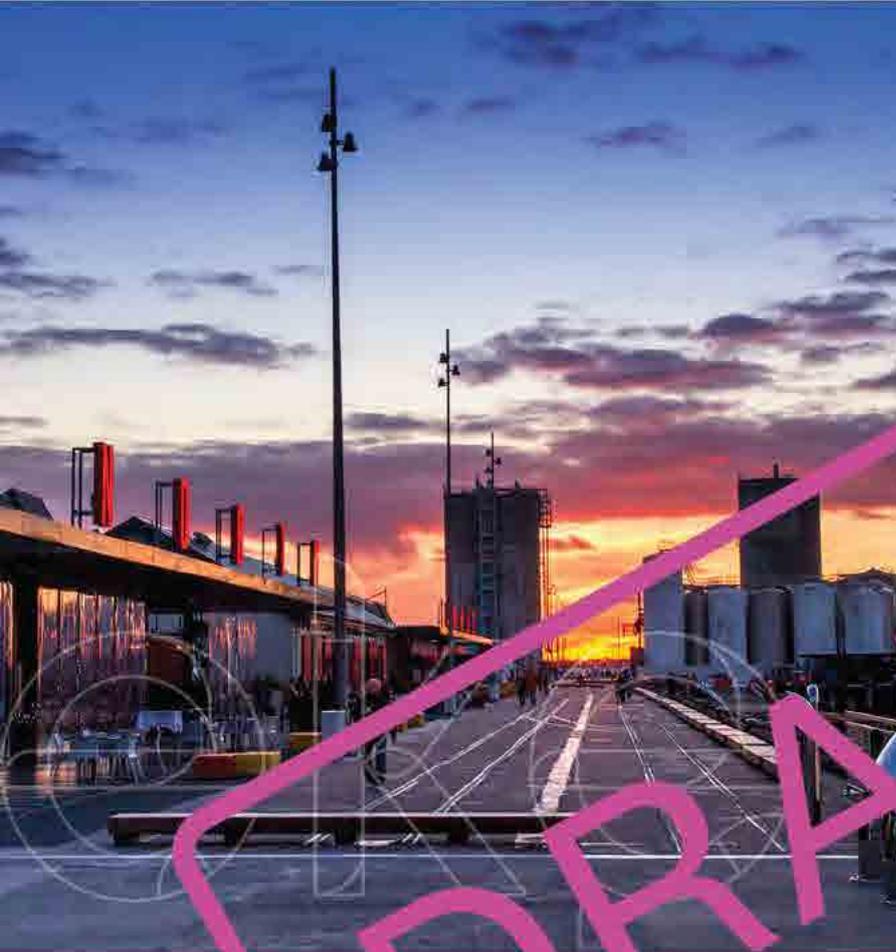
Community leaders and community groups lend us their local expertise, lived experience and knowledge of a town centre. Council’s advisory panels can provide understanding and advice from different community perspectives – disability, youth, seniors, ethnic peoples, rainbow and rural.

BIDS¹⁷ and Business Associations have an important role in place management, business relationships and destination marketing of their town centre.

Social services – Housing First, Kāhui Tū Kaha, Auckland City Mission and Salvation Army - help to support the most vulnerable members in our community, including people experiencing homelessness. This work supports Kia Whai Kāinga Tātou Katoa: the regional, cross-sectoral homelessness plan and its implementation.

¹⁷ Business Improvement Districts

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DRAFT

poorukū

thriving town centres

Guidance for the urban regeneration
of Eke Panuku town centres.

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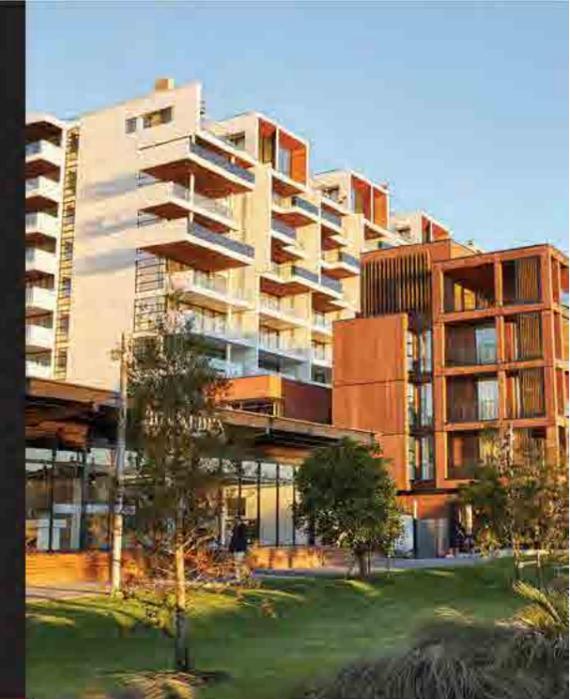
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Critical success factors

Aspirational shared vision

Pragmatic investment strategy

Feasible development
opportunities

High-quality sustainable design
and development

Community support and
participation

Align and leverage council group

Co-ordinated planning, property
and infrastructure

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Mana whenua

Auckland Council Group

Other partners



01

He mihi
Welcome



Mana whenua forum we would welcome your advice on an appropriate mihi for this section.





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Welcome from our
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Our passion for thriving town centres
Tō mātou *kohara kia* momoho ngā
pokapū tāone

At Eke Panuku, we have a bold ambition to achieve thriving town centres through place-based programmes and partnerships. Our Vision is to create amazing places and we do that by working closely with others.

As Tāmaki Makaurau / Auckland's urban regeneration agency, our focus is on strengthening and growing communities around thriving town centres. This guidance defines our core principles and critical success factors based on social, environmental, cultural and economic values. It describes our strategic urban regeneration approach and how we support climate action, low-carbon lifestyles, Māori outcomes, facilitate new kāinga (homes) with better transport choices and enable economic opportunities.

WHY WE'VE PREPARED THIS DOCUMENT - HE TAKE KUA WHAKARITEA TĒNEI TUHINGA

These guidelines apply to our town centre locations; We recognise that each town centre is different. The guidelines are provided as principles for a thriving centre for all our partners and stakeholders to consider - they offer guidance, are non-statutory, and are not intended as detailed guidance. They are designed to:

The guidelines have been designed to:

- Capture a common understanding of how to become successful in this mission, everyone has a role to contribute.
- Guide us in our approach to town centre regeneration, clarifying our role and approach with our partners, stakeholders and the community with whom we work.
- Bring together our experience of urban regeneration, a diversity of views and aspirations, market realities, plus indigenous, local and international best practice.
- Be flexible enough to reflect the aspirations and needs of different communities, while practical enough to be brought to reality given market and resource constraints and conditions.
- Be consistent with council and government planning and policy settings, including the Government Policy Statement on Housing & Urban Development, National Policy Statement Urban Development, Auckland Plan 2050, Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan, Regional Land Transport Strategy, Thriving Communities and Economic Development Action Plan 2021-2024.

To strengthen our relationship with mana whenua - our treaty partners - their perspective on thriving town centres is included in this guidance. The aspirations within this document have been designed by iwi who make up the mana whenua forum for Eke Panuku. They look to benefit all communities across the region and hold wellbeing, equity and inclusivity at their heart.

Mana whenua outcomes, regenerative design and equity are foundations that underpin our approaches to urban regeneration, reinforcing a holistic approach that put people and place at the heart of our work

WHO HAS PROVIDED INPUT? | KO WAI KUA TUKU WHAKAARO MAI?

We have undertaken a comprehensive engagement process to help develop the guidelines. The generous sharing of information and ideas from these different groups has helped to ensure that the guidelines benefit from diverse perspectives, values and experience.

We have engaged with our mana whenua forum, local boards, Te Kaunihera o Tāmaki Makaurau / Auckland Council, Auckland Transport, Auckland Unlimited, Watercare, the Independent Māori Statutory Board, and Kāinga Ora Homes and Communities. We have also involved key stakeholders across urban design, the development sector, business improvement districts (BIDS), youth, disability and social services, and community housing sectors, alongside the whole Eke Panuku organisation.

WHAT THIS DOCUMENT DOES | TĀ TĒNEI TUHINGA

This guidance has been based on the thinking, planning and action we have undertaken since our formation in 2015. The guidelines consolidate this body of work into a single, concise document. The guidance outlines:

- **Who we are**, our role and mandate.
- **Mana whenua** outcomes and values for thriving town centres to communicate what is important from a mana whenua perspective.
- Why town centres matter, with a rationale for involvement and priorities.
- **Changing nature of town centres** - current trends and future drivers of change.
- **A series of inter-connected principles**, success criteria and guidance for thriving town centres.
- **A toolbox** for how we achieve successful town centres with the tools available to Eke Panuku. Includes **how we work together** to achieve thriving town centres with different stakeholders and distinct roles through strong partnerships and collaboration.



04

Map of Eke Panuku
town centres -
Te Mahere o ngā
Pokapū Tāone o
Eke Panuku 18

Who we are

Ngā Kōrero mō

Eke Panuku

CREATING AMAZING PLACES - TE WAIHANGA WĀHI WHAKAMĪHARO

We are a council-controlled organisation (CCO) delivering urban regeneration in specific locations of Tāmaki Makaurau / Auckland.



Within the Toolbox (section 9) there is further explanation of our strategic framework.

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 \$2.3 billion of the council's non-service properties.

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



Eke Panuku town centre locations have been agreed with Auckland Council as priority places for our involvement and investment².

The town centres we work in range in size, from the Auckland city centre and waterfront, metropolitan centres such as Manukau and Takapuna, to smaller more local centres such as Avondale and Papatoetoe.

²Selection criteria includes: presence of key council land holdings, scale and impact, commercial viability, leveraging previous investment, proximity to public transport and partnership opportunities.



05

Mātauranga Māori
Take Mauri Take Hono

Mana whenua

outcomes

Eke Panuku is committed to upholding the principles of Te Tiriti o Waitangi (the Treaty of Waitangi, Aotearoa / New Zealand's founding document) and respecting the mana motuhake (independence, sovereignty) of the 19 independent iwi who represent mana whenua in Tāmaki Makaurau. The mahi ngātahi (collaboration) between Eke Panuku and mana whenua promotes te ao Māori (the Māori worldview) across Tāmaki Makaurau, and this is a hugely important part of our everyday mahi (work).

The regeneration of town centres, neighbourhoods, built environments and public spaces in Tāmaki Makaurau, is a chance to embed Māori identity as well as to grow opportunities for mana whenua, who tell us that their stories are hidden, and waiting to emerge from the landscape.

Māori identity and culture are Tāmaki Makaurau / Auckland's unique point of difference in the world. Iwi, hapū, whānau, and Māori communities (also known as mātāwaka) aspire to have healthy and prosperous lives. Mana whenua outcomes have been defined as the areas that matter most to whānau, marae, iwi, and communities – outcomes that will support and progress towards these aspirations.

Collaboratively created and monitored, the Mana Whenua Outcomes Framework - Te Anga Putanga a ngā Mana Whenua - signifies a partnership based on mutual respect and wellbeing. We share an interest in a place-based approach where impact and outcomes are not limited by lines on maps. Mana whenua outcomes have been identified as a foundation in the development of this town centre guidance (refer section 8).

MĀTAURANGA MĀORI

There is significant regional variation of mātauranga Māori (Māori knowledge). Mana whenua are not a homogenous group and mātauranga varies between iwi, hapū, and whānau. Efforts should be made to connect with specific mana whenua who hold authority pertaining to the rohe (boundaries) of each project and to attain appropriate representation of mana whenua based on each distinct location. These are essential steps in ensuring positive Māori outcomes.

To respond effectively to the needs and aspirations of mana whenua and Māori communities, this guidance seeks to reflect te ao Māori and be informed by mātauranga Māori. A holistic Māori world view and regenerative practice recognises that Eke Panuku projects have the ability to influence the mauri (life essence) of the project both positively and negatively.

TAKE MAURI TAKE HONO

Eke Panuku continues to evolve and develop approaches, frameworks and tools with mana whenua. Take Mauri, Take Hono is an assessment tool developed by mana whenua representatives for Eke Panuku. It reflects best practice for the evaluation and assessment of project development from the viewpoint of mana whenua. While the framework was designed to enhance the mauri of ecological settings, it reflects the values of te ao Māori that are applicable to many other projects. This tool is described in more detail in Section 9.

This assessment approach has the potential to positively advocate and influence for broader mana whenua outcomes.





06

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Why thriving town centres matter

He take i mea nui ai te momoho o

ngā pokapū tāone

WHY TOWN CENTRES ARE IMPORTANT? HE TAKE I WHAKAHIRAHIRA AI NGĀ POKAPŪ TĀONE

Research³ continuously reinforces the importance of our mission to redevelop town centres as places to:

- Accommodate growth
- Enable low carbon living
- Support community connection
- Provide economic benefits
- Use existing infrastructure

Accommodate growth - Te whakarite kia kaha ake te tupu

Thriving town centres deliver a quality compact approach⁴ to future growth and development:

- One of the fastest-growing cities in the southern hemisphere, over the next 30 years it is estimated Tāmaki Makaurau / Auckland could grow from 1.7 million people to around 2.4 million. Town centres will play a role in providing new homes, jobs and services for this expanding population. Over the next 30 years, around 62% of development is anticipated to be within the existing urban area, with an additional 32% of development in future urban areas⁵.
- Increasingly, people want to access their daily needs within a walkable neighbourhood, and thriving town centres cater to this demand.
- Safe, affordable and secure housing is an ongoing challenge. Significant increases to the supply of new housing are needed to provide secure and healthy homes for Aucklanders.

Enable low carbon living - Te tuku kia ora me te iti te waro

Thriving town centres can support low carbon lifestyles⁶ by:

- Taking bold action to reduce our greenhouse gas emissions by changing how we live, work and travel
- Planning land-use and transport planning to help shift to an eco-friendly, resilient region - 68% of Auckland's emissions relate to transport. New, mixed-use developments reduce the need for private vehicle travel with less need for trips, shorter trips, more walking and cycling, and better access to public transport
- Preparing communities for a changing climate and improving resilience (the ability to recover quickly) across health, wellbeing, infrastructure and the built and natural environments
- Supporting the Auckland Council urban ngahere (urban forest) strategy to increase tree canopy cover region-wide, which will support the many ecological functions and services the urban ngahere provides⁷.

³Town Centre Guidelines research paper (Feb 2022)

⁴Auckland Plan 2050 Development Strategy

⁵Auckland Plan 2050 Development Strategy – Auckland's capacity for growth

⁶Te Tāruke-ā-Tāwhiri Auckland climate plan

⁷Auckland's Urban Ngahere (Forest) Strategy

Support community connection - Te tautoko i te hononga ā-hapori

Thriving town centres can foster more connected and equitable communities⁸ through.

- Shared spaces where civic, social and cultural life can flourish - an important way to develop a connected, inclusive society
- Welcoming and safe places that can help combat loneliness, depression and isolation, offering everyday interactions that are proven to support positive relationships, improve our perception of safety and contribute to our sense of community
- Neighbourhoods that reflect mana whenua identity, local character, diversity, heritage and culture
- Prioritising communities with limited access to social and economic resources and opportunities, ensuring that vulnerable communities - including people experiencing homelessness - are supported.

Provide economic benefits - Te tuku hua ā-ōhanga

Thriving town centres encourage business and employment growth and opportunities⁹

- Increasing opportunities for local economic growth, employment and investment that help retain spend within the neighbourhood catchment
- Supporting the city's local economic centres through high-quality, place-led urban regeneration projects, transit-oriented development, employment opportunities and attractive public realm.

Use existing infrastructure - Te whakamahi i ngā hanga matua kua tū kē

Thriving town centres in existing urban locations optimise the use of existing infrastructure¹⁰, such as:

- Quality infrastructure systems that enable more housing choice, including affordable housing options, and provide value in terms of whole-of-life costs
- Maximising economies of scale in infrastructure investment through higher-density employment and housing clusters supported by quality, frequent public transport and community services (e.g. health, education)
- Encouraging the repurposing or redevelopment of buildings and spaces
- Optimising urban public spaces as Tāmaki Makaurau / Auckland grows to provide people with access to quality experiences. Including open space, sports fields, parks, greenways, walkways, cycleways, roads and streets, town squares and plazas.

⁸Auckland Plan Belonging & Participation

⁹Economic Development Action Plan 2021-2024

¹⁰Auckland Plan 2050 and Auckland's 30-year Infrastructure Strategy



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Changing nature of town centres *Te huringa o te* a o ngā pokapū **tāone**

Town centres are the heart of neighbourhoods, the focal points for their community. A town centre is an enduring location that offers a mix of activities and services.

THE NATURE OF TOWN CENTRES | TE ĀHUA O NGĀ POKAPŪ TĀONE

Town centres originally developed as **places** for the exchange of goods and services, as well as gathering places for people. As they have evolved over time, the civic nature of town centres as places for ideas, creativity and innovation - as well as social and cultural exchange, and as places to live - has become a significant part of urban life.

CURRENT TRENDS | NGĀ IA O TE WĀ

Many of our local town centres face significant challenges that include the:

- A shift in business practices that has caused a decline in business and employment presence, resulting in shop vacancies empty office spaces, a loss of amenity and vibrancy
- Reduced investment in amenity and public realm, leading to a poor experience for the community and visitors, as well as reduced safety or a reduced perception of safety¹¹.
- Growth of online retail from 9% market share (2019) to 11% market share (2020)¹², with significant expansion of online retail anticipated to continue
- Online supermarket deliveries, which are changing the role of supermarkets and their function as anchors in centres
- Concentration of retail activity in malls and large-format stores serving much larger catchments - shops offering comparison goods often locate out of centres, posing risks to town centres that may struggle to diversify their offering
- Lack of leisure opportunities located in local centres
- The Covid-19 pandemic, which has accelerated a number of these existing trends, including a shift to more online retail and changes to the way people choose to live and work.
- Town centres can become destinations, focused on their unique offering providing opportunities for people to meet in safe, comfortable spaces that are place-led and responsive to the neighbourhoods they serve while attracting visitors.
- Town centres can diversify their offering. There are opportunities to restore and enhance social and community connections in centres through placemaking, shop-local campaigns, community functions and services, activations and events.
- The Covid-19 pandemic has impacted the local town centres of Tāmaki Makaurau / Auckland in different ways, depending on the nature of the local economy. Many town centres have enjoyed a strong bounce-back as people spend more time in their local areas.
- Providing a personal customer experience and knowledge in-store.
- Despite the challenges of Covid-19 lockdowns, hospitality has been a growing sector for

¹¹Community Insights data or public life survey – check and add here

¹²NZ Post (2021) The Full Download

local centres. This sector helps to increase activity and people in the centre, including the night-time economy.

- People are increasingly placing value on flexibility in the way they work, working from home, close to home or close to the rapid transport network. Locally focused centres are benefiting from these structural employment changes.
- Multipurpose community facilities and services help to attract people to visit and stay in a centre, while also increasing foot traffic.



FUTURE DRIVERS OF CHANGE | NGĀ ĀKINGA O ANAMATA MŌ TE HURINGA

Our planning for town centres needs to think long-term and consider the impact of large-scale, high-impact and often interconnected forces that will shape our society and economy in the future¹³. As the Covid-19 pandemic has highlighted, a significant challenge facing our communities and town centres today is that the pace of change is increasing at an exponential rate. We live in a dynamic world where our social, economic and ecological systems are experiencing changes faster than ever before. This requires us to develop new capability and capacity, and to embrace innovation and change as an ongoing opportunity.

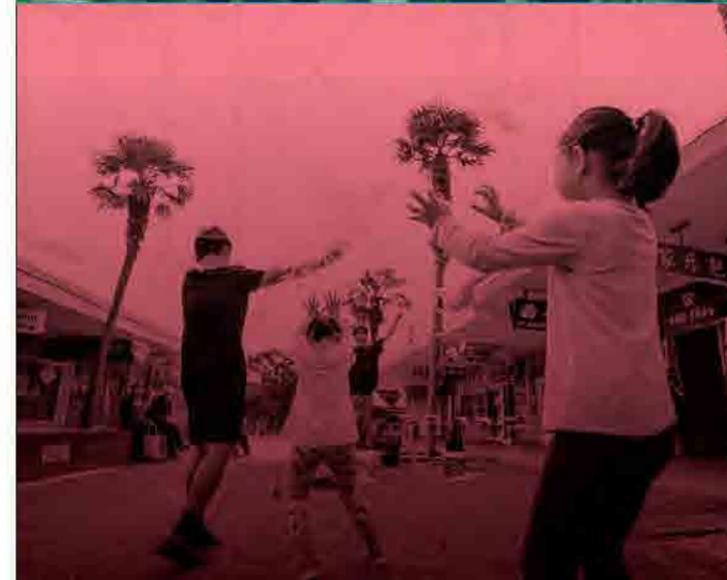
These are the large-scale megatrends that are likely to shape the nature, function and experience of town centres over the long-term¹⁴.



¹³NZ Post (2021) The Full Download
¹⁴Ibid.

Town centres will continue to evolve and adapt as they address these drivers of change and leverage new opportunities. Plans for town centres today need to be aware of and consider how things will change in the future. This approach emphasises:

- Resilient communities around town centres that empower individuals, whanau, and businesses, equipping them to navigate increasing change
- Mana whenua, indigenous and holistic approaches
- Flexible, adaptable and multi-use buildings and places
- Circular systems, regenerative practice, reuse and repair
- Residential and transport choices that consider universal design, ageing in place, smaller households and larger multi-generational living
- Decentralised systems for energy, transport, food and water
- Changes in the way we work
- Transition from current state to future state.





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Vision and principles for a thriving town centre

Ngā mātāpono *e momoho ai te*
pokapū tāone

VISION | TE TIROHANGA WHĀNUI

Creating amazing places – thriving town centres.

Tāmaki Makaurau is a city of strong neighbourhoods with town centres that capture hearts and energise lives, unlocking potential and possibilities, where people can thrive.

PRINCIPLES AND CRITERIA | NGĀ MĀTĀPONO ME NGĀ PAEARU

Local urban regeneration experience and international practice suggests there are six common factors that will ensure a town centre is able to thrive:

- Unique identity
- Integrated transport
- Supportive community
- Healthy natural environment
- Urban living
- Prosperous & robust local economy.

We have set these out as a series of principles supported by criteria and guidance.

The principles for thriving town centres reflect the comprehensive knowledge and expertise of our stakeholders and communities. Each town centre location has a programme which builds on previous planning and input from mana whenua, local boards, BIDS, area plans, stakeholders and the community.

FOUNDATIONS | TE TŪĀPAPA

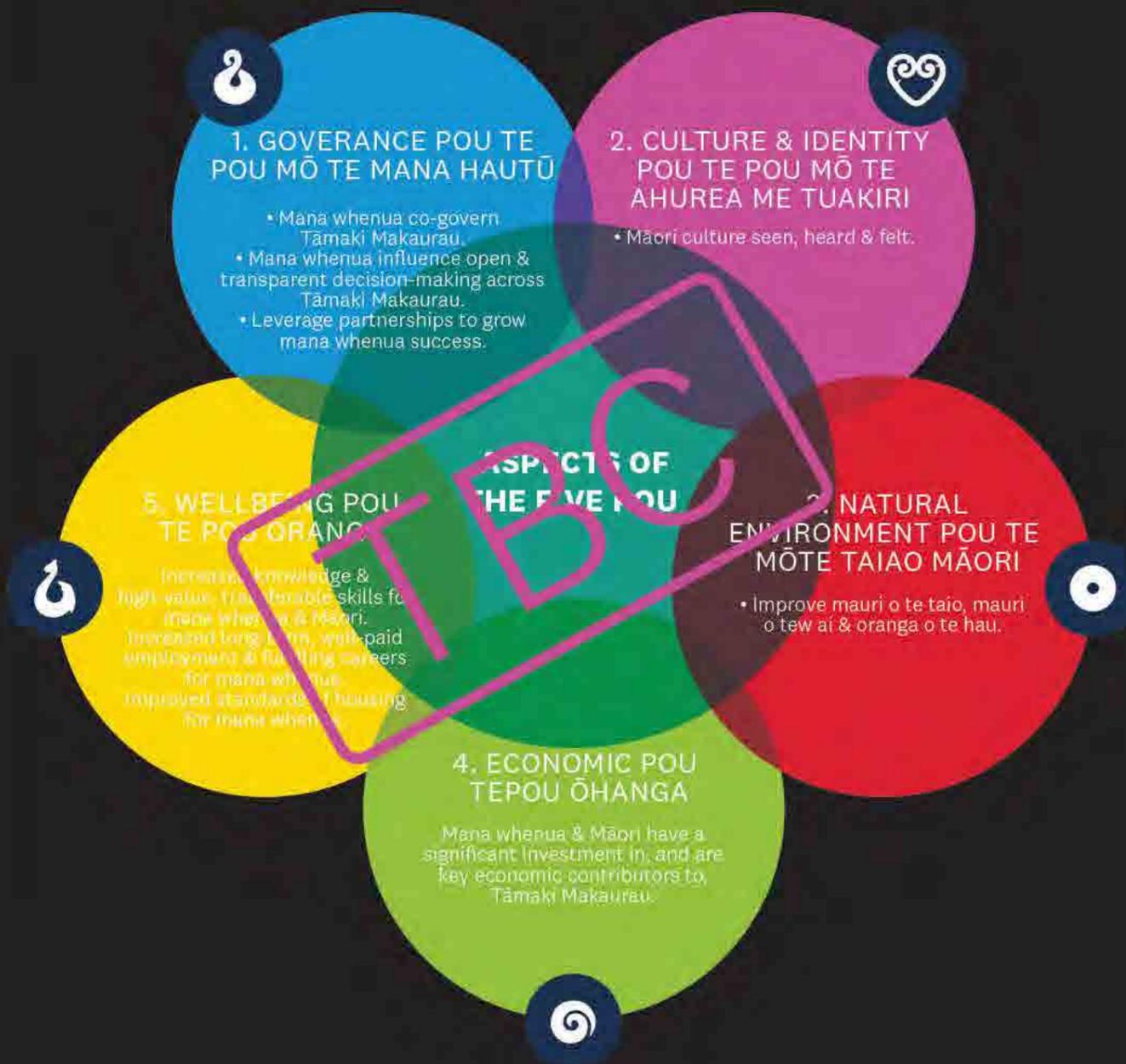
People and place are at the heart of our work – our approach to town centre regeneration builds on the following foundations that are woven throughout our principles and criteria:

- **Mana whenua** outcomes
- **Regenerative** practice shifting beyond sustainable thinking
- **Equity** and communities of greatest need.

MANA WHENUA OUTCOMES | NGĀ HUA Ā-MANA WHENUA

The Mana Whenua Outcomes have been arranged into five pou (pillars). Located at the heart of the Outcomes Framework, these pou – te pou mō te mana hautu (governance), te pou mō te ahurea tuakiri (culture and identity), te pou ōhanga (economic), te pou orange (wellbeing), and te pou mō te taiao (natural environment) help us to organise and focus outcomes into common activities.

Aspects of the five pou are woven through the town centre principles and criteria that follow



REGENERATIVE PRACTICE | HE TIKANGA WHAKAORA AKE

Regenerative approach – using a whole-system approach to strive for a future that is richer, healthier and more abundant through the evolution of natural, social and economic systems. Considering these living systems as nested and inextricably linked, we can support a future where a greater population and density can lead to a thriving economy, community and environment. Regenerative practice acknowledges that our town centres and their surrounding catchments have inherent natural attributes and potential

EQUITY¹⁵ | TE WAIRUA TŌKEKE

Equity –the Auckland Plan’s goal is to enable all Aucklanders to feel part of and contribute to society, access opportunities and to develop to their full potential. Increasing equity means removing barriers and extending the range of opportunities and choices available for Aucklanders to participate in society in a way that they value. It also involves building people’s capabilities to make the most of opportunities available to them. Equity also encompasses support for the most vulnerable members of society and directing resources to where they will have the greatest impact. Thinking about equity means considering the distribution of impacts (positive and negative) across society, taking particular account of vulnerable groups or people invulnerable situations¹⁶.

PRINCIPLES AND CRITERIA | NGĀ MĀTĀPONO ME TE PAEARU

Summary table - Te ripanga whakarāpopoto

Principles are the strategic outcomes that will enable town centres to thrive. Criteria are used to identify the main attributes that will help achieve success under each of the principles. Criteria are used identify the main attributes that will help achieve success under each of the principles. It is anticipated that some criteria will be more relevant than other criteria depending on the unique characteristics of each town centre and its location and history.

It is anticipated that some criteria will be more relevant than other criteria, depending on the unique characteristics of each town centre and its location and history.

The combined principles and criteria will guide Eke Panuku urban regeneration programmes, and will be used:

- Communication and advocacy tool for stakeholders & partners
- Guide and reference document for staff
- To articulate agreed minimum standards
- Reference for masterplanning & urban design review
- Framework for town centre monitoring programme
- Apply in the planning for any new location programmes
- Apply to any programme level substantial reviews.

UNIQUE IDENTITY	INTEGRATED TRANSPORT	HEALTHY NATURAL ENVIRONMENT	SUPPORTIVE COMMUNITY	URBAN LIVING	PROSPEROUS & ROBUST LOCAL ECONOMY
Mana whenua identity	Integrate land use & transport	Future focussed & adaptive	Inclusive	Residential choices	Mix of uses
Physical attributes	Safe movement	Regenerative approach	Space for all ages & children’s play	Healthy homes	Flexible & future proof
Essence of place	Walkable neighbourhoods	Te Mana o te Wai - value of water	Resilient	Enabling infrastructure & neighbourhood amenities	Employment opportunities
Landscape attributes	Manage transport demands	Natural landscape	Arts & culture	Quality intensification	Effective town centre management
History & heritage	Parking, access & loading	Kaitiakitanga tiakitanga	Connected	Good design in built environment	Transition strategy

¹⁵Auckland Plan, Belonging and Participation outcome

¹⁶Communities of Greatest Need Practice Note (July 2021), Auckland Council, Thriving Communities 2018

PRINCIPLE 1 UNIQUE IDENTITY - TE MĀTĀPONO 1 | TE TUAKIRI AHUREI

Create a feeling of belonging for people to be proud of and express a point of difference.

The unique, place-led identity of a town centre creates a feeling of belonging and strong sense of place. Such individuality helps foster genuine community attachment and pride, giving the town centre its own point of difference. This is represented through natural and built features, the local culture and history, and of course the people who live there. These all contribute to a place's identity in a positive way.

CRITERIA	GUIDELINES THROUGHOUT THE PRINCIPLES
Mana whenua Identity	Seek opportunity to express mana whenua identity in public realm and buildings. Mana whenua values, pūrākau (myths / legends) and narratives will provide a deep understanding of the place and community connection to the wider region.
Built attributes	Create physical attributes which will be unique for each town centre. This can include buildings, public art or elements of public realm that reflect the community.
Essence of place	Embed the character of local community, culture and economy in the design, look and feel of a town centre. Provide opportunity for cultural practice and events to be visible and occur in place. By ensuring the essence of place is recognised in the design and function of a town centre, it can create more authentic and genuine attachment for a local community.
Landscape attributes	Enhance natural features within the landscape that define uniqueness of place. This includes views and vistas to the characteristic elements - maunga (mountains), water, recognisable trees or planting.
History & heritage	Respect and maintain identity of heritage features and characteristics. Draw out stories of the past and celebrate our traditions. These can be a strong element of town centre identity and a touchstone for the community.



PRINCIPLE 2 INTEGRATED TRANSPORT TE MĀTĀPONO 2 | TE KŌMITITANGA O NGĀ WAKA

Integrated strategies help us design, plan and create safe, accessible centres for all, reduce emissions, increase safety, improve public health, support urban intensification, and provide inclusive, equitable access.

Town centres offer variety of transport opportunities, focusing on encouraging walking, cycling and use of public transport whilst recognising other modes and servicing.

CRITERIA

GUIDELINES THROUGHOUT THE PRINCIPLES

Integrate land use and transport

Ensure transport and land use strategies align to promote similar objectives, priorities and outcomes based on principles for transit-oriented developments (TOD). TOD is an approach that maximises the mix of uses, predominantly residential, business and leisure space within walking distance of public transport. Well-planned land use acts as a catalyst for change in transport uses to support active modes (walking and cycling) and public transport for local trips. Consider how the type, scale and capacity of different activities can encourage local trips.

Healthy and safe transport movement and networks

Create integrated strategies to contribute to improved public health outcomes, reducing emissions to improve air quality, managing noise levels, and planning streets that are green, healthy and safe. Enable universal accessibility to transport choices for all users, catering for vulnerable and disadvantaged people with specific needs. Prepare strategies for safety - e.g., speed management, street design etc - should be identified and the benefits they bring to all modes and users.

Walkable, connected and accessible neighbourhoods for all

Provide transport choices for all people of all ages and abilities - equity is vital here. Prioritise, and make attractive, safe active modes - walking and cycling - in centres, supported by well-designed facilities and infrastructure. Design legible places with high-quality public realm, including street tree planting, to encourage people to access their daily needs within a 15-minute walk of their homes.

Manage transport demands

Use emerging technologies to encourage alternative travel modes (e.g. travel-planning apps) that can be part of a whole-journey approach, from autonomous vehicles to increased micro-mobility devices, and their integration and contribution to travel patterns

Parking, access and loading

Actively manage and balance the provision of parking and loading to support the viability and vitality of town centres, encouraging active modes and the use of public transport. Minimise visual impacts through design. Use new technologies to optimise all transport modes. Provide charging points for cars and cycles and encourage shared car programmes. Integrate freight, loading and servicing requirements to support business and commercial activities.



PRINCIPLE 3
SUPPORTIVE COMMUNITY - TE MĀTĀPONO 3 – HE HAPORI TAUTOKO

Encourage connected, resilient places designed for all

Places that are connected and designed for all enable supportive communities to flourish and become more resilient. With these attributes, people feel a sense of belonging and civic pride in their local centre. Opportunities for informal interaction and community activity that further strengthen community bonds occur. People feel involved, connected to their neighbours and local place, and can contribute to their local community. Design the heart of the town centre as a place where people can - and actively want to - connect, gather and celebrate locally.

CRITERIA	GUIDELINES THROUGHOUT THE PRINCIPLES
<p>Inclusive & accessible</p>	<p>An inclusive community values all its members, helping them to meet their basic needs to live with dignity, engage actively, and contribute to the community themselves.</p> <p>Create inclusive, accessible, safe places that welcome a diverse range of communities and can support and encourage all users to participate. Foster a culture of respect by providing the opportunity to learn about and accept individual differences. Consider the impact of town centre changes on all communities to ensure that life is not made harder for our vulnerable citizens.</p>
<p>Connected</p>	<p>Ensure there are spaces that inspire community connections through informal interactions and serendipitous meetings in public spaces such as libraries, town squares, playgrounds and parks. Facilitate opportunities for neighbours to get to know one another and interact.</p> <p>Design the heart of the town centre as a welcoming, safe place for informal connections, local events and civic community life.</p>
<p>Space for all ages and children’s play</p>	<p>Consider children, young people and older people when designing spaces in town centres. Include fun and play for children, and safe spaces for seniors. This will enable a sense of belonging for a wide range of the community and help to activate the space.</p>

<p>Resilient</p>	<p>Create resilient communities which are better able to withstand and recover from the impact of disasters and crises. Work alongside communities to ensure they can collaborate and be resilient in the face of ongoing change. Ensure communities are connected, and that neighbours can get to know one another.</p>
<p>Arts and culture</p>	<p>Value the importance of arts, culture to create opportunities that foster a strong sense of belonging. Art and culture create multiple opportunities for expression, awareness, learning, entertainment, leisure, personal growth and improving communication with others - especially important in a city as multicultural as Tāmaki Makaurau / Auckland.</p>



PRINCIPLE 4
HEALTHY NATURAL ENVIRONMENT - TE MĀTĀPONO 4 -
TE TĀIAO HAUORA

Enable the regeneration of health and wellbeing for people, place and nature.

Quality urban places nurture and support the natural environment alongside the built environment. Supporting a shift towards low carbon futures, a healthy and thriving natural environment enables the regeneration of health and wellbeing for people, place and nature.

CRITERIA	GUIDELINES THROUGHOUT THE PRINCIPLES
Future focused and adaptive	Create resilient, future-focused town centres that acknowledge the uncertainty, and plan for the projected changes to the climate such as increase in temperature, sea-level rise and extreme weather events. Ensure that design and planning include the need for adaptability and agility.
Supporting low carbon futures	Use a systems-based approach to support a shift towards low-carbon, resilient places that reduce greenhouse gas emissions, mitigate urban heat island effects and reduce flood risk. This also includes how we approach projects and work with local communities to ensure behavioural change. Include low-impact design interventions such as using energy efficient, low-carbon materials, environmental planting and daylighting of streams, while addressing construction and demolition waste through designing out waste, reusing materials and diverting from landfill.
Te Mana o te Wai (Value of water)	Value the role water plays in the health and wellbeing of Tāmaki Makaurau / Auckland. Work with water-sensitive design to both improve water efficiency / management and reduce waste - this ensures that our designs improve the health of our awa (rivers) and moana (ocean), and that our deep connection with water is supported, enabled and enriched.

Natural landscape

Work to rebalance nature within our city, seeing it as part of a functioning ecosystem and the role that it has in supporting biodiversity and wellbeing. This includes increasing canopy cover through tree planting, stream restoration and supporting green infrastructure projects. Part of this is recognising, respecting and protecting the significant natural features such as maunga (mountains), awa and ngahere. These are elements that are a part of Tāmaki Makaurau / Auckland celebrated character.

Kaitiakitanga tiakitanga

Collaborate with and support other organisations and other people to ensure a thriving natural environment. Seek to enable mana whenua to enact their role as kaitiaki (guardians) and support a growing role for tiakitanga (care) by the wider community.



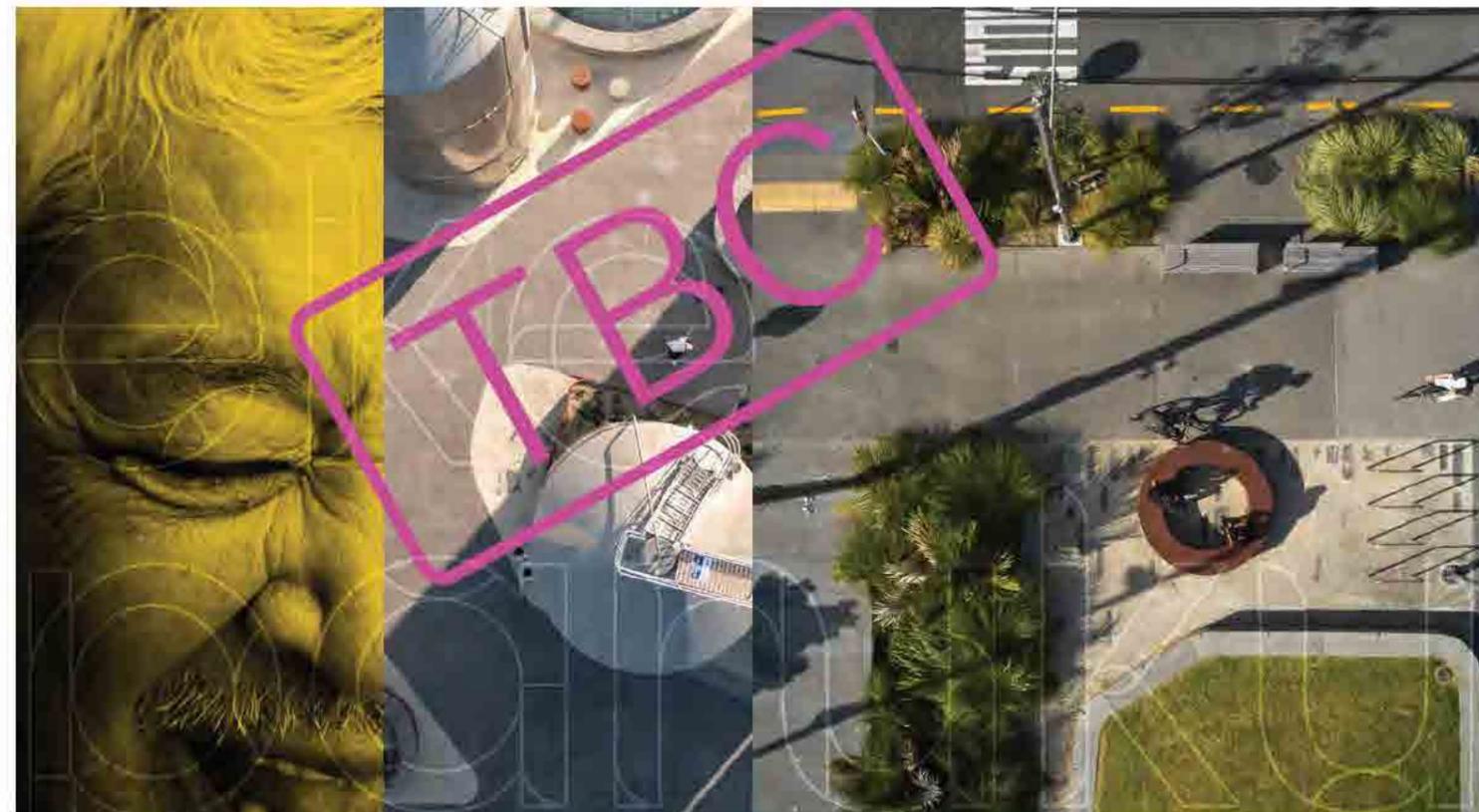
PRINCIPLE 5
URBAN LIVING - TE MĀTĀPONO 5 – TE NOHO Ā-TĀONE

Provide residential choices to accommodate growth and promote low carbon urban lifestyles

Town centres are changing, with increasing urban living and residential choices available for people at all stages of life. With more people living in a town centre, the centre itself can become more vibrant, and safer, with more activity during day and night. Ensuring that new homes are built to sustainable standards gives people the opportunity to live in warm, dry homes with lower running costs. More residential choices in town centres helps to accommodate future growth as well as enable low carbon urban lifestyles. Town centres are the heart of their neighbourhoods and can provide the daily needs of residents within a 15-20-minute walk from home.

CRITERIA	GUIDELINES THROUGHOUT THE PRINCIPLES
<p>Quality intensification</p>	<p>Increase supply of new homes in close proximity with transport choices, jobs and services to reduce carbon emissions. Support higher-density typologies that enable urban, low-carbon lifestyles. accommodate growth through a quality compact approach, with supportive planning, infrastructure provision and development by the private sector.</p>
<p>Residential choices</p>	<p>Encourage a wide variety of residential choices in the wider neighbourhood precinct. Facilitate an increase in supply of new homes, including social, affordable and market homes. Offer a mix of housing typologies, tenures, price points and sizes to complement existing housing options in the wider neighbourhood precinct. Carefully plan longer-term transition to increase housing opportunities in town centres whilst minimising any unintended detrimental impacts on existing communities.</p> <p>Support opportunities to improve housing outcomes for Māori in Tāmaki Makaurau / Auckland to support iwi, hapū and whānau to meet kāinga (housing) needs. Engage with emergency transitional housing support, provided through various agencies, using the housing-first approach, based on kaupapa Māori (Māori ideology), with wraparound services.</p> <p>Encourage innovative housing models such as progressive home ownership, community-focused housing, key worker housing, build-to-rent and innovative construction methods (e.g. pre-fabrication, zero waste and social procurement approaches).</p>

<p>Low carbon healthy homes</p>	<p>New homes must meet minimum sustainability standards. and be warm, dry and energy efficient with lower running costs. Support universal accessible design standards for homes designed to cater for diverse accessibility needs, with a focus on visitable and adaptable homes.</p>
<p>Enabling infrastructure & Neighbourhood amenities</p>	<p>Prioritise infrastructure investment that supports a quality, compact Auckland, and one that both builds resilience and supports climate action. Ensure town centres provide easy access to a range of services, including shops, professional services, community, health, education, transport and green spaces.</p>
<p>Good design in the built environment</p>	<p>Use careful design to ensure that new homes, other buildings, streets and open spaces contribute, rather than detract, from the overall amenity and value of a place. Add value to people’s lifestyles through high-quality, new buildings that explore innovative solutions for higher-density homes, and provide safe and accessible outdoor environments, including streets, civic places, community spaces and green spaces.</p>



PRINCIPLE 6
PROSPEROUS AND ROBUST LOCAL ECONOMY - TE MĀTĀPONO 6 –
TE ŌHANGA Ā-ROHE PĀTATA E TŌNUI ANA, E RUARANGI ANA

Adapt to change and prepare for future opportunities, nurturing prosperous places

Thriving town centres are prosperous places that support a robust and resilient local economy. They offer a range of shops, services, businesses and employment opportunities. A high-quality town centre will adapt to change and make the most of future opportunities with resilient businesses and communities. Effective, collaborative management nurtures the quality of the town centre experience, providing an attractive place to visit and stay.

CRITERIA	GUIDELINES THROUGHOUT THE PRINCIPLES
Mix of uses	Ensure a mix of activities. Successful town centres are supported by local shops, services, offices, community facilities, amenities and homes for people to live in. More homes in a centre helps to sustain the local economy and improves prosperity. Curate quality, place-specific experiences through a local offering with community hubs and facilities - e.g. libraries, community centres, social sector groups - to attract visitors, create vibrancy and promote activity. Ensure opportunities for a mix of businesses that reflect local identity, including a diversity of property types suitable for different enterprises.
Flexible and future-proof	Plan for the future in a way that helps town centres become adaptable and flexible, anticipating climate, social and economic shifts. Make buildings, public realm and public assets adaptable to changing use and diverse community needs.
Employment opportunities	Establish opportunities for business growth and jobs with easy access to public transport, cycling and walking networks. Ensure that town centres have opportunities and capacity for employment and strong connections to local employment areas. Collaborate with partners and stakeholders to attract investment and appropriate sector-based economic growth into town centres. Seek opportunities to progress sustainable procurement to create better social and economic wellbeing.

Effective town centre management

Enhance the unique offering of a town centre, such as its anchor activity/ies and nurture its retail / hospitality offering to compliment these attributes. Combine quality, in-store experiences with quality urban environments, local events and placemaking that engage with community hubs. Recognise the Business Improvement Districts' (BIDS) important role in managing the town centre on behalf of local businesses and retailers.

Transition strategy

Manage transition over time in a way that keeps businesses and communities informed. Plan and communicate the transition strategy effectively for short, medium and long-term urban change. Be prepared for rapid change, with robust and flexible strategies in place that can be acted upon if needed.





09

Relationships and
partnerships - Ngā
hononga me ngā
patuitanga **18**

The Eke Panuku toolbox

Te kete taputapu a

Eke Panuku

Town centre regeneration is a complex undertaking, one that involves the successful collaboration of many different people and organisations towards a shared vision. Eke Panuku takes an active role in bringing people together, facilitating and delivering that vision.

We are collaborators, creators, curators and caretakers and, for the most part, Aucklanders ourselves.

CRITICAL SUCCESS FACTORS

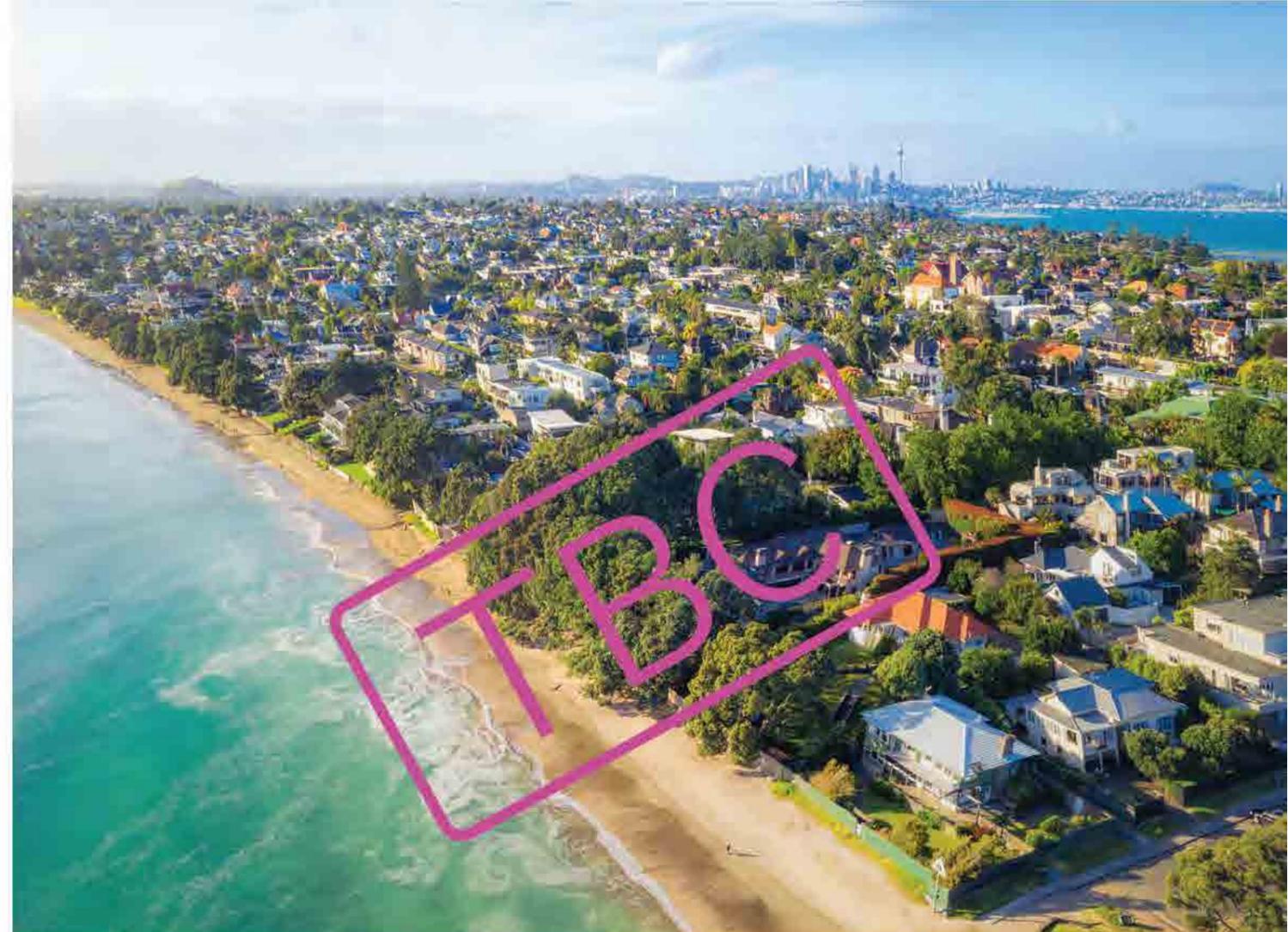
Through our work and experience we have identified the following nine critical success factors of urban regeneration. (NB Glossary of technical terms to be added)

Aspirational shared vision

This is captured in our **high-level project plans** and **masterplans**. We build buy-in and support for the vision and urban change through ongoing placemaking, communications and engagement activity. Through early partnering with iwi, local communities and wider stakeholders, we are able to deeply understand our town centres and work together to co-create a clear purpose for our activity.

Pragmatic investment strategy

Prepared for each town centre location, the **programme business case** presents the optimal package of projects, budgets, responsibilities, benefits and delivery timeframe. **Spatial delivery plans** are a visual representation of key projects within each programme showcasing the vision for the place. Our **benefits realisation framework** and **total value analysis** method help us to identify and assess financial and non-financial benefits of urban regeneration.



Feasible development opportunities

We work with development partners such as the Crown, Kāinga Ora, mana whenua iwi, private developers and community housing providers to realise urban redevelopment opportunities. New development must be commercially feasible for development partners, whether they are private or public. This requires balancing multiple objectives and careful consideration of trade-offs. Development involves significant investment and risk, this requires an understanding of the market demand, ability to secure pre-sales, manage construction risk and financing.

We use **development agreements** to achieve essential outcomes as part of a site sale to ensure overall consistency of the development programme. We may acquire land or seek to consolidate sites to create value and lead to better urban outcomes, and this may sometimes require investigation under the Public Works Act. We may also undertake site infrastructure works to improve land feasibility and value.

High-quality sustainable design and development

Mana whenua, with mātauranga Māori and te ao Māori, help us to create authentic public spaces and development that are found nowhere else in the world (See Section 5).

Our interdisciplinary regeneration teams include embedded design professionals spanning architecture, landscape architecture and urban design. We use **master planning** to establish an overall spatial approach and scope for our projects. Master planning includes more detailed consultation, context analysis and feasibility studies. We also define **essential outcomes** through development agreements to summarise the vision and outcomes for the site supported by design guidance. This incorporates wider concerns e.g. the Auckland Design Manual, mana whenua and sustainability outcomes.

The **Eke Panuku Climate Strategy**, Te Rautaki mō te Huringa o te Āhuarangi, provides our approach to reduce greenhouse gas emissions and adapt to a changing climate. We use **sustainability standards** (e.g. using tools such as **Homestar**, **Greenstar**, **Greenstar Communities**, public realm) to enable low-carbon and resilient communities and support Auckland Council's climate plan, Te Tāruke-ā-Tāwhiri.

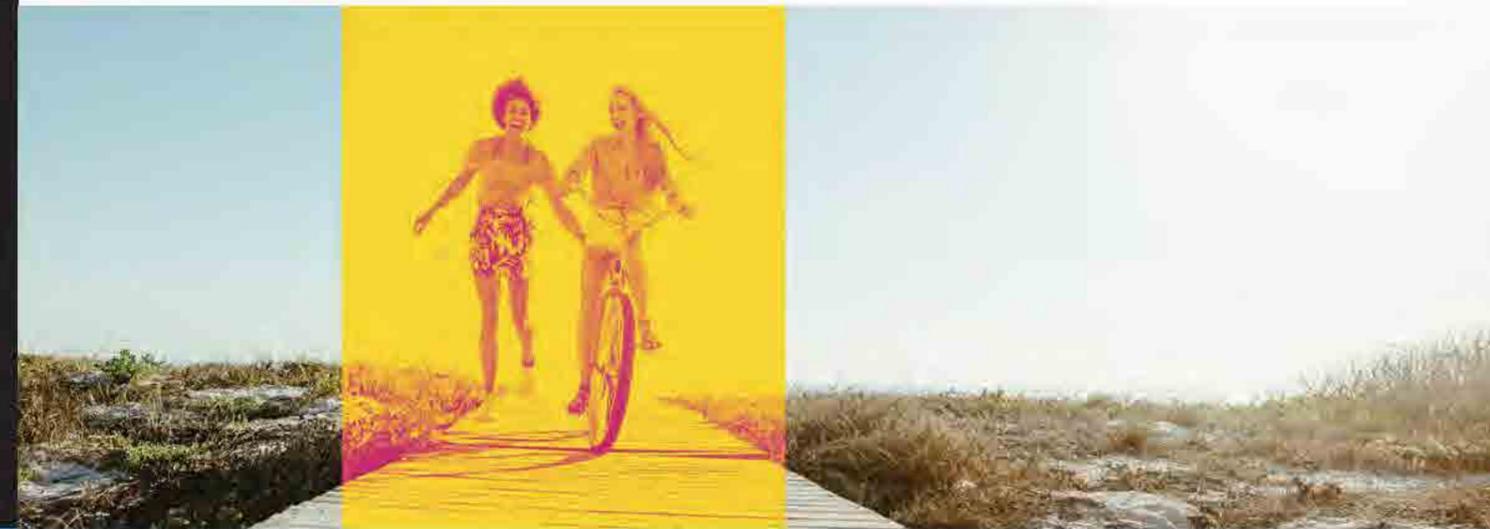
Sustainable procurement helps us to reduce environmental impacts and address aspects of social and economic disparity.

We also use our **Technical Advisory Group (TAG)** to provide external and independent design review. TAG is made up of experts in urban design, landscape and architecture. The panel's role is to ensure that our projects are high-quality, holistic and involve an integrated approach.

Great quality development partners

We work with a range of leading development partners who share our vision for innovation and quality in urban regeneration, and who bring a wealth of experience to our projects. We acknowledge the significant role of the private sector in creating exciting urban places and thriving town centres. We build strategic partnerships with the Crown, Kāinga Ora Homes and Communities, mana whenua iwi, private developers, community & Māori housing providers to increase housing supply and residential choices in our locations.

We work with these development partners to explore opportunities to increase social and affordable housing in conjunction with government programmes, housing innovation and best-practice approaches. This supports the Government National Policy Statement (NPS) on Housing and Urban Development, MAIHI Ka Ora, the National Māori Housing strategy, and the Independent Māori Statutory Board's (IMSB) work on the Kāinga strategic action plan.



Catalyst projects make use of public investment as a catalyst to attract additional private (or partnership) investment and change the perception of the area (e.g. new apartment development, community centre, supermarket, or destination play area). **Exemplar projects** showcase design and construction innovation and best practice nationally and globally.

Land, property and business owners play a critical role in the successful regeneration of mixed-use town centres through the individual decisions that they make in developing, leasing or tenanting their properties, amalgamating sites, undertaking property fit-outs, street frontage upgrades and removing graffiti. A collective effort will enable the greatest transition.

Eke Panuku manages commercial and retail properties within some town centres. As part of our **place management** and leasing activity we consider the trade-offs between activity/uses, revenue and vacancy rates, and seek to tenant properties in a way that supports the long-term vision and vibrancy of centres and the existing service offer.

Community support and participation

Urban change is a long game, and understand that change can create a lot of uncertainty for people and communities. We work hard to build community support and active participation in our programmes, acknowledging the valuable strengths and skill-sets different groups and individuals bring to their town centre, all of which are needed to build successful places.

We connect with communities in our neighbourhoods to better understand community identities, needs, aspirations and tailor our programmes accordingly. Our ongoing **engagement** and **communications** activities help build community awareness and support over time. As the **lead agency** for the neighbourhoods in which we work, Eke Panuku aims to ensure the council group engage with the community in a collaborative and joined-up way.

Through **placemaking**, our communities play a strong, cooperative role in the building of their public places. We encourage local leadership and active participation in local projects e.g. Te Ara Awataha and Puhinui Stream restoration to build support, local ownership and ongoing stewardship. Our placemaking programmes build trust and knowledge to inform, test and foreshadow future design, aligned with the Thriving Communities 2022 kaupapa and approach.



Align and leverage council group

Auckland Council and CCOs (Auckland Transport, Auckland Unlimited, Watercare and Eke Panuku) - we work together to cater for growth across Tāmaki Makaurau. Alignment of strategic direction, outcomes, work programmes, priorities, budget planning and place-based project teams help to ensure good outcomes and optimise the catalyst impact of council investment, ensuring programme delivery is coordinated. Collaboration and alignment of investment across the council group helps to ensure investments - e.g. community facilities, public realm, streets and public transport - will improve services for communities and contribute to successful town centres.

Co-ordinated planning, property and infrastructure

We use various approaches and tools to support our urban regeneration programme and unlock opportunities.

We also coordinate our **infrastructure planning**, working alongside infrastructure providers, to ensure sufficient infrastructure capacity and services, both facilitating development and supporting growth in town centres. Through **statutory planning** mechanisms such as plan changes and resource consents, we seek to support urban regeneration activity under the NPS Urban Development and Auckland Unitary Plan

Effective place-based monitoring

It is important to measure and assess our progress throughout the delivery of regeneration plans. A town centre monitoring programme will measure performance against this guidance, capturing information from census data, benefits realisation, community insights and market-based data.

Take Mauri Take Hono

Take Mauri Take Hono is a tool owned and developed by mana whenua that uses both mātauranga Māori and western science to measure and monitor the impact on people, place and nature through our projects. Mauri, the sacred essence of life, can be assessed by identifying tohu (indicators) within a project in ways that reflect its potentiality and its life force. These tohu, 'Ngā Tohu', should recognise the site's distinctiveness and the relationship that mana whenua have to this place. This assessment approach has the potential to positively advocate and influence for broader mana whenua outcomes.

The tohu outlined in the Take Mauri, Take Hono framework are as follows:

- **Aho Taiao - Kia kōrero te whenua: the land speaks, is protected and enhanced**
- **Aho Taiao - Ngā Karekare o te wai: the water speaks**
- **Aho Tangata - E tipu e rea: growing with nature**
- **Aho Toi: community pride and ownership**

These tohu allow for aligned mātauranga Māori pathways to progressively connect and enhance higher mauri essence and vitality, and are expressed here through Aho Taiao (environment), Aho Tangata (culture and community) and Aho Toi (socio-economic) whenu, or strands.

Ngā Tohu recognise the current baseline state of mauri as a potential 'negative' value on the scale, and provide a set of mātauranga design principles which, when applied, provide a 'positive' value, i.e. enhancing mauri ora (life force).

The tohu provide an aspirational healthy environment for all stakeholders and partners to uphold. By having collaboratively defined and embedded these in the design process, mana whenua have confidence that they are handing over a legacy for future generations.

Take Mauri, Take Hono is a widely supported framework, but it does not provide a homogenous, standardised approach. This framework needs to be applied on a case-by-case basis with the approval of those who hold mana whenua status in the area of each project. There are multiple mana whenua groups within each rohe, and engagement with each group is required.

Relationships and partnerships - Ngā hononga me ngā patuitanga

We work collaboratively to build alignment and momentum, ensuring that projects result in change for good. As we face an increasingly uncertain future, this way of working acknowledges the complexity of our town centres and enables multiple stakeholders to collectively work together so that our town centres can thrive.

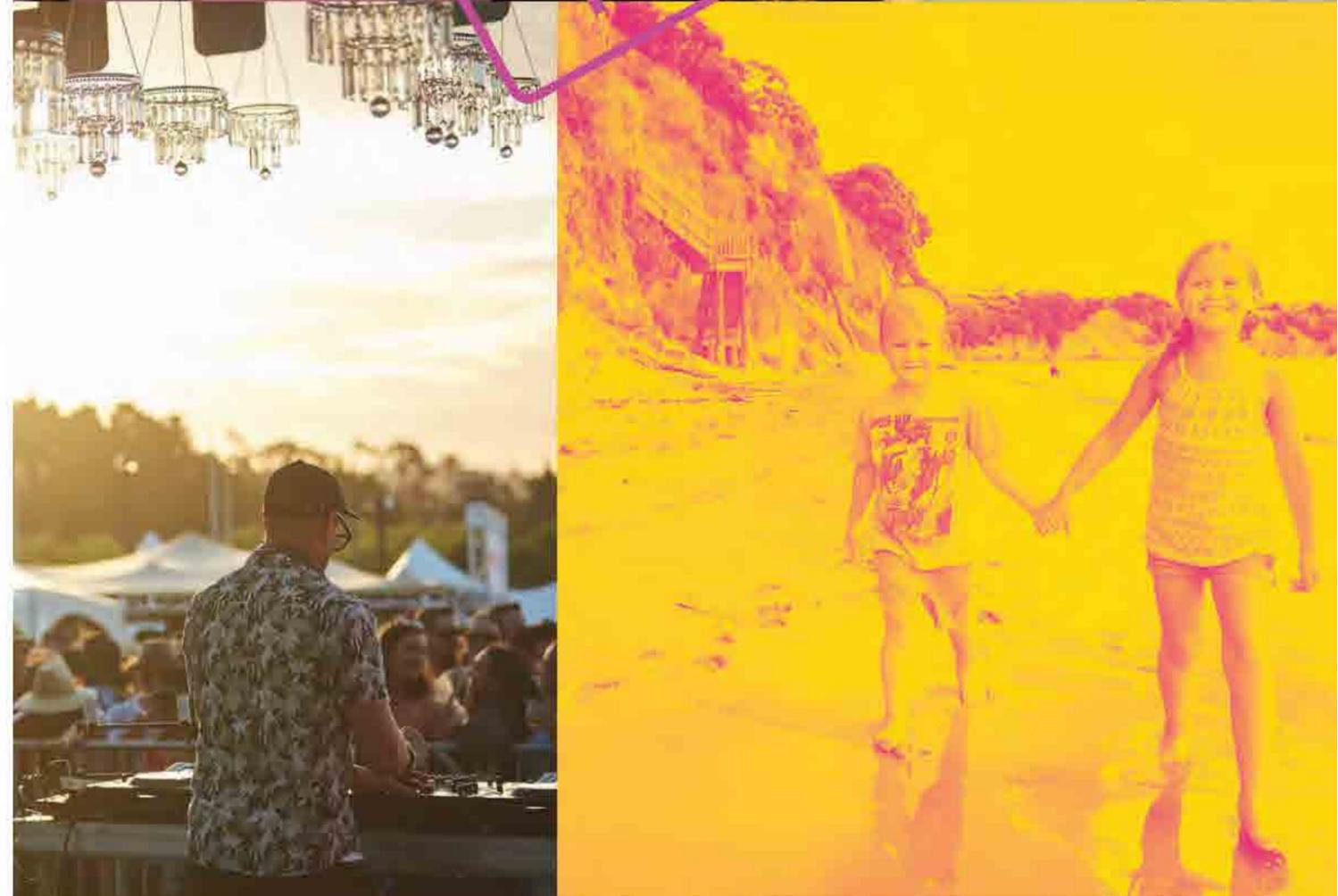
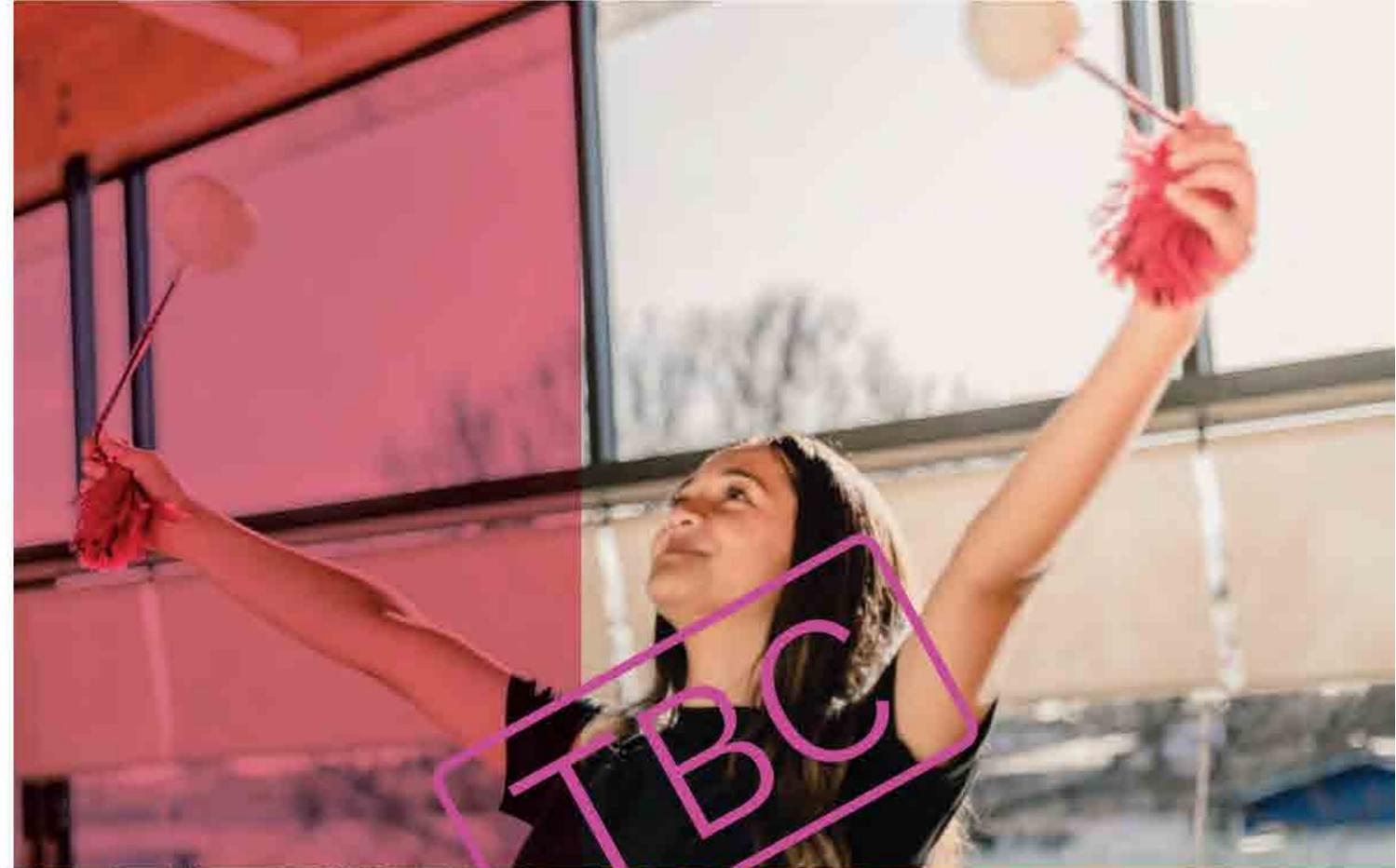
We know that when we work closely with others, we achieve better outcomes than we would alone.



Mana whenua

Mana whenua are our Treaty partners. Auckland Council recognises 19 mana whenua iwi authorities. These are:

- Ngāti Wai
- Ngāti Manuhiri
- Ngāti Rehua Ngāti Wai ki Aotea
- Te Rūnanga o Ngāti Whātua
- Te Uri o Hau
- Ngāti Whātua o Kaipara
- Ngāti Whātua Ōrākei
- Te Kawerau ā Maki
- Ngāti Tamaoho
- Te Ākitai Waiohua
- Ngāi Tai ki Tāmaki
- Ngāti Te Ata Waiohua
- Te Ahiwaru Waiohua
- Waikato-Tainui
- Ngāti Paoa
- Ngāti Whanaunga
- Ngāti Maru
- Ngāti Tamaterā
- Te Patukirikiri





Plan, Urban Street and Road Design Guide) to develop a transport framework and plan to address the anticipated short, medium and long term state of the centre and changing transport user demands. Identify existing and future strategic transport priorities to help reconcile wider place-based and movement characteristics of individual centres. The outputs of these assessments will inform funding and implementation processes.

Auckland Unlimited creates economic and cultural opportunities and experiences, working with partners to grow Tāmaki Makaurau / Auckland’s innovation culture, businesses and sectors, attract international investment and visitors. It also manages Auckland’s network of regional facilities offering arts, cultural, conservation, sport, heritage and business experiences. Auckland Unlimited leads on Auckland’s economic development strategy and supports local economic development working with local boards. We work together to attract investment, innovation and business growth into town centres e.g. the Wynyard Quarter innovation precinct, the Henderson film sector.

Watercare is responsible for Auckland’s water and wastewater system. The company plans for growth and delivers bulk infrastructure such as treatment plants, pump stations and transmission pipes. Watercare works closely with the development community to support local network construction and expansion.

Auckland Council Group

The **Governing Body and Local Boards** provide leadership and have decision-making responsibilities across various aspects of our programmes.

We help implement the Auckland Plan 2050 and the Development Strategy through our urban regeneration activity. Our programmes also help implement other council strategies and plans such as Te Tāruke-ā-Tāwhiri: Auckland’s Climate plan, area plans, Thriving Communities, Economic Development Action Plan 2021-2024, and Urban Ngāhere Strategy.

Customer and Community Services (C&CS) develop new and improved community services and/or facilities where a gap in provision has been identified through the Community Facilities Network Plan. We work closely with C&CS where community-needs assessments identify improvements and/or a gap in provision of services that need to be provided in our locations due to a growing, changing population. This work includes joint planning, funding and asset design and delivery. C&CS create a focal point for local community and visitors, to help shape vibrant town centres with greater pedestrian activity. We also work alongside C&CS where there are opportunities to optimise existing property assets used to deliver services. This might mean rationalising existing properties and using the funding to develop an improved facility that better serves community needs.

Auckland Transport (AT) helps us to plan and implement transport options in town centres. With AT we use available transport system planning tools and plans (e.g. Future Connect, Roads and Streets Framework, Comprehensive Carparking Management Plans, Regional Public Transport



Other partners

The Crown has a critical role to play, providing significant investment, in urban regeneration. Whilst not focused on town centres Kāinga Ora Homes and Community, is facilitating a significant housing programme across Auckland. We seek to ensure that our development programmes are aligned and the use of public land, our individual projects and joint developments, support the overall vision, and provide for residential choices. Other government agencies with a significant role in urban regeneration include Waka Kotahi NZ Transport Agency (leading the planning for light rail), the ministries of Health, Social Welfare, Justice and Education (that build facilities and provide services in and around town centres). Through this investment, the government can support the vibrancy and success of town centres.

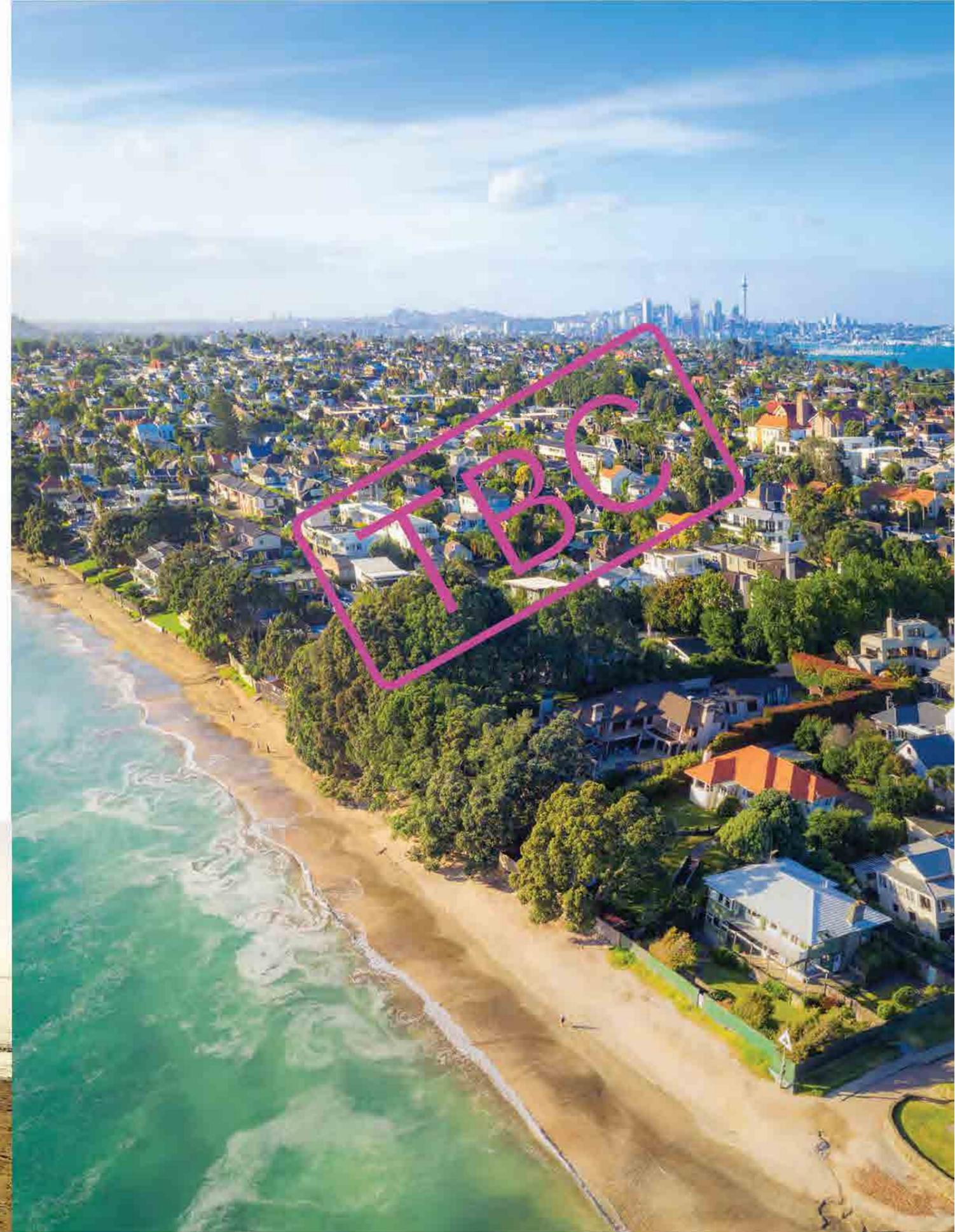
Development and housing partners assist us in developing positive strategic partnerships with the private development sector, mana whenua iwi, community and Māori housing providers, and the Crown.

Landowners and business owners have a critical role in the prosperity, amenity and vibrancy of town centres and their regeneration.

Community leaders and community groups lend us their local expertise, lived experience and knowledge of a town centre. Council's advisory panels can provide understanding and advice from different community perspectives – disability, youth, seniors, ethnic peoples, rainbow and rural.

BIDS and Business Associations have an important role in place management, business relationships and destination marketing of their town centre.

Social services – Housing First, Kāhui Tū Kaha, Auckland City Mission and Salvation Army - help to support the most vulnerable members in our community, including people experiencing homelessness. This work supports Kia Whai Kāinga Tātou Katoa: the regional, cross-sectoral homelessness plan and its implementation.



Attachment 3 – Stakeholder Engagement Record

Overview of engagement with stakeholders and partners.

Date	Attendees
14 May 2021	Technical Advisory Group (TAG)
18 May 2021	Auckland Council specialist staff
24 May 2021	Local Boards in Eke Panuku areas
3 June 2021	Auckland Unlimited
28 June 2021	Auckland BIDS network meeting
30 June 2021	Auckland Transport, Auckland Council Transport Strategy and Eke Panuku
1 July 2021	Auckland Unlimited
5 July 2021	Kaipātiki LB follow up
7 July 2021	Auckland Transport, Auckland Council Transport Strategy and Eke Panuku
30 July 2021	Independent Māori Statutory Board (IMSB)
19 August 2021	Maungakiekie- Tāmaki LB follow up
26 August 2021	Auckland Council specialist staff follow up
3 September 2021	Kāinga Ora
16 September 2021	BIDS in Eke Panuku areas
22 September 2021	Development sector partners & Community Housing Partners
8 October 2021	Eke Panuku Board
26 October 2021	Auckland Council Youth Advisory Panel
27 October 2021	Planning Committee members and all Local Board Chairs or their delegates
24 November 2021	Social sector including Housing First, Kāhui Tū Kaha, Salvation Army
27 November 2021	Auckland Council Disability Panel
11 February 2022	Technical Advisory Group (TAG)
Various	Community leaders and representatives (via Placemaking teams), Women in Urbanism, transport and urban design advocates.

See Board paper for summary of engagement with Eke Panuku mana whenua forum.

Decision paper: Approval of the Draft Annual Budget FY23

Author: Kirsty Teesdale, Manager Financial Planning & Reporting

February 2022

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. Approve the Draft Annual Budget for the financial year 2023 for submission to Council on the 25th of February.
- b. Delegate to Eke Panuku executive to approve any changes in phasing for the remaining years in the Long Term Plan as a result of any significant changes in direct revenues and expenditures.

Whakarāpopototanga matua | Executive summary

1. Auckland Council publishes a new 10 year budget Long-Term Plan (LTP) every three years. In the intervening years the Council publishes an Annual Budget.
2. Each year Council runs a Budget Refresh process where Eke Panuku gets to update the Governing Body on expected direct revenue and expenditure and capital spend expectations for the coming year. As part of the process the remaining years in the LTP are also updated with the flow on effect of any significant changes. The expectation is that these changes will be minimal.
3. Overall, the changes for FY23 are minimal and the only change to the Eke Panuku budget is the addition of \$1.03m budget transfer for the City Centre additional 7.5 FTE's. Within the Managed on Behalf of Council portfolio changes have been managed largely within the current envelopes with a net effect of a \$0.1m decrease in surplus.

Nga whiringa me te taatai | Options and analysis

4. Eke Panuku manages two sets of financial information for shareholder purposes:
 - a. The Eke Panuku budget which includes all the people costs of the organisation including rental of the office and associated running costs and corporate good costs. Eke Panuku is fully funded by Council so the net of revenues and expenditure are offset by Council funding so that the company is managed to a net zero position.

- b. Managed of Behalf of Council budget, which is where the revenues and expenditure in relation to the asset management of the commercial property portfolio, marinas, public space in the Wynyard Quarter and regeneration activities are included.
5. A summary of the changes to the Eke Panuku budget is provided in the table below. Overall, a \$1.0m increase in funding is required from Council. This is due to the internal budget transfer for the 7.5 new FTE's in the City Centre, agreed as part of Eke Panuku taking on lead agency role. All other changes have been managed within the current budget envelope:

\$million	FY22 Budget	FY22 Forecast	FY23 LTP Budget	FY23 Budget Refresh	Movt FY23		Note
					LTP & Budget Refresh		
Direct Revenue	15.4	15.9	15.7	16.2	0.5		a
People Costs	28.8	28.3	31.1	32.6	1.5		b
Other Expenses	8.6	8.1	8.8	8.8	0.0		
Total direct expenditure	37.4	36.4	39.8	41.4	1.5		
EBITDA	(22.1)	(20.5)	(24.2)	(25.2)	(1.0)		
Required Council Funding	22.1	20.5	24.2	25.2	1.0		c
Net Surplus/(Loss)	0.0	0.0	0.0	0.0	0.0		

- a. Direct revenue has increased \$0.5m. This is made up of \$0.2m of additional revenue expected in the Viaduct South Marina and \$0.3m of additional recharges as a result of additional staff.
- b. People Costs have increased \$1.5m from the LTP Budget. The refreshed budget has an assumption of a 5.9% pay increase for inflation, which follows Council guidance. This has been added to our current staff and approved vacancies. As noted 7.5 additional FTEs for the City Centre which have a cost of \$1.03m have been included. There will be a budget transfer from Council to offset this cost. We have allowed an additional \$0.5m to allow for a small growth in FTE's in year if required and to cover any increased salary expectations for any new staff to full vacant roles.
- c. The increased direct revenue has offset the additional \$0.5m required in people costs. The \$1.03m budget transfer for city centre FTE's will increase both people costs and required council funding as agreed.
6. A summary of the changes to the Managed on Behalf of Council budget are highlighted in the table below, overall a minor change over the whole Portfolio (\$0.1m). Changes have been made to a number of the activities across the Portfolio but the resulting change to the bottom line is minor:

\$million	FY22 Budget	FY22 Forecast	FY23 LTP Budget	FY23 Budget Refresh	Movt LTP and Budget Refresh	Note
Marinas (excluding Trusts)*						
Direct Revenue	12.0	12.7	12.7	13.5	0.8	a
Direct Expenditure	6.0	5.5	6.2	5.9	0.3	
Net Surplus/(Loss)	6.1	7.2	6.5	7.6	1.1	
Commercial Property**						
Direct Revenue	39.3	40.4	34.1	38.3	4.2	b
Direct Expenditure	16.9	15.9	16.2	18.8	(2.6)	c
Net Surplus/(Loss)	22.4	24.4	17.8	19.4	1.6	
Public Activities						
Direct Revenue	0.4	0.5	0.5	0.3	(0.1)	
Direct Expenditure	4.5	3.7	4.3	4.9	(0.5)	d
Net Surplus/(Loss)	(4.1)	(3.2)	(3.8)	(4.5)	(0.7)	
Business Interests***						
Direct revenue	(4.0)	(8.0)	(6.1)	(6.0)	(0.1)	
Direct Expenditure	0.6	0.6	0.4	0.6	(0.3)	
Net Surplus/(Loss)	(4.6)	(8.6)	(6.4)	(6.6)	0.2	
Regeneration						
Direct Revenue	0.7	1.5	0.7	0.7	0.0	
Direct Expenditure	13.1	14.6	13.1	15.0	(1.9)	e
Net Surplus/(Loss)	(12.5)	(13.1)	(12.5)	(14.4)	(1.9)	
Total Managed of Behalf of Council						
Direct revenue	48.5	47.1	41.8	46.7	5.0	
Direct Expenditure	41.1	40.4	40.2	45.2	(5.1)	
Net Surplus/(Loss)	7.3	6.7	1.6	1.5	(0.1)	

* Trust budgets are managed to a net surplus of zero and will be approved by the WML Board.

** For internal management purposes all the revenues and expenditures for Auckland Transport properties are included here but they are consolidated out at a Group level

*** The Solid Waste Dividend/ Share of profit in the JV with Waste Disposals is not included in Direct Revenue \$6.5m

- a. Marina revenue has increased \$0.8m. There is increased expected occupancy of the Viaduct Marina, which is continuing the trend from FY22 as well as the full year impact of the new AA and AB piers at Westhaven. Silo Marina's revenue has been decreased as there have been very few inquiries from super yachts wanting to come to the Marina due to the uncertainty over New Zealand's borders due to Covid restrictions.
- b. Commercial property revenue has increased \$4.2m, mainly due to Auckland Transport delaying the timing of the Eastern Busway projects. Initially no revenue was expected in year for these properties and now \$3.0m is expected. \$1.2m of additional revenue is expected in the Auckland Council properties due to rent reviews negotiated in FY22 and new sites added to the portfolio. There is no current reduction in revenue built into the budget for Covid relief.

- c. Commercial Property expenses increased \$2.6m, \$1.2m in the Auckland Transport portfolio as a result of holding Eastern Busway properties for longer, and additional repairs and maintenance budgeted for acquisitions that Auckland Transport is planning to add to its portfolio

Council is increasing our expenditure budget by \$1.0m for the 3rd party cost of ASB car parking, this is a legacy from the AC36 event and to date the costs have been transferred to Council but it is asking us to manage these and will give us additional budget to offset.

- d. Additional expenditure \$0.35m has been added into our public space maintenance budget in the Wynyard Quarter for a number of condition surveys and assessments that need to be undertaken of assets in this area.
- e. The amount of operational expenditure required in our Priority Locations has been increased by \$2.0m. AC36 left us with large concrete spaces in the Wynyard Quarter which we need to activate. The time investment in locations by Eke Panuku staff is also increasing due to the level of community engagement and pre design work required to get capital projects to the construction stage.
7. Capital budgets have been rephased after a review of the FY22 projects. This has reduced the capital forecast in the current year to \$50m. This is a \$40m reduction from the original budget.
8. The Project Steering Group has also reviewed all projects that are currently planned for FY23 and carried out a risk adjustment process. This has resulted in a request for capital at \$80m which is \$9.2m less than the current FY23 LTP amount.
9. In the initial submission we are requesting that \$25m of the expected underspend in FY22 and \$9.2m from FY23 be rephased to outer years. Council officers request this has been in the FY26 to FY30 years.

\$million	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Total
Capital expenditure LTP	90.8	89.2	113.2	82.8	78.7	73.8	71.9	70.9	60.7	60.1	792.2
Proposed rephasing	65.0	80.0	113.2	82.8	85.8	80.9	78.9	77.9	67.7	60.1	792.2
Movement	(25.8)	(9.2)	0.0	0.0	7.0	7.0	7.0	7.0	7.0	0.0	0.0

10. A separate process will be undertaken in April for a further deferral of FY22 capital underspends into subsequent years. At that stage we will have an updated view of remaining spend in year and will look to rephase into either FY23 or out years.

Capital revenue through asset sales will be confirmed as part of the Statement of Intent process.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

11. This is a draft submission and will not be confirmed by Council until the end of June. Council officers will be working through the consolidation of all of Council's budgets and there is a risk that we will be called upon to make additional savings.

Ngā koringa ā-muri | Next steps

12. February 25 draft budget submission to Council.
13. May 11-18 Council Finance and Performance Committee has workshops
14. June 7 final budget decisions are made by Finance and Performance Committee
15. June 29 Governing Body adopt the FY23 budget.

Ngā kaihaina | Signatories

Carl Gosbee, Chief Financial Officer

David Rankin, Chief Executive

Decision paper: 101 Pakenham Street West, Wynyard Quarter – Go to Market Strategy

Author: Allan Young, GM Development

February 2022

Ngā tūtohunga | Recommendations

That the Eke Panuku Board...

[REDACTED]

Whakarāpopototanga matua | Executive summary

1. An opportunity to market a leasehold interest in the Lysaght Building as an investment opportunity has been identified as part of the Transform Waterfront programme.
2. The Lysaght Building was originally constructed in 1927 and was tenanted by the John Lysaght steel company. It was subject to a major refurbishment undertaken in 2015 by Eke Panuku with the addition of a mezzanine floor. It is now a two-level commercial building and is home to the Auckland Unlimited managed co-working space, the GridAKL.
3. The opportunity will realise prepaid leasehold revenue for Council, retain the special character nature of the site and minimise ongoing operating risk and costs in managing the property and tenant.
4. Public consultation was required as the Site is a strategic waterfront asset. Auckland Council publicly consulted on the long-term lease proposal through the 2021-31 long term plan (LTP) in February/March 2021.

5. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Horopaki | Context

9. The Lysaght building is currently home to the Auckland Unlimited managed GridAKL, a shared working space home to a mix of start-ups and small businesses with shared workstations, hot-desks, meeting rooms, 100-person event venue, technology and cafe facilities.
10. Due to the strategic nature of the asset, a 125-year long-term lease option is recommended by the Executive. This is consistent with the strategy for other development sites on the Waterfront.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
9 December 2020	Finance and Performance Committee	<p>That the Finance and Performance Committee:</p> <p>Recommend to the Governing Body that the 10-year Budget 2021-2031 consultation document and supporting information include the following items for consultation:</p> <ul style="list-style-type: none"> i) a proposal for the transfer of ownership and a change in use for Bledisloe House through entering into a development agreement for a long-term ground lease of 125 years. ii) a proposal to divest the following heritage scheduled council-owned buildings: <ul style="list-style-type: none"> A) 2 The Strand, Takapuna B) 3 Victoria Road, Devonport iii) a proposal to provide for long-term leases on the following council-owned development sites in the city centre waterfront precinct, on which Panuku plans

		<p>to partner with private developers to develop these sites:</p> <ul style="list-style-type: none"> A) North Wharf – site 14 B) Jellicoe Street – site 19 C) Silo 6 – site 12 D) Wynyard Point east to west – Block A E) Wynyard Point north to south – Block B F) 44-56 Hamer Street – SeaLink ferry terminal G) 101 Pakenham Street West – Lysaght Building
18 February 2021	Finance and Performance Committee	<p>That the Finance and Performance Committee:</p> <ul style="list-style-type: none"> a) Agree to recommend to the Governing Body to adopt the Supporting Information for the Long-term Plan 2021-2031 (referred to as the 10-year Recovery Budget b) Agree to recommend to the Governing Body to adopt the Consultation Document for the Long-term Plan 2021-2031 (referred to as the 10-year Recovery Budget). c) agree to recommend to the Governing Body to delegate responsibility to the Chair of Finance and Performance Committee and the Group Chief Financial Officer to jointly approve any final edits required to the Consultation Document and Supporting Information in order to finalise the documents for uploading online and physical distribution. d) thank the Office of the Auditor General for their attendance at the meeting.
25 May 2021	Finance and Performance Committee	<p>That the Finance and Performance Committee:</p> <ul style="list-style-type: none"> a) agree to recommend to the Governing Body that the Recovery Budget, 10-year Budget 2021-2031 provides for: <ul style="list-style-type: none"> i) the transfer of ownership and a change in use for Bledisloe House through entering into a development agreement for a long-term ground lease of 125 years. ii) long-term leases on the following council-owned development sites in the city centre waterfront precinct, on which Panuku plans to partner with private developers to develop: <ul style="list-style-type: none"> A) North Wharf – site 14

Ngā ritenga ā-pūtea | Financial and resourcing impacts

17. The project has been internally resourced by development and portfolio management specialists. Funding is sufficient for external valuation, agency and legal services.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

Tauākī whakaaweawe Māori | Māori impacts

20. Eke Panuku will engage with mana whenua prior to go to market and an invitation to participate in the open market process will be extended at the Eke Panuku mana whenua forum.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

21. Auckland Council shareholder and local board consultation was completed between December 2020 and February 2021 as part of the Auckland Council 2021-31 LTP approvals at the Finance and Performance Committee.
22. Public consultation for the long-term lease of this strategic asset was completed in March 2021 and the LTP was adopted by the Governing Body in June 2021.
23. Initial engagement with Auckland Unlimited regarding the potential long-term leasing proposal was undertaken in December 2021.

Tauākī whakaaweawe āhuarangi | Environment and climate change impacts

24. As this is an investment opportunity, no new sustainability outcomes will be set.
25. We note that Eke Panuku refurbished the Lysaght Building in 2015.

Ngā koringa ā-muri | Next steps

26. The next steps are:

Ngā koringa ā-muri | Next steps

26. The next steps are:

- a. Appointment of an agent to market the Site and select a preferred investment partner.
- b. Completion of commercial negotiation and sale and purchase agreement.
- c. Settlement and registration of long-term lease.

Ngā tāpirihanga | Attachments

Attachment A - Site Plan – 101 Pakenham Street West



Ngā kaihaina | Signatories

Allan Young, GM Development

David Rankin, Chief Executive

Attachment A - Site Plan – 101 Pakenham Street West

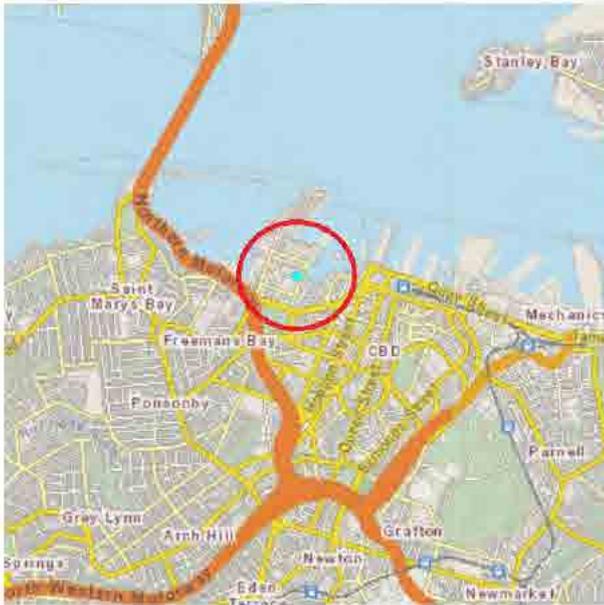


Figure 1. Location map – General property location



Figure 2. Aerial view – 101 Pakenham Street West

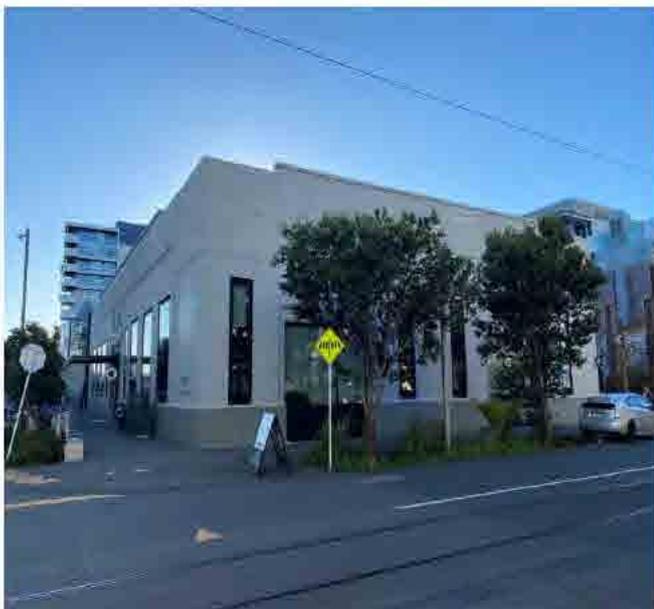


Figure 3. John Lysaght Building

Decision paper: Decision paper: Downtown Car Park expressions of interest

Author: Allan Young GM Development

February 2022

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. Approve the Downtown Car Park go to market strategy for the Request for Development Proposal phase, which incorporates all the Council's requirements from the redevelopment.

- b. 


Whakarāpopototanga matua | Executive summary

1. The Eke Panuku and Auckland Transport Executives have completed an study to investigate options for the location and scale of a new bus facility to support the downtown bus network.

2. 




- 6. [Redacted]

9. The strategic outcomes previously approved by the Planning Committee and endorsed by the Eke Panuku Board in August 2021 will form the basis of outcomes sought for the Downtown Car Park site.

- 10. [Redacted]

Horopaki | Context

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

		e. [REDACTED] [REDACTED]
[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]

14. The approved divestment process includes a three-stage process:

- Stage 1 - Market soundings with selected parties. This was completed in July 2021.
- Stage 2 - EOI process which was an open market process completed in November/December 2021 and reported to the in December 2021.

- [REDACTED]

[Redacted text block]

Nga whiringa me te taatai | Options and analysis

[Redacted text block]

Ngā ritenga ā-pūtea | Financial and resourcing impacts

[Redacted text block]

[Redacted text block]

[Redacted text block]

35. [Redacted]

[Redacted]

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

37. [Redacted]

[Redacted]

[Redacted]

Tauākī whakaaweawe Māori | Māori impacts

40. The redevelopment opportunity was discussed in the Eke Panuku Mana Whenua Governance hui at its March 2021 meeting. An update on the strategic outcomes for the site was provided at the June 2021 meeting with an invitation to all 19 iwi to participate in the market testing process.

[Redacted]

[Redacted]

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

43. Key stakeholders, including the Waitemātā Local Board, Heart of the City and ACCAB have been consulted.

Tauākī whakaaweawe āhuarangi | Environment and climate change impacts

44. [Redacted]

[Redacted]

Ngā koringa ā-muri | Next steps

46.

[REDACTED]

LGOIMA Status

Information contained in sections of 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, the entity 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);
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).

Ngā tāpirihanga | Attachments

[REDACTED]

Ngā kaihaina | Signatories

Allan Young, GM Development

Marian Webb, GM Assets & Delivery

David Rankin, Chief Executive

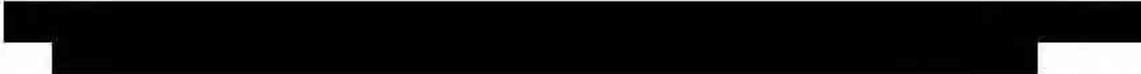
Decision paper: Avondale Central 6 and 10 Racecourse Parade Avondale

Author: John Carter - Priority Location Director - West and Adam Sadgrove - Development Manager

January 2022

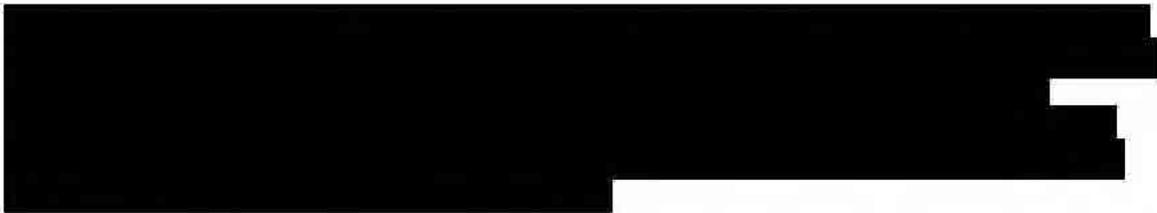
Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. 


- d. Delegate authority to the Chief Executive to execute the sale and purchase documentation once negotiations including finalising the masterplan design have been completed.

Whakarāpopototanga matua | Executive summary

1. 6 and 10 Racecourse Parade is located in the centre of Avondale next to where Council and Eke Panuku are investing in new community infrastructure and upgraded open space. Development of these sites represents a very significant opportunity to support the ongoing regeneration of Avondale providing much needed homes and improving the vitality of the centre.
2. In line with the Eke Panuku Board resolution in June 2021 and the Eke Panuku Selecting Development Partners Policy an exclusive process with mana whenua was undertaken for these sites with the aim of supporting mana whenua economic development.
3. 
4. The Request for Development Proposals were assessed by against evaluation criteria supported by Auckland Council Procurement. The Evaluation Panel included the Priority Location Director, Head of Development, Property Development Manager, Maori

Outcomes Advisor and Principal Urban Designer and was administered by a Senior Contract Administrator and Auckland Council Head of Capital Procurement.

5. [REDACTED]

[REDACTED]

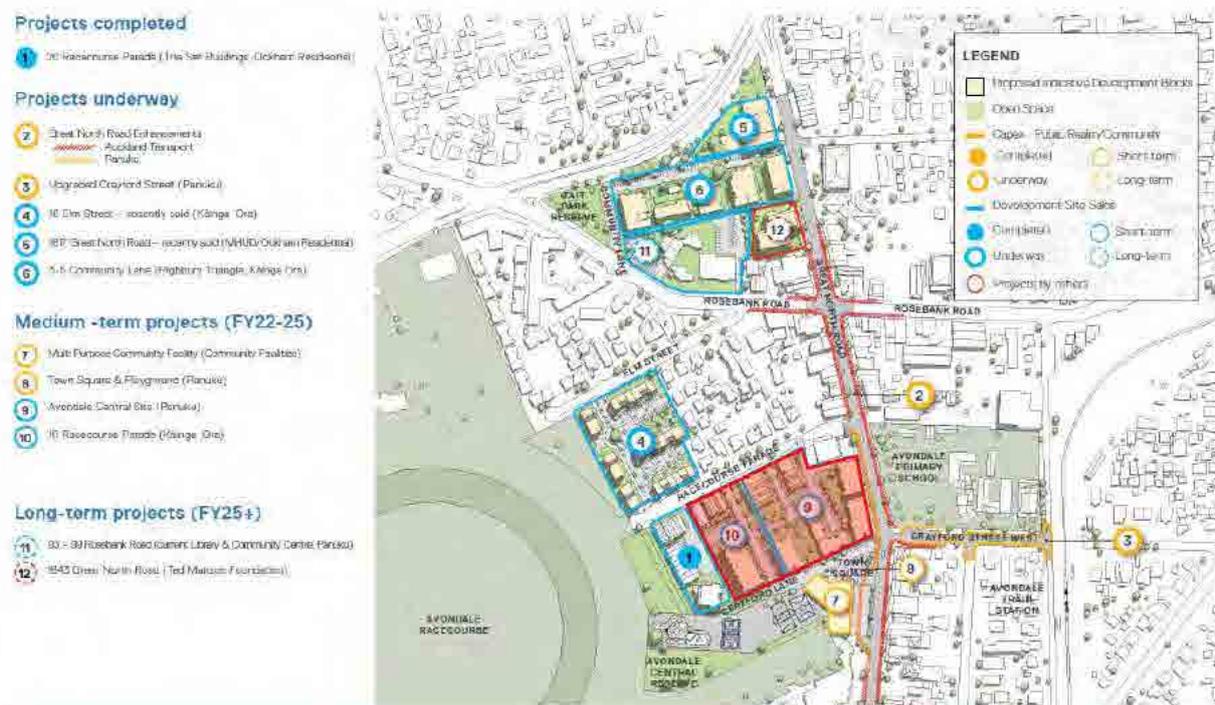
7. It is considered that the proposed development will be transformative for Avondale and will strongly support the rapid regeneration of this town centre.

8. [REDACTED]

Horopaki | Context

9. In June 2021 the Eke Panuku Board approved the sale of these two sites subject to the following outcomes:
- a. an exclusive period to market the sale and development of the property directly with mana whenua of up to four months, comprising of one month to confirm interest and demonstrate capability, and if this threshold is met, three months to prepare a request for development proposal, and if unsuccessful proceed to an open market sale process
 - b. a masterplan prepared demonstrating delivery of "Avondale Central 6 and 10 Racecourse Parade, Avondale Essential Design Outcomes and Design Guide" (Attachment B)
 - c. a minimum of 200 homes developed across 6 and 10 Racecourse Parade incorporating a mix of height and typology
 - d. the expression of Māori culture and identity in the design to be confirmed through an engagement process with mana whenua
 - e. development to be completed within six years of the Sale and Development Agreement being unconditional

- f. the residential component of the development must be designed, built, and certified at a minimum Homestar 6 Rating
 - g. inclusion of a five meter wide publicly accessible pedestrian and cycleway easement along the boundary of 6 Racecourse Parade
 - h. design review through the Eke Panuku Technical Advisory Panel (TAG) prior to the lodgement of the resource consent application for land use or subdivision
 - i. proposed transaction to be reported back to board at appropriate stage for approval
10. The exclusive period with mana whenua has now been concluded and a preferred development partner to deliver on the required outcomes has been identified.
11. 6 Racecourse Parade (7447m²) was purchased in 2017 and the adjoining 10 Racecourse Parade (8424m²) was purchased in June 2021 to enable a high-quality comprehensive redevelopment within the town centre.
12. These sites (highlighted in red below) are part of a programme of residential development in the town centre which has been supported through land acquisition, development agreements and positive relationships with our key partners including Kāinga Ora. Overall, we are expecting at least 1500 new homes to be constructed within our Unlock Avondale High Level Project Plan (HLPP) area. This is exclusive of any future racecourse development. 1200 of these will be directly enabled by Eke Panuku or central government.



Matapaki | Discussion

13. The Eke Panuku Selecting Development Partners Policy includes processes to facilitate private sector, Iwi, Crown and third sector agreements to develop land. Section 4.2

outlines the circumstances in which dealing exclusively with one or a limited number of development party/s directly or through a closed-tender process is permitted.

14. The tendering process proceeded in accordance with the method described in the July Decision Paper.
15. We worked closely with the Auckland Council Head of Capital Procurement and his team in the preparation of the Expression of Interest (EOI), Request for Development Proposal (RfDP) template and assessment criteria including the allocated percentage allocation.
16. The opportunity was presented and explained to our mana whenua partners. Six parties indicated they would like to be involved. Four parties submitted EOI all four were invited to participate in the RfDP. Three participants submitted the Request for Development Proposals. All were of a very high standard and all are considered to be capable of meeting the required outcomes identified in the June 2021 board resolution.

Hīraunga | Implications

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

Ngā ritenga ā-pūtea | Financial implications

18. 

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

19. 

Tauākī whakaaweawe Māori | Māori impact

20. 
21. The project will support the delivery of the Eke Panuku strategic commitment to achieve better outcomes for and with Māori as outlined in the Eke Panuku Business Strategy and the Eke Panuku Māori Engagement Strategy.
22. It will also allow both Eke Panuku and Māori to work towards shared strategic outcomes.

Ngā whakaaweawe rauemi | Resourcing impacts

23. The project will be resourced by a Development Manager, a Portfolio Specialist, an Urban Designer, Māori Outcomes Advisor and a representative from the Community and Stakeholder Relations team

Ngā koringa ā-muri | Next steps

24. The steps and indicative timeframes to implement the decision are proposed as follows:

j. Eke Panuku Board ratification	March 2022
k. Development agreement executed	April 2022
l. TAG Urban Design Review	May 2022
m. Settlement 6 Racecourse Parade	June 2022
n. Resource Consent lodged	October 2022
o. Resource Consent obtained	March 2023
p. Settlement 10 Racecourse Parade	June 2024
q. Construction commences	July 2024
r. Completion of a minimum 200 homes	December 2025
s. Contingency 12 months	December 2026

LGOIMA Status

Information contained in sections of 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, the entity 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 tāpirihanga | Attachments

[Redacted]

[Redacted]

[Redacted]



Ngā kaihaina | Signatories

Ian Wheeler, Chief Operating Officer

Allan Young, GM Development

David Rankin, Chief Executive

Information paper: Annual Report 30 June 2021

Document author: Michele Harpham, Finance Manager

February 2022

Whakarāpopototanga matua | Executive summary

1. Under the Local Government (Auckland Council) Act 2009, all Auckland Council CCO's must hold two meetings in public each year. The first must be held before 30 June each year for the purpose of considering comments from shareholders on the organisation's draft Statement of Intent for the following financial year. The second meeting must be held after 1 July each year for the purpose of considering the organisation's performance under its Statement of Intent in the previous financial year.
2. Generally, the second meeting is held in conjunction with the approval of the Annual Report. However due to delays in the audit process associated with COVID-19, the annual report wasn't finalised until late December 2021, and the February Board meeting is the first meeting since then. The Eke Panuku Board approved the Annual Report on 24 November 2021, subject to any significant changes required by Audit New Zealand being discussed with and approved by the Chair and the Chair of the Audit and Risk Committee. The final version of the report was approved on 21 December 2021, and the audit report was issued on 22 December 2021. The Annual Report is included as attachment A.

Matapaki | Discussion

3. The performance for the year to 30 June 2021 against targets identified in Eke Panuku's Statement of Intent is detailed in the Statement of Service Performance on pages 57 to 62 of the Annual Report. There were 19 measures in total. 15 of the measures were assessed as achieved, one performance targets had significant progress made and two were not achieved. The final measure was marked as non applicable due to delays associated with COVID-19.
4. The financial results for the year 30 June 2021 are detailed in the financial statements on pages 66 to 88 of the Annual Report. These financial statements only show the performance of Eke Panuku as a company and do not include the financial performance or financial position related to the portfolio of assets and developments that Eke Panuku controls on behalf of Council.
5. Since the majority of its assets were transferred to Auckland Council on 26 June 2019, Panuku operates on a cost recovery basis with its funding from council being set at a level which covers the shortfall of operating costs less other revenue from Viaduct Marina South and recharges for staff time on council projects.
6. The Viaduct Marina is part owned by Auckland Council (the section north of Te Wero Crossing) and part owned by Eke Panuku (the section south of Te Wero Crossing). An adjustment has been made in the financial statements to increase the value of Eke Panuku's share (referred to as Viaduct Marina South) by \$3.77m. The value increase has

two main contributors. The way the valuation has been put together taking into account resource consent expiry dates and the impact of COVID-19 on forecast cashflows being reassessed. There has been no change to the operation of the marina although the forecast cash flow used for the valuation has been negatively impacted by Covid-19

Ngā tāpirihanga | Attachments

Attachment A - Annual Report 30 June 2021

(available online at: <https://panuku.co.nz/about/publications/annual-reports>)

Information paper: City centre programme update

Document author: Susan McGregor Bevan, Project Manager City Centre Transition

February 2022

Whakarāpopototanga matua | Executive summary

1. On 30 November 2021 the Auckland Council Planning Committee appointed Eke Panuku as the lead agency for the city centre regeneration programme. Eke Panuku's role will be to lead and co-ordinate the expertise from across the council group to deliver a joint programme that will realise the vision of the City Centre Masterplan (CCMP).
2. The lead agency approach was one of the recommendations of the Council Controlled Organisations (CCO) Review in 2020. Having a single agency to lead the city centre programme will support a more joined-up approach to : programme planning and delivery; place making, management and activation of spaces; public, stakeholder and partner engagement; and the realisation of the vision in the CCMP – to achieve a more liveable, green and prosperous city centre.
3. Building a core city centre team at Eke Panuku is key to success in this new role so we are progressing recruitment for roles including a Priority Location Director - city centre (PLD), and senior leads for communication and engagement and design. Recruitment is well underway for the PLD who will perform the primary leadership role for this programme, working with the city centre teams across the council family.
4. We are moving through a few key phases over the next 6 months. Having completing the initial approval and establishment phase late last year we are currently in the discovery phase beginning with getting to know the place, the programme, stakeholders and the people working on it across the council family. This phase will run until April when we will then move into a phase of planning and implementing certain key changes until the middle of the year when will be ready to take on the lead role and new way of working. A key priority at this point will be progressing the preparation of the programme business case.
5. A cross-council steering group and project team has been set up to lead this work. The focus of these groups is to maintain momentum of the city centre activities while improving collaboration and making best use of resources and expertise as we transition to this new way of working.
6. We will provide a further update to the Board in April once we have completed the discovery phase.

Matapaki | Discussion

7. Immediately following the planning committee decision Eke Panuku established a City Centre Steering Group chaired by COO Ian Wheeler with senior representatives from Auckland Council, Auckland Transport (AT) and Auckland Unlimited. The steering group meets fortnightly, to ensure momentum on the work programme is maintained and to keep transition on track for mid-2022. We have established this group to foster positive relationships and facilitate cross group working which will be such a key part of this programme and Eke Panuku and the wider group's success. We will review Eke Panuku's management representation on this group as we move through this transition to take on the lead role. Currently this requires high levels of communication and engagement supported by Angelika Cutler's team. This will likely change in time to ensure we have strong design leadership represented on the steering group.

8. The steering group comprises:

John Duguid – GM Plans and Places, Auckland Council

John Dunshea – GM Development Programme Office, Auckland Council

Andrew Allen – Exec GM Service Delivery, Auckland Transport

Vanessa Ellis – Exec GM Customer Experience, Auckland Transport

Noah Mafitt – Advisor to the Chief Executive, Auckland Unlimited

Angelika Cutler – GM Community and Stakeholder Affairs, Eke Panuku

Ian Wheeler (Chair) – COO Eke Panuku

9. To support the steering group a cross council project team was formed before Christmas, also meeting fortnightly, with focus on overseeing the discovery phase in their respective organisations from now until April as well as building a culture of joint working. This is led by an Eke Panuku-appointed project manager Susan McGregor- Bevan who will lead and support the transition. A senior corporate affairs resource, Jo Glasswell, has also been seconded into the project to lead comms and engagement. Change management expertise has been secured within both Auckland Council and AT to support the project and transition to new ways of working. This included communicating to staff and all key internal stakeholders via the steering group before Christmas.

10. The discovery phase is underway from now until mid April including key external partners and stakeholders, and internal technical leads. This phase will help inform the new, improved approach to city centre leadership across a range of workstreams including:

People, change and internal communications (supporting all workstreams).

External engagement, customers, partners and communication (supporting all workstreams).

Delivery – capital programmes and infrastructure, including CRL and Watercare.

Governance and investment.

Plans, policies and strategies.

Design and placemaking.

Activation: venues, events, attraction and investment (business/resident/visitor).

In its new role Eke Panuku will have an overall leadership and coordination role however the delivery of many technical areas will continue to be driven out of council family organisations. The extent to which the project will delve into these aspects of the council's role in the city centre will vary however they all impact on the overall delivery of the CCMP. This includes council operations such as waste management, parking and safety, however this is out of scope for this initial transition phase other than building an understanding of key operational contacts across the family.

11. The scale and complexity of the council group's activity in the city centre should not be underestimated therefore Eke Panuku will take a phased approach to establishing this new priority location. The immediate priorities for the project are streamlining external engagement, understanding issues and opportunities within the short to medium term programme of works, and ensuring a considered change process is well executed with council family staff well supported.
12. As part of this discovery phase Eke Panuku's Chief Executive, COO and project communications and engagement lead are meeting with key external stakeholders and partners in January and February to build relationships as well as an understanding of issues and opportunities. Feedback to date has shown strong support for the CCMP and the appointment of Eke Panuku as lead agency with our place-based focus. Stakeholders are concerned about the wide range of issues and challenges but excited and very willing to get involved and play their part in the recovery and delivering the long term vision for the city centre. The Chief Executive and COO will also meet with relevant elected members and key staff as well as attend the Auckland City Centre Advisory Board (ACCAB) meeting at the end of February.
13. The primary leadership role for the programme, the Priority Location Director - City Centre, was advertised before Christmas and short listed in January. Interviews commenced late January and it is hoped an appointment will be made by March with a start date to be confirmed.
14. In addition to the interim project manager and communication and engagement resource, a senior design role will be advertised shortly to support the new location and how this important aspect of design leadership is structured across the group.
15. Whilst we go through this discovery and transition to new lead role, projects and operational issues continue to be led from their respective organisations at this point. However we aim to be across high profile, high priority issues and opportunities until such time as new agreed ways of working are in place.
16. Initial topical priorities which are top of mind for Eke Panuku in its new lead agency role include the impact on the city centre of the Covid response shifting to red, Queen St implementation, the light rail announcement, Access for Everyone (A4E) business case with AT and ongoing City Rail Link works including the above ground works at Aotea and Karangahape (obviously this is just a very small selection of the many projects underway).
17. Our aim is that by the middle of the year work will be well underway on an integrated implementation plan/programme business case led by the soon to be appointed Priority Location Director. This will be shaped by the CCMP and cover a group response to the place, programme and range of activities in the city centre.

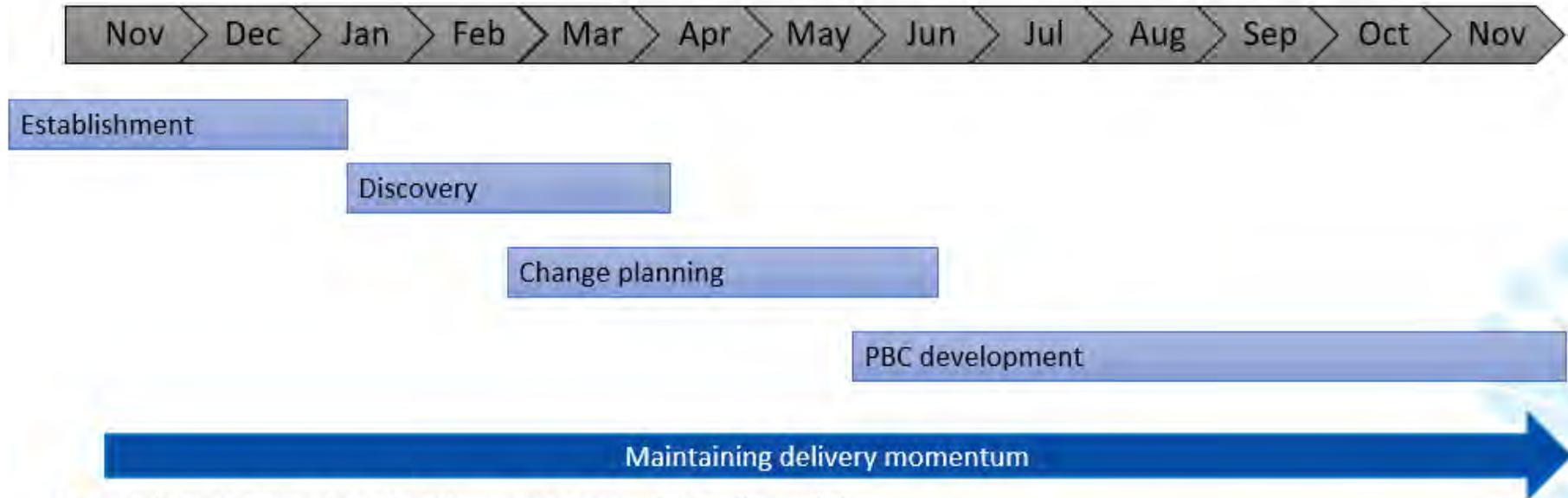
February 2022

18. The second output of this transition project will be a change plan which will detail any required changes to people, process, technology, systems and culture/ways of working so that Eke Panuku is set up for success.

Ngā tāpirihanga | Attachments

Attachment A - High level timeline

High level timeline



We are about to move into the discovery phase which will result in:

- an agreed programme of work for the city centre, noting that CCMP scope is wide, and developing a fully integrated programme will take more than 6 months
- change plan that will detail any required changes to people, process, technology, & ways of working (culture)

Information paper: Waterfront Edges Health and Safety Review Update

Document author: Fiona Knox: Priority Location Director: Waterfront

February 2022

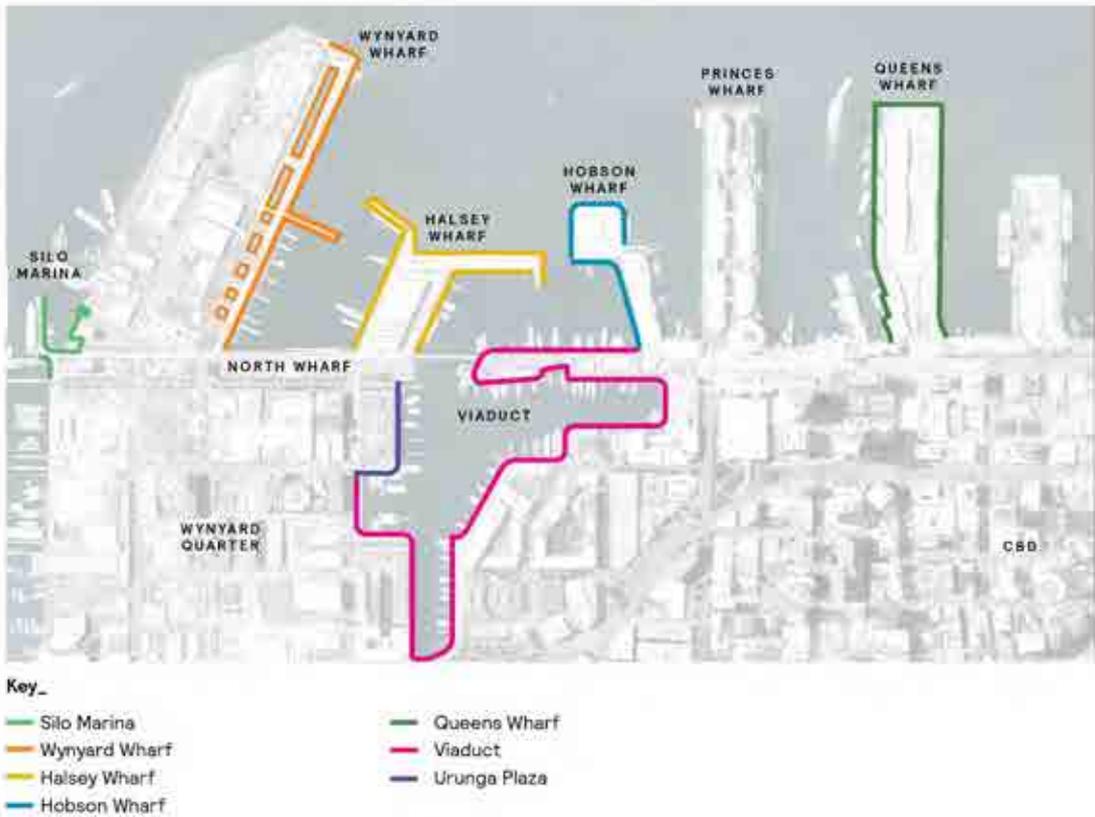
Whakarāpopototanga matua | Executive summary

1. This paper provides an update on the work underway to address Health and Safety obligations on the waterfront. This paper outlines the work specific to the waterfront edges.
2. Progress has been made on what is a complex issue. The work and documentation will enable a consistent approach across the remainder of our waterfront spaces. Noting that Eke Panuku manages approximately 13 km of linear edges (throughout Wynyard Quarter, Westhaven and Queens Wharf), we will build into our programme a phased approach for improvements.
3. A water edge is a working or a public edge which can be a wharf, public space, stairs, reclamation, or bridge.
4. Our work to date has involved different teams across Eke Panuku directorates. Engagement has occurred with:
 - Operational teams from other CCO's - Auckland Transport, Ports of Auckland Limited and Auckland Unlimited
 - Users of the wharves, including management of the fishing fleet
 - Adjoining landowner and marina operator Viaduct Harbour Holdings Ltd (VHHL).
5. Key outputs of the work to date include:
 - The development of a Water Edges Guideline document, including a decision-making framework to guide current and future work, updated corporate and legislative material and a design guideline for edge treatments
 - Formal risk reviews of a range of water edges across the waterfront
 - A specific projective, with funding to implement the agreed programme of works address recommendations and ongoing communications and engagement.

Matapaki | Discussion

6. Eke Panuku's vision is "to create amazing places". In August 2021 we celebrated a decade since opening the much-loved Wynyard Quarter to the public, with new and existing residents as well as visitors making extensive use of the new public space right next to the Waitematā Harbour.
7. These waterfront spaces have become an important part of the neighbourhood for more than 40,000 residents that call the city centre home. Having a safe, public, connected and smart-working waterfront has been the mainstay of Auckland Council's and Eke Panuku's regeneration story. A key objective of the Waterfront Plan (2012) and updated in the City Centre Master Plan (2020) is to provide an accessible waterfront where people can engage actively with the water, and for our waterfront to support marine uses and retain its authentic and gritty industrial character.
8. Alongside our focus on bringing people closer to the water has been the management of health and safety and risk. The area continues to transition from an industrial to a public space and we are attracting more people to the waterfront. It is important to continually review and test our approach drawing on changes to legislation, continued growth and diversity of users and our operational experience. Current and future changes of intended use need to be considered. The review has focused on the whole of asset approach and review triggers for changes in use.
9. Eke Panuku started an internal health and safety review on the waterfront in April 2021. Over this time staff have covered a lot of ground in our work and thinking both within Eke Panuku, but also with other CCO's and tenants on each of the wharves and waterfront edges and fall from height from a waterfront edge.
10. A water edge is a working or a public edge which can be a wharf, public space, stairs, reclamation, or bridge. The focus of the work referred to in this paper, relates to the areas of: Ūrunga Plaza (Park Hyatt hotel), Queens Wharf, Hobson Wharf Extension, and Halsey Wharf and Wynyard Wharf.

Waterfront Map showing study



11. Balancing responsibilities and expectations on the water’s edge brings with it some complexity. In planning, managing, and operating the waterfront, there is a need to balance:

- Expectations around the use of legacy infrastructure on the land and water
- Keeping the waterfront active but keeping spaces ‘free’ for major events
- Democratising the waterfront and making it equitable and accessible for all
- Keeping the working waterfront live and authentic, supporting the marine industry and active spaces
- A need to manage risks along the water edge, meet legal and statutory obligations, respond to health and safety incidents as they occur, and evolve the controls required to ensure that the potential for harm is minimised.

12. To guide this work, an internal Project Steering Group and Working Group was established.

- The PSG was chaired by the GM Design and Place, with the GM of Assets and Delivery, and the Chief Operating Officer

- Project Working Group members include the Waterfront PLD, Head of Design; Head of Property Portfolio, and the Health and Safety Manager
 - Staff across the Eke Panuku matrix participated in weekly meetings and risk management workshops to address the issues and help create content for review.
13. This work and findings reinforced the importance of having a standard way that members of the public can interact with the water edges and public spaces. With the construction works that occurred through the America's Cup construction, we acknowledge that the treatments on the wharf edge have changed. Careful consideration is needed to avoid sending confusing messages via different treatments and responses lead by different agencies. Standardisation needs to occur in both the processes and/or the design of engineering controls. We are seeking to create a consistent approach, quality, and look and feel.
14. Integrated into our work and thinking is the next iteration of our approach to the strategy for the Eke Panuku managed waterspace. This strategy and evolution refines our approach around:
- democratising the waterspaces, encouraging more engagement with the water through low scale activation and/or major events; and
 - being deliberate about the waterspace focuses on performing a working role for the marine industry and users and potential future ferry connections.
15. This is to increase the diversity of how the waterspace is used. We recognise, that this too will change over time as the waterfront spaces continue to evolve particularly with our work in implementing the Te Ara Tukutuku Plan (Wynyard Point Precinct) over the next 10 years.
16. Throughout this time we have had a high level of interest from major stakeholders, including the Member of Parliament for Auckland Central, Chair of the City Centre Advisory Board, and the Waitemata Local Board. Much of the frustrations expressed have been focused on access to the eastern side of Queens Wharf. Communications have been established through this process as verbal and written updates, and a follow up meeting will be scheduled in February.

Progress to date

17. We have considered the different uses for the spaces in question - including current uses and required access, consent requirements and future plans – all in the important context of our waterfront goals.
18. Since the establishment of this work stream, we've made considerable progress to date, in particular we:
- Have worked with Auckland Council, including VHHL, to prioritise modifying the existing balustrades where a tragic accident occurred. This work has focused in the viaduct area, including around Te Wero Island and Eastern Viaduct. Adjustments to street furniture to minimise potential risks in these spaces are also being undertaken. This work is scheduled to be completed in early 2022
 - Undertaken a review of public safety across the Eke Panuku managed waterfront in late December 2020 to assess risks relating to falls from height into water. The recommendations from this review were to address five risks to the public: water edge

protection (falls from height), shared space, raingardens, tram tracks and trips. The Eke Panuku Board and Executive Leadership Team agreed to prioritise addressing water edges (falls from height). Once a process is in place for water edges, the other risks will be addressed

- Reviewed our internal processes, including the Safety by Design process and the safe management of contracts and agreements framework, as well as identifying staff training on these items
 - Undertaken independently facilitated audits on the wharf edges; risk workshops for each asset and developed a risk register and action register for each location. We have developed bespoke reports for each water edge recording information from the above, and recommendations for a response to the Health and Safety Project Steering Group for review and agreement
 - Developed a set of Water Edge Guidelines, including a decision-making framework to guide and document a consistent process to consider and review water edge protection across an asset lifecycle. This document outlines what is reasonably practicable to eliminate or minimise falls from height and enable safe access to the waterfront in line with regulatory and corporate policy frameworks. The document was endorsed in principle by the Eke Panuku ELT in December 2020 and consists of three main sections:
 - i. Section A: Waterfront Edge Context - This section is designed to inform the reader on the strategic, legislative and regulatory requirements related to Eke Panuku's Waterfront edges.
 - ii. Section B: Decision Making Process - This section focuses on the practical process for completing an assessment of a new or existing edge and completing a risk assessment.
 - iii. Section C: Design Guidelines - This section provides guidance for edge treatment and mitigations after a risk assessment has been completed and a new or altered edge treatment has been recommended. This includes techniques, common approaches, design considerations, and standardisation of assets where appropriate to ensure we get a consistent approach across the waterfront.
19. The work and effort involved has been substantive; much of it over 2021 in lockdown. We are now confident that we have the framework for operating a best practice approach on the City Centre waterfront. This work and thinking can be extended to other locations in the Eke Panuku portfolio. Progress will be reviewed in August-September 2022, to provide enough time to ensure our processes are bedded in and are fit for purpose or need adjustment.
20. As noted above, the need for the Waterfront Edge Guidelines document has come about through the need to capture in one place a road map for the 'what, when and how' of addressing our treatment of the waterfront edges. This is to ensure that across Eke Panuku teams we can be clear about our roles and responsibilities and be clear with our tenants and stakeholders.

What this means in practice

21. As we progressively step through assessments along the various water edges there is greater clarity and commonality occurring for appropriate responses.

22. In simple terms what this means is that we can expect that:

- There will be more balustrades where the public interface across the waterfront. Examples include the changes of approach for Urunga Plaza and Hotel promenade which are having balustrades installed, and extensions to balustrades on parts of Queens Wharf
- We will actively manage our responses on the working edges and whilst these edges are accessible to the public, the edge delineation and wayfinding approaches will help direct behaviour and highlight risk areas for the public and workers.

Financial Impacts

23. Some of the actions, such as the Urunga Plaza balustrade are creating new capital projects. Responses on Queens Wharf and through the rest of Wynyard Quarter will require new projects to be set up, business cases completed, resource consents to be applied for, reviews through TAG and procurement of services through specialist contractors.

24. Funding through Eke Panuku's existing capital programme is being reallocated as appropriate.

Next Steps

25. Final water edge risk reviews and recommendations are to be completed in the first quarter of 2022. These will provide further agreed actions and changes to water edges that will be rolled into a programme to be progressively rolled out.

26. Further reviews are needed to assess the increasing popular activities of swimming and bombing in key areas such as the tidal steps, St Mary's Bay and potentially in Jellicoe Harbour. Similar to water edge reviews this will take into account risk assessments, public good, and a range of possible design, management and operational responses that will meet our obligations and public expectations. This will need to be taken with a strategic eye across the waterfront as well as specific locations to ensure we have a comprehensive approach.

Information paper: Onehunga Wharf Development Proposal Update

Document author: Richard Taylor, Priority Location Director - Isthmus

February 2022

Whakarāpopototanga matua | Executive summary

1. This paper provides an information update on the Onehunga Wharf redevelopment proposal, which is a key component of the Transform Onehunga programme.

2. [Redacted]

[Redacted]

[Redacted]

5. [Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

10. [REDACTED]

11. Consideration will also be given to the wider implications for the achievement of the HLPP objectives for the Transform Onehunga programme and approval sought for any change in programme scope or emphasis that is deemed necessary.

Matapaki | Discussion

12. The Onehunga Wharf Precinct is a 5.1ha site comprising reclaimed land and legacy wharf structures sandwiched between the Te Hōpua ā Rangi / Gloucester Park volcanic tuff ring and the Manukau harbour. It is the only west coast port in the upper North Island with the next nearest west coast port being Port Taranaki in New Plymouth.

13. [REDACTED]

14. The site was acquired with existing commercial operations in place including a small fishing fleet operation, the Holcim cement works, and logistics and warehousing operators. Other than the fishing fleet there are currently no other commercial shipping operations.

15. The proposal to redevelop the wharf is an iconic component of the Transform Onehunga programme and has received broad support from the Local Board, Councillors and the Mayor. There has been considerable public interest in the opportunities for the site.

16. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

30.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Ngā tāpirihanga | Attachments

None

Information paper: Board Strategy Day Overview and Next Steps

Document author: Brenna Waghorn, GM Strategy and Planning

February 2022

Whakarāpopototanga matua | Executive summary

1. This report provides an overview of the Board Strategy Day held in December 2021 and draws out themes and next steps.

Matapaki | Discussion

2. The 2021 Board Strategy Day was held on December 15 in the office. The main topics for discussion were:
 - State of the nation – Eke Panuku 2015-2021 and the next 10 years
 - Future programme – the forthcoming process to engage with the shareholder on our future locations and funding which will begin formally in mid-2022.
 - Selecting development partners – a discussion of the current approach including engagement with mana whenua and the private sector, and options going forward.
3. Some key themes emerged and are summarised below:

Are our urban regeneration objectives clear?

4. Eke Panuku has spent some time articulating our urban regeneration objectives and intent. These were initially through the planning for each location captured in each high-level project plan and programme business case, and more laterly through the Strategic Framework and the (draft) Thriving Town Centre Guidelines.
5. The urban regeneration outcomes we seek to achieve for a neighbourhood are articulated in the programme business case (and masterplan), approved on a rolling basis by the board.
6. The urban regeneration outcomes we seek to achieve for each project are articulated at the outset, in the project business case and in the “go to market” strategy, approved by the board for each site.
7. Urban regeneration work is complex and our programmes are further complicated by the different funding models and scope. These include Unlock and Transform locations, Haumaru, Optimisation with Local Boards and TOD opportunities with Auckland Transport. All have different funding models. There is an opportunity to
 - better articulate the benefits of our work and our impact

- strengthen our purpose statement (changes to the constitution were suggested by the CCO Review Panel)
- simplify our communications, acknowledging the complexity sitting behind.

The importance of social cohesion and a holistic approach to urban regeneration

8. City objectives have been moving from “liveability” and “competitiveness” to social cohesion, equity, inclusion and safety. The focus on "housing quantity" is also moving to neighbourhoods, and there is a need to focus on housing quality. Inequality and climate change are key priorities for our shareholder. We are shaping neighbourhoods and building communities. The question is the scope of this holistic approach for which we are not fully funded.
9. Our key opportunities to leverage wider outcomes are through
 - social procurement, including training and employment opportunities (targets have been set)
 - placemaking, ensuring we reach a diversity of communities in our neighbourhoods
 - ensuring residential choices enable access to employment and services
 - other partnership opportunities e.g. working more with Auckland Council Group including TSI and Auckland Unlimited, and with Kainga Ora
 - ensuring town centres are designed to be inclusive and accessible.

Looking back to look forward

10. Reflection on the first six years of Eke Panuku and its evolution shows that we are in a good place, with a positive reputation and culture, a skilled team (albeit with retention and recruitment risk) and “runs on the board”. The CCO Review affirmed the importance of urban regeneration as a core function of city governance and the progress we have made. There has been a significant period of “platform building” and our services are in demand.
11. Lifting our level of influence given our limited resources was another theme, leveraging off other partners.
12. Going forward we can:
 - Tell our story and build visibility
 - Be inspirational and (carefully) provocative for the city and future neighbourhoods
 - Continue to build our relationships and partner authentically
 - Be bold in considering new opportunities and models
 - Better understand and articulate our value and impact.
 - Ensure our people strategy, including our culture, operations and programmes, continues to attract and retain talent. A separate item is planned for Board discussion.

Next steps:

Selecting Development Partners

13. The approach to selecting development partners highlighted a range of perspectives and considerations. There was broad support for increasing transparency, simplifying the policy criteria, increasing private sector opportunities, maintaining strong engagement and opportunities for mana whenua Iwi and continuing a pragmatic approach, including limited contestable and direct approaches in some situations. A more planned or proactive approach, rather than a case by case or site by site approach, being a mix of options 2 and 3 of the broad options presented, gained support.
14. We have taken the Board's feedback and will come back to the Board with some material for further input:
 - Review the pipeline (12-18 months) and propose a category for each site.
 - Proposed changes to the policy, defining categories (reflecting the likely approach - open market, limited/closed, direct)
 - Flow chart for decision making
 - Consider the matrix idea, and/or case studies showing how we make the call and why
 - Proposed communication of the agreed approach

Future Programme

15. We will come back to the Board with a proposed project plan including engagement with the Planning Committee and Local Boards. We will seek Planning Committee approval of the scope, engagement process, key milestones and timeframes in June 2022.

16. 

Ngā tāpirihanga | Attachments

None.

Information paper: Risk management update - Board

Document author: David Middleton, Risk manager

February 2022

Whakarāpopototanga matua | Executive summary

1. The ELT reviewed and updated the risks and mitigations on the 1 February. The Risk Register and Risk Mitigation Register and are attached for information.
2. The Auckland Council Chief Sustainability Office held its first meeting on the 27 January 2022 to address risk and governance reporting for the climate change and sustainability.
3. Covid-19 and in particular the omicron variant continues to raise uncertainty over future infection rates and the effect on staff. Eke Panuku is well prepared to mitigate the risk of infections with the office environment.
4. The ability to attract and retain talent is receiving greater attention across Council and Eke Panuku.

Matapaki | Discussion

5. Following the Christmas and New Year break, the ELT updated the Risk Register and the Risk Mitigation on 1 February 2022. Discussions included the risk relating to the New Wynyard Point public spaces and the consequence of the risk, reducing from Major (4) to Moderate (3) to reflect the current thinking until Emirates Team New Zealand finally decide on the venue for the next America's Cup.
6. The current market conditions relating to Risk 2 'The ability to attract and retain talent' are resulting in above average resignations within Eke Panuku with three in the current quarter. Eke Panuku is addressing the risk with a number of mitigations focused to both retain and attract new talent.
7. Covid-19 continues to influence the economy and our first concern is to the welfare of Eke Panuku staff and their families. We continue to provide vaccination protocols for staff, visitors, and contractors with ongoing communications to local boards and communities on projects.
8. Council has held its first across Council climate change and sustainability meeting in January 2022 with further follow up meetings in February to address governance and risk reporting to comply with the Task Force on Climate-Related Disclosure (TFCD).

Ngā tāpirihanga | Attachments



Director interests at 11 January 2022

Member	Interest	Company / Entity	Conflicts pre-identified?
Paul F. MAJUREY	Chair	Panuku Development Auckland Limited	
	Director	Arcus Property Limited	
	Director	Atkins Holm Majurey Limited	
	Chair	Hāpai Housing General Partner Limited	
	Director	Hāpai Commercial 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	Koau Property General Partner Limited	
	Chair	Marutuāhu Collective (5 iwi collective)	Possible
	Chair	Marutuāhu 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	
	Co-Chair	Sea Change Tai Timu Tai Pari Ministerial Advisory Committee	
	Chair	Te Pūia Tāpapa GP Limited	
	Director	Tikapa Moana Enterprises Limited	
Chair	Tūpuna Taonga o Tāmaki Makaurau Trust Limited (Tūpuna Maunga Authority)		
Chair	Whenuapai Housing GP Limited		
Director	Westhaven Marina Limited		

David I. KENNEDY	Director	Panuku Development Auckland Limited	
	Director	Cathedral Property Limited	
	Director	Grantley Holdings Limited	
	Director	Naylor Love	
	Trustee	New Zealand Housing Foundation	Possible
	Chair	Beachlands South GP Ltd	
	Chair	Kaha Ake GP Ltd	
	Member	Business Reference Group Te Arotake Future for Local Government	
	Member	Advisory board, Mayo Calder Ltd	

John COOP	Director	Panuku Development Auckland Limited	
	Managing Director and Principal	Warren and Mahoney	Possible

Jennifer KERR	Director	Panuku Development Auckland Limited	
	Board member	New Zealand Rugby	
	Board member	NZTE	
	Board member	Callaghan Innovation	
	Board member	Waipa Networks Ltd	
	Settlor, Trustee, Beneficiary	J.R. Kerr Trust	
	Masters Student	University of Waikato	
	Trustee	J.R. Kerr Portfolio of Shares and Bonds managed by Forsyth Barr	
	Trustee	J.R. Kerr Portfolio of Shares and Bonds managed by Craig Investment Ltd	
	Member	Port Nicholson Trust	
	Committee member	Audit and Risk – Police	
	Board advisor	Mediaworks	

Steven EVANS	Director	Panuku Development Auckland Limited	
	Chief Executive	Fletcher Building LTD	Yes
	Member	MBIE Building Advisory Panel	Yes
	Member	Steering Group Construction Industry Accord	
	Board Member	Urban Development Institute of New Zealand	Yes
	Director	Homai General Partner Limited	
	Director	Okahukura GP Limited	

Susan HURIA	Director	Panuku Development Auckland Limited
	Trustee	Construction Health & Safety NZ (CHASNZ)
	Director	Connexis
	Chair	Gisborne Covered Production
	Chair	Leaderbrand Holdings and associated entities
	Director	Ospri and associated entities
	Director/Shareholder	Rawa Hohepa
	Director	Royal College of General Practitioners
	Business Reference Group member	Te Arotake Future for Local Government

Kenina COURT	Director	Panuku Development Auckland Limited
	Director	KW Westgate Limited
	Director	PGFT Trustees Limited
	Director	French Trustees Limited
	Director	Eight Peaks Holdings Limited
	Director	Lovelock Trustees Limited
	Director	Pasifika Enterprises Limited
	Director	Platinum Securities Limited
	Director	Stornoway Developments Limited
	Director	Huma Holdings Limited
	Director	It's Happened Trustees Limited
	Director	Rice Family Trustees Limited
	Director	Pathfinder Trustees Limited
	Director	Pathsol Limited
	Director	PSL Freedom Limited
	Director	TOH Limited
	Director	Twinlion Trustees Limited
	Director	Up Skill Teams Limited
	Director	NTA Holdings Limited
	Director	Holly Corp Trustees Limited
	Director	Market Kitchen Limited
	Director	Nathan Whanau Trustees Limited
	Director	Fale Developments Limited
	Director	CP Resettlement Trustees Limited
Director	Banking Ombudsman Scheme Limited	
Director	M&G Trustees Limited	

Director	New Gipsy Limited
Director	Pathfinder Management Partner Limited
Director	BDE Bonus Limited
Director	Silvereye Investments Limited
Director	Lujato Trustees Limited
Director	Fortitudine Trustees Limited
Director	Oceania Career Academy Limited
Director	Stak Trustees Limited

Director meeting attendance register – 2021 / 2022

	2021						2022					TOTAL
	28 Jul	25 Aug	22 Sep	27 Oct	24 Nov	15 Dec	Feb	Mar	Apr	May	Jun	
P.F. Majurey	✓	✓	✓	✓	✓	✓						
J. Coop	x	✓	✓	✓	✓	✓						
D.I. Kennedy	✓	✓	✓	x	✓	✓						
R.I. Leggat	✓	✓	✓	✓								
J. Kerr	✓	✓	✓	✓	✓	x						
K. Court	✓	✓	✓	✓	✓	✓						
S. Huria	✓	✓	✓	✓	✓	x						
S. Evans	x	✓	✓	✓	✓	✓						

LOA – Leave of absence

Minutes of the meeting of directors of Eke Panuku Development Auckland Limited, held in **confidential** session, in person at 82 Wyndham St and online via Teams, on Wednesday 15 December 2021 commencing at 12.40pm.

<p>Attending</p>		<p>Board: Paul Majurey – Chair, David Kennedy – Deputy Chair, John Coop, Kenina Court, Steven Evans</p> <p>Executive: David Rankin – Chief Executive, Gyles Bendall – GM Design & Place, Alaina Cockerton – Head of People & Culture, Brenna Waghorn – GM Strategy & Planning, Angelika Cutler – GM Community & Stakeholder Relations, Carl Gosbee – Chief Financial Officer, Marian Webb – GM Assets & Delivery, Ian Wheeler – Chief Operating Officer, Allan Young – GM Development, Talia Hodgson – Governance Manager</p>
<p>Board only time</p>	<p>1 12/21</p>	<p>Alaina Cockerton, Head of People & Culture, joined board only time. The board discussed the following matters:</p> <ul style="list-style-type: none"> • [REDACTED] <p>David Rankin, Chief Executive, joined board only time for this item.</p> <ul style="list-style-type: none"> • [REDACTED]
<p>1.1 Apologies</p>	<p>3 12/21</p>	<p>Apologies were received from Susan Huria and Jennifer Kerr.</p>
<p>2.1 Willis Bond Stage 3</p>	<p>4 12/21</p>	<p>Allan Young, GM Development, introduced the report. Fiona Knox, Priority Location Director, and James Woods, Development Manager, joined the meeting for this item.</p> <p>The board discussed the following matters:</p> <ul style="list-style-type: none"> • [REDACTED] <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <ul style="list-style-type: none"> a. [REDACTED]

<p>2.2 Transport Orientated Developments Opportunities</p>	<p>5 12/21</p>	<p>Marian Webb, GM Assets & Delivery, introduced the report. Gary Jackson, Principal Property Advisor, joined the meeting during this item.</p> <p>The board noted the paper.</p> <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <p>a. [REDACTED]</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED]
<p>2.3 44 Hamer Street – Long term lease</p>	<p>6 12/21</p>	<p>Allan Young, GM Development, introduced the report. Fiona Knox, Priority Location Director, and James Woods, Development Manager, joined the meeting for this item. The board discussed the following matters:</p> <ul style="list-style-type: none"> • Impact on neighbouring properties. • Architectus is working with SeaLink including consideration of residential development across the road, noting maximum allowance height has not been applied for in order. <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <p>a. [REDACTED]</p> <ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED]

		<p>[REDACTED]</p> <ul style="list-style-type: none"> ■ [REDACTED] <p>[REDACTED]</p> <ul style="list-style-type: none"> ■ [REDACTED] <p>[REDACTED]</p> <ul style="list-style-type: none"> iii. [REDACTED] <ul style="list-style-type: none"> ■ [REDACTED] <ul style="list-style-type: none"> ■ [REDACTED]
<p>2.4 Potential Development Partner</p>	<p>7/12/21</p>	<p>Allan Young, GM Development, introduced the report. Cori Barkle, Principal Solicitor, joined the meeting for this item.</p> <p>The board discussed the following matters:</p> <ul style="list-style-type: none"> • [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED]

		<ul style="list-style-type: none"> • [REDACTED] ■ [REDACTED] ■ [REDACTED] <p>[REDACTED]</p> <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <p>a. [REDACTED]</p>
<p>2.5 Supports 84-100 Morrin Rd, St Johns</p>	<p>8 12/21</p>	<p>Allan Young, GM Development, introduced the report. Paul Majurey and Steve Evans left the meeting during this item due to declared conflicts of interest. David Kennedy covered as Chair, for what became an informal discussion.</p> <p>With the withdrawal of the 2 conflicted directors, the board lacked a quorum. As agreed in advance members present discussed the issue, asked questions of the executive, and agreed formal board approval to be obtained by email circulation of the decision paper. The following matters were discussed:</p> <ul style="list-style-type: none"> • This brings to an end the agreed process and assumptions that have been worked through in an earlier board paper, providing the board with a fresh set of recommendations. • The team have considered a Plan B, noting there are few others who could carry out the level of remediation required. • The assessment process was run in conjunction with the procurement team at Auckland Council, including design aspirations and advice. • An evaluation process was run through with Council procurement involvement of the panel • This was a clear and transparent process, robust and well-documented. • Conflicts have been declared and noted, along with potential issues, media stories etc. • If any of the Eke Panuku team involved in negotiations feels uncomfortable at any time, they can access the whistle-blower policy. • David Rankin confirmed protocols are in place and he has no personal concerns. • There was a general level of comfort with the process, noting this was a contestable process closed to mana whenua parties and the highest bidder was invited into negotiations, with the result as recommended. • It was noted that it is the board directors who are making the decision, not the staff members. • It was noted that two valuations were obtained by Eke Panuku, with an adjusted average. • The Board members noted and were comfortable with the discussions held. • A decision will be sought via an email meeting from the directors present and two directors who were an apology.

Following the circulation of the board paper via email, the Eke Panuku Board:

a.

[REDACTED]

[REDACTED]

[REDACTED]

i.

[REDACTED]

[REDACTED]

[REDACTED]

ii.

[REDACTED]

iii.

[REDACTED]

iv.

[REDACTED]

v.

[REDACTED]

vi.

[REDACTED]

vii.

[REDACTED]

viii.

[REDACTED]

		ix. [REDACTED]
2.6 Financial Reporting to Auckland Council 31 December 2021	9 12/21	<p>Carl Gosbee, Chief Financial Officer, introduced the report.</p> <p>The board noted the financial reports.</p> <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <ol style="list-style-type: none"> a. Delegated approval of the 31 December 2021 reporting pack and representation letter to Auckland Council to the Audit and Risk Committee.
2.7 Downtown Carpark Redevelopment	10 12/21	<p>Allan Young, GM Development, introduced the report. James Woods, Development Manager, joined the meeting for this item, and John Coop left the meeting due to declared conflict of interest.</p> <p>The board discussed the following matters:</p> <ol style="list-style-type: none"> i. [REDACTED] <p>Following the conclusion of discussions, the Eke Panuku Board:</p> <ol style="list-style-type: none"> a. [REDACTED] <p>[REDACTED]</p>
3.1 Director interests	11 12/21	The Eke Panuku Board reviewed and received the Register of Director's Interests.
3.2 Director meeting attendance	12 12/21	The Eke Panuku Board noted the directors' meeting attendance.
3.3 Minutes of the 24 November 2021 board meeting	13 12/21	<p>The Eke Panuku Board reviewed and confirmed the Minutes of the Board Meeting 24 November 2021, with confidential information included, as a true and accurate record of the meeting.</p> <p>The following updates were noted:</p> <ul style="list-style-type: none"> • The process around recording and reporting of directors' involvements with other entities is being reviewed, with a proposal to provide monthly reporting for transparency going forward. • Steven Evans no longer has a conflict of interest with Avondale Central. • The auditors have not yet signed off the Annual Report and it is anticipated this will happen on Monday 20th December 2021.
3.4 Board action list	14 12/21	The Eke Panuku Board noted the board action list.
3.5 Board forward work programme	15 12/21	The Eke Panuku Board noted the board forward work programme.
4.1 General Business	16 12/21	The board discussed plans for recognising Richard Leggat, recently retired director, in person when gathering together is possible.

Close of board meeting	17 12/21	The meeting closed with a Karakia at 2:15pm.
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Read and confirmed

_____ Chair

_____ Date

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