



ONEHUNGA

Transform Onehunga

High Level Project Plan – March 2017

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1.0

INTRODUCTION



1.0 INTRODUCTION

The deep connection of Onehunga and its people to the Manukau Harbour is a recurring theme in the suburb's story so far and the rich array of ideas for its future.

Those ideas are explored in this High Level Project Plan for the Transform Onehunga project. One of four Transform locations, the Onehunga regeneration is being led by Auckland Council's urban development agency, Panuku Development Auckland (Panuku).

Onehunga has a rich heritage as one of Tāmaki Makaurau's earliest suburbs developed around a working port. These substantial beginnings are still clearly evident in the colourful collection of commercial buildings on its main street, its well-preserved Victorian and Edwardian villas, network of churches, community clubs and facilities and highly visible industrial area connected to the wharf and port.

Its strengths reside in this past alongside the living presence of the original Mana Whenua whose cultural identity is strongly bound to Onehunga as a vital part of a wider Māori cultural landscape.

As a strategic location and place of trade, Onehunga has attracted significant investment in regional infrastructure. Roads, rail and major utilities intersect with the land and water and dominant industrial uses over many years have compromised environmental quality and amenity. In some instances, meeting Auckland's regional needs has come at a cost to local connections and amenity.

As shown by the recent Taumanu Foreshore project, there is strong community and Mana Whenua desire to restore the natural environment, and improve connections between Onehunga communities and spaces through greenways and the water.

The Transform Onehunga vision encompasses these themes and others as it aims for a flourishing suburb connected to its past, its communities and the environment, including the harbour. A thriving town centre, jobs for local people and a built environment reinforcing heritage and character are also in the mix.

Social change, market conditions and key council and Crown landholdings are driving opportunities to provide new housing, greater amenity and better connectivity.

Onehunga's diverse population is shifting upward in socio economic standing. Its proximity to the city centre and employment growth in South Auckland, boosted by improved public transport and the South Western Motorway, greatly adds to its attraction as a city suburb and place to live.

To achieve Onehunga's transformation, over time and working collaboratively with other agencies and local communities, we will make five Strategic Moves (as detailed in Section 7):

- 1.** Build on existing strengths (largely focused on the town centre)
- 2.** Encourage smart growth and quality connected communities
- 3.** Celebrate industrial character and foster local productivity
- 4.** Create a healthy, activated foreshore environment
- 5.** Reintegrate Onehunga with the Manukau Harbour.

Long-term projects on such a large scale raise many challenges. For example, decisions are awaited on major infrastructure works, such as the proposed East West Link, which will have an impact on the nature and timing of any Onehunga Wharf development and other aspects of the area's transformation.

Solutions to achieving great outcomes in this valued place lie in how well everyone involved can work together towards a common vision.

1.1 MIHI

**NAU MAI TAKU ITI. PIKI MAI E TAKU RAHI.
NĀKU KOE I TIKI ATU I TE PAE-O-TE-RANGI.
KA TŌIA MAI, KA KŪMEA MAI
KIA EKE TANGAROA, EKE PANUKU.**

Panuku, panuku, kia haumi e, kia hui e
kia ara mai he tāiki ngāpara.
Ka whakairihia e te rangi hei hua tipua,
ka poua ā-whenua hei tupuranga hōu.

Māna e huaki te mana tangata
e hora ai aku mahi.
Kia hua ko te pai,
kia piki ko te ora,
he tohu kaitiaki o taku tuakiri tuku iho.

Nōku te whiwhi, nōku te hūmārire.
Ka tūhono a Rangi, ka tūhono ki a Papa,
taku taura here whanaungatanga;
he mea nō tua whakarere mai.
E kore e memeha; tū te ao, tū te pō,
mauri tau, mauri ora.

**WELCOME ONE. WELCOME ALL.
YOU, FROM BEYOND THE HORIZON I HAVE TAKEN.
I DRAW YOU NIGH, I DRAW YOU HITHER
TO RAISE EXPECTATIONS AND TO FULFIL POTENTIAL.**

Upward, onward until all is met and done
and that which rises will endure still.
From high it heralds divine aspirations,
grounded in visions of new beginnings.

It empowers in essence our very being
and pervades all that we have achieved.
Let good be rife
and may good health be assured,
as guardianship defines a legacy given.

As destiny beckons, peace is mine.
The sky itself seems to greet the earth,
epitomising all I hold and revere;
a token from that distant past.
It abides as day and night without fail,
with a gentle heart and a lively spirit.

1.2 SHAPING SPACES FOR AUCKLANDERS TO LOVE

Panuku Development Auckland’s structure is the first of its kind in New Zealand.

We work across multiple locations and scales – from large, long-term urban regeneration projects, to small projects on specific sites.

We operate in a commercial way but with good public outcomes. We make a profit and deliver returns to the council, but at the same time ensure developments and community outcomes are positive and sustainable.

Panuku has been established to provide leadership and unlock barriers to enable urban transformation. We will pilot ideas to advance council objectives in affordable housing, housing for older persons and iwi partnerships.

We have the backing of council finances, which allows us to borrow at low cost and obtain funding through Auckland’s 10-year budget process. We can structure the delivery of projects in a way that helps fund public good outcomes.



TRANSFORM

Creating change through urban renewal.

We lead the transformation of select parts of our region; working alongside others and using our custodianship of land and planning expertise.

E.g. Wynyard Quarter



UNLOCK

Unlocking development potential for others.

We are the facilitator; using our relationships to break down barriers and influencing others, including our council family, to create development opportunities.

E.g. Papatoetoe



SUPPORT

Making the most of what we’ve got.

Intensification is a key driver in the Auckland Plan. We support housing demands by enabling development of council-owned land.

E.g. Link Crescent, Whangaparaoa

1.3 PANUKU – WHO WE ARE

Panuku Development Auckland is a council-controlled organisation of Auckland Council that helps to rejuvenate parts of our city. We manage about \$1.5 billion in land and buildings the council owns. We continuously review this portfolio to find smart ways to generate income for the region, grow the portfolio or release land or properties that others can use better.

It's important we understand the communities in which we work. Panuku identifies development opportunities, and plans and prepares the ground to attract private investment and make it easier for others to develop houses and commercial buildings. Together with our partners, we unlock the full potential of this land to create spaces for Aucklanders to love.

Auckland is experiencing significant housing and infrastructure pressures as a result of rapid growth. About 800 people move to Auckland each week, and current projections suggest the population could reach 2.01 million by 2033 – an increase of more than 517,000 people within the next two decades.

To cater for this growth, we need a step change in urban renewal and intensification of town centres and brownfields. Panuku has the role and mandate to address this challenge.

LIKE THE NAME SAYS

We're the first Auckland Council organisation whose name represents what makes us unique as a New Zealand-based company: our connection to Māori culture and identity.

Development Auckland clearly states what our organisation is about, while Panuku is an abbreviated form of the whakatauki, or proverbial saying, Eke Panuku, Eke Tangaroa!

This saying acknowledges unseen energies from the realm of the land and sea, which are often called upon through Māori oratory traditions to help invigorate, inspire and manifest success, excellence and progress within groups.

Our organisation, like a waka, not only requires strength to move forward, but skill to navigate, balance to ride smoothly and teamwork to propel.



1.4 WHY ONEHUNGA?

Onehunga was chosen as a Transform location due to a number of key attributes:

- A high level of local board planning and political and community support for change in the area
- A strategic town centre location, with good infrastructure and access to public transport
- Strategic council and Crown landholdings that can act as catalysts for private sector investment and redevelopment
- A range of council facilities that can be optimised to create value for reinvestment in the area
- A good level of market attractiveness for residential development, with market demand for different housing types (terrace, apartments)
- Significant public investment in the past, including a major recreational asset – Taumanu Reserve (Onehunga Foreshore project)
- A location on the Manukau Harbour and future potential around Onehunga Wharf that will increase connectivity to the water.



Figure 1: Transform Onehunga – High Level Project Plan boundary area

1.5 PURPOSE OF THIS HIGH LEVEL PROJECT PLAN

This HLPP details the long-term goals and strategic moves for the Transform Onehunga project. The plan is the central document to initiate the project and seek approval for any additional actions in Onehunga. These actions include selling sites and undertaking further detailed project planning, design and analysis to give effect to the HLPP.

As well as summarising and assessing the proposed project, this plan:

- Outlines the context for the projects, including the strategic rationale for making decisions, information about existing statutory or non-statutory plans that inform the proposal, known market opportunities, statutory issues and stakeholder requirements
- Provides a vision and supporting principles, goals and strategic moves to guide the work programme for the project
- Provides an overall description of the existing and proposed projects, including specific properties involved and anticipated high-level outcomes or benefits
- Provides a description of the approach to place-led engagement
- Provides a high level description of the proposed funding strategy.

1.6 DEVELOPING THE TRANSFORM ONEHUNGA STORY

Urban regeneration occurs over a long period and requires leadership and collaboration to provide strategic responses to issues and deliver projects on the ground. Panuku's challenge is to provide a development approach that will help empower communities, lift local well-being and build high-quality, people-orientated and human-scaled urban environments.

The Transform Onehunga story will evolve over time. During development of this HLPP there has been new information, investment decisions and community reactions to what is happening in Onehunga. This shows it is a place of high interest, emotions and tensions. There is a strong desire for great outcomes in this valued place, and the challenge will be around how the agencies and the community can work towards and achieve a common vision.

The Transform story developed through this HLPP is not just about optimising council-owned land; it is a whole-of-place narrative focused on building on the area's strengths and looking for opportunities for Onehunga to achieve the vision and goals. This can only be achieved by working collaboratively with others, and for Panuku this means:

- Enabling delivery of strategic projects on council land that stimulate and influence private sector activity
- Partnering with other government agencies and the private sector (e.g. through Special Housing Areas) to deliver strategically-located, quality housing connected to open space areas and public transport
- Playing an active role in strategically acquiring sites for development
- Influencing future infrastructure investment and overall coordination
- Seeking integrated outcomes that benefit and respond to local community needs and aspirations.

Some of the challenges in Onehunga are complex and will take time to resolve. This is particularly true of the proposed East West Link (a new transport connection between State Highway 20 at Onehunga and State Highway 1 at Mt Wellington). However, with these challenges come opportunities and it will be Panuku's role to ensure Onehunga's future interests are preserved through the process.

The five Strategic Moves proposed by this HLPP will achieve the transformational vision over time: restoring, reconnecting, retaining, responding, and revitalising. Each of the moves is centred on place, people and partnership, and will build on the area's strengths to encourage smart growth and quality connected communities.

In the short term, we have an opportunity to revitalise the town centre (see Strategic Move "Retain"), a proposal supported by local businesses and landowners. We can also create a more concentrated core for the suburb. This means using our landholdings, partnership opportunities and a demand-led market we envisage to spur development that will enhance existing community strengths.

Two sites in the town centre (3 Paynes Lane and 45 Waller Street) can be progressed after the adoption of this HLPP. Integrated into this proposal will be public realm improvements and upgraded road and pedestrian environments, including shared areas, new community facilities, public art and a central public space. The development potential of the council's current landholdings is estimated at this early stage to be about 650 to 660 new dwellings and 16,000 to 20,000 square metres of commercial and retail space. This does not take into account potential development of land on adjoining sites that Panuku could buy.

Residential areas north of the town centre and in Oranga offer an opportunity to create smart growth and quality connected communities through regeneration (see Strategic Move "Respond"). Panuku has been in discussion with Housing New Zealand (HNZ) regarding the potential opportunities they see in the area through their business case for redevelopment in Auckland. Panuku will work with HNZ to ensure the best outcomes are achieved around neighbourhood design and social infrastructure within the Transform boundary.

It will be important to celebrate Onehunga's past and present industrial character while fostering local productivity (see Strategic Move "Revitalise"). This involves recognising the contribution of industry and looking at ways to support local enterprise, particularly west of the town centre while its original industrial character is reinterpreted.

This area is now mixed-use zone land under the Auckland Unitary Plan (Operative in part) with several developers and long-term investors accumulating and building on landholdings. A Special Housing Area (SHA) has also been approved over a large block, but there is no coordinated view on how this will evolve. So the opportunity is for Panuku to work with developers to improve amenity and connectivity to the harbour while improving the interface between new developments and the public realm. Any Mass Rapid Transit (MRT) connection is also likely to run through the Town Centre West area.

It is essential that Onehunga's transformation creates a healthy, activated foreshore environment and integrates the suburb with the harbour as a unified project (see Strategic Moves "Restore" and "Reconnect"), although this can only be fully realised after the East West Link is built. This will include Panuku buying and redeveloping Onehunga Wharf to provide a mix of activities and creating public access to the water's edge and water space. Panuku will also work with others to enhance biodiversity along the foreshore and increase connectivity between Onehunga and Mangere Bridge town centres. The East West Link will need to deliver quality public access and connections to the wharf.

There is a strong desire for great outcomes in this valued place, and the challenge will be around how the agencies and the community can work towards and achieve a common vision.





2.0

**VISION THEMES FOR
TRANSFORM ONEHUNGA**

2.0 VISION THEMES FOR TRANSFORM ONEHUNGA

Te Puāwaitanga o Onehunga **A flourishing Onehunga that is well connected to its past, its communities and the environment, including the Manukau Harbour**

Along with the overarching vision above, the themes supporting Onehunga's transformation encompass it becoming a place:

- That has a restored and healthy environment cared for by all
- That has a diverse and self-sustaining community whose people are connected with each other and have access to housing and employment choices
- Where Mana Whenua cultural values and aspirations and Te Ao Māori are recognised
- Of connectivity that realises its significance as a gateway and portage across both land and sea, where local, regional and national connections are of equal importance
- That is a centre of productivity and innovation, embracing sustainable practices, youth learning and new technologies; a meeting place supported by vibrant neighbourhoods and quality services
- To create further value and local appeal through our investment in people, projects and partnerships
- Where we can celebrate heritage, the maritime and industrial history, while providing for change with a modern twist.

These vision themes for the High Level Project Plan were drawn from a range of current and legacy documents, as well as engagement with Mana Whenua and early engagement with key stakeholders.

The next stage of the transformation planning process will be to create a Framework Plan. That plan will develop more detail around the vision, goals and strategic moves at a precinct and project level.





Unnamed artwork screen
Artist - Judy Millar

3.0

CONTEXT

3.1 BACKGROUND

Mana Whenua of Tāmaki Makaurau cultural identity is strongly bound to Onehunga as a key part of a wider Māori cultural landscape. Mana Whenua each hold their own history of association with Onehunga and, through to contemporary times, continue to articulate their deep ancestral connections, values and interests within the future aspirations of Onehunga.

Onehunga has key linkages with the Manukau Harbour, Maungakiekie (One Tree Hill), Te Tatua a Riukiuta (Three Kings), Rarotonga (Mt Smart) and Te Pane a Matāoho (Mangere Mountain).

Matāoho is the vulcan deity associated with the creation mythology of many volcanic cones and craters across Tāmaki Makaurau. The explosion crater Te Hōpua ā Rangi (Gloucester Park), for example, is one of many craters known as Ngā Tapuwae a Matāoho (the footprints of Matāoho). Mangere is a name which is bound to Onehunga as part of the Mana Whenua association with the identity of what is now called Onehunga.

Onehunga is blessed with rich natural heritage and geological features. Its landscape and the wider Maungakiekie Tāmaki area is dominated by volcanic cones and explosion craters, their associated lava flows, tuff deposits and volcanic loam soils. Mana Whenua see the suburb's volcanic origins as providing a fundamental physical and spiritual connection. Onehunga is strategically located on the harbour and has been a favoured site of human occupation since earliest times.

Urban development has modified much of the area's volcanic landscape. This includes reclaiming and developing the Te Hōpua ā Rangi explosion crater and covering lava flows on the Manukau shoreline with landfills. It also includes piping and modifying the area's many puna (springs), known collectively as Waihihi, 'the gushing waters'.

Over the years the harbour and Mangere Inlet have been heavily modified by substantial reclamation, and its mauri, or life essence, is still in significant decline. Coastal use is dominated by State Highway 20, industrial and port activities. The dominant regional infrastructure and current industrial uses have severed the land from the water.

Onehunga Town Centre, Onehunga Wharf and the surrounding industrial area have many positive attributes we can enhance to contribute to Auckland and Onehunga's liveability. Due to its former role as a Fencible settlement, the suburb is rich in historic heritage and has a number of notable European heritage places and buildings of value to the community.

Onehunga was a frequent port of call for coastal vessels operating between other west coast New Zealand ports. Passenger trips were also extremely popular in the late 1800s, with passenger steamers operating between many west coast ports. The North Island Main Trunk Railway opening in 1908 had a profound effect on the pattern of shipping in the Manukau, with the efficiency of rail transport eroded the use of the harbour.

The community is highly engaged and well versed in the opportunities and strengths offered in Onehunga. Recent public investment has re-introduced access to the water's edge, particularly the Taumanu (Onehunga Foreshore Reserve) project, driven by the community and Mana Whenua. Further access to the water is a long-held desire, and the public purchase and redevelopment of Onehunga Wharf will be a real opportunity to connect the town centre and surrounding neighbourhoods to the harbour.

The wharf hosts a fishing industry and has significant potential to support a wider range of activities, and contribute to urban and coastal amenity.

Onehunga has an important role in the regional economy through light and heavy industrial activity. It is a strategic location with excellent connections to:

- Auckland's CBD and Waitematā port
- The Manukau Transform location and Auckland Airport
- Road and rail links to markets and suppliers
- Other mature and evolving industrial areas in Auckland and the upper North Island – Bay of Islands, Waikato, Bay of Plenty.

3.2 MANA WHENUA

3.2.1 MANA WHENUA IWI

Mana Whenua seek to have an integrated environmental, cultural, social and economic role in the transformation of Onehunga. Transform Onehunga provides an opportunity to collaborate to improve environmental quality on land, to contribute to the restoration of the Manukau Harbour and to acknowledge and protect cultural heritage. Mana Whenua have aspirations that Onehunga will provide sustainable and affordable accommodation options for Māori to reside in Onehunga, supported by opportunities and facilities that acknowledge their cultural values and practice enhancing a vibrant sense of place and belonging.

Mana Whenua have a strong historical footprint in Onehunga and seek to build on this association through involvement in development that recognises their values and draws on Te Aranga Design principles. Increasingly, as Treaty Settlements are reached, Mana Whenua through cultural and commercial redress will have the opportunity to provide leadership in the rejuvenation and placemaking in Onehunga. These may extend to joint ventures, land purchase and development, investment and the support of Mana Whenua enterprise in Onehunga.

The Tāmaki Makaurau Mana Whenua (Tāmaki Collective) listed have interests in the broader Onehunga area, the Manukau Harbour and its catchments. Panuku will work in partnership with Mana Whenua towards achieving high-quality outcomes throughout planning and implementation of Transform Onehunga, which will enhance the mauri, the life essence of place and people.

WAIOHUA	Ngāi Tai ki Tāmaki Ngāti Tamaoho Ngāti Te Ata Waiohua Te Ākitai Waiohua Te Kawerau ā Maki
MARUTUAHU	Ngāti Maru Ngāti Pāoa Ngāti Tamaterā Te Patukirikiri Ngaati Whanaunga
NGĀTI WHĀTUA	Ngāti Whātua o Kaipara Ngāti Whātua Ōrākei Te Rūnanga o Ngāti Whātua
OTHERS	Waikato Tainui Te Ahiwaru Waiohua

3.2.3 IWI SETTLEMENT LAND INTEREST

There are overlapping Mana Whenua interests across Onehunga and its environs, as in most of Tāmaki Makaurau. The Tāmaki Collective deed and legislation provide redress in the form of a 172 year right of first refusal in favour of Ngā Mana Whenua of Tāmaki Makaurau over surplus Crown land including Crown land in Onehunga. The collective deed contains statements of association by a number of the mana whenua relating to their associations with nearby maunga including Puketapapa (Mt Roskill), Te Pane o Mataoho (Mangere Mountain) and Maungakiekie (One Tree Hill). The recent Mahi Ngātahi Agreement between Ngā Mana Whenua and MBIE provides more specific commitments to offer iwi the opportunity to pitch for commercial opportunities to develop any Crown land in Auckland (including Onehunga) for housing settlement.

There are also several outstanding individual iwi claims to land including Crown land in Onehunga. These include but are not limited to Ngāti Tamaoho, Te Ākitai Waiohua and Ngāti te Ata Waiohua. Settlement may involve the provision of cultural and/or commercial redress over Crown land at or near Onehunga.

The Manukau Harbour Claim (Wai 8) remains outstanding since it was lodged in 1985 and the Crown has committed to negotiate the settlement of this claim with mana whenua.

“The Manukau Harbour was once the dumping ground for waste and sewage from the rapidly growing urban area of Auckland. Māori living on the Manukau despaired at the despoiling of their harbour, long treasured for its fisheries. Public concern over this environmental mess grew. But the Waitangi Tribunal’s report on the Manukau Claim in 1985 was the catalyst for major change. It laid the basis for new relationships between Māori living near the harbour, local government bodies, businesses, and the wider community.”¹

It is expected that this will involve some form of co-governance arrangement over the harbour itself. The Onehunga Foreshore reclamation was undertaken by Council only after extensive engagement with Mana Whenua. The potential has been explicitly retained for the reclaimed land to be vested in Mana Whenua, potentially as part of the Manukau Harbour Treaty settlement that is likely to be negotiated within the next five years.

It is important that the Transform Onehunga project monitors progress and, in principle, ensures that any existing settlement redress or rights are respected, and that options for cultural and/or commercial redress are not unduly impacted upon.

1. www.treaty2u.govt.nz/the-treaty-Today/the-manukau-claim/index.htm

3.3 TRANSFORM PROJECT AREA

The geographical extent of the Transform Onehunga project area is shown in Figure 2.

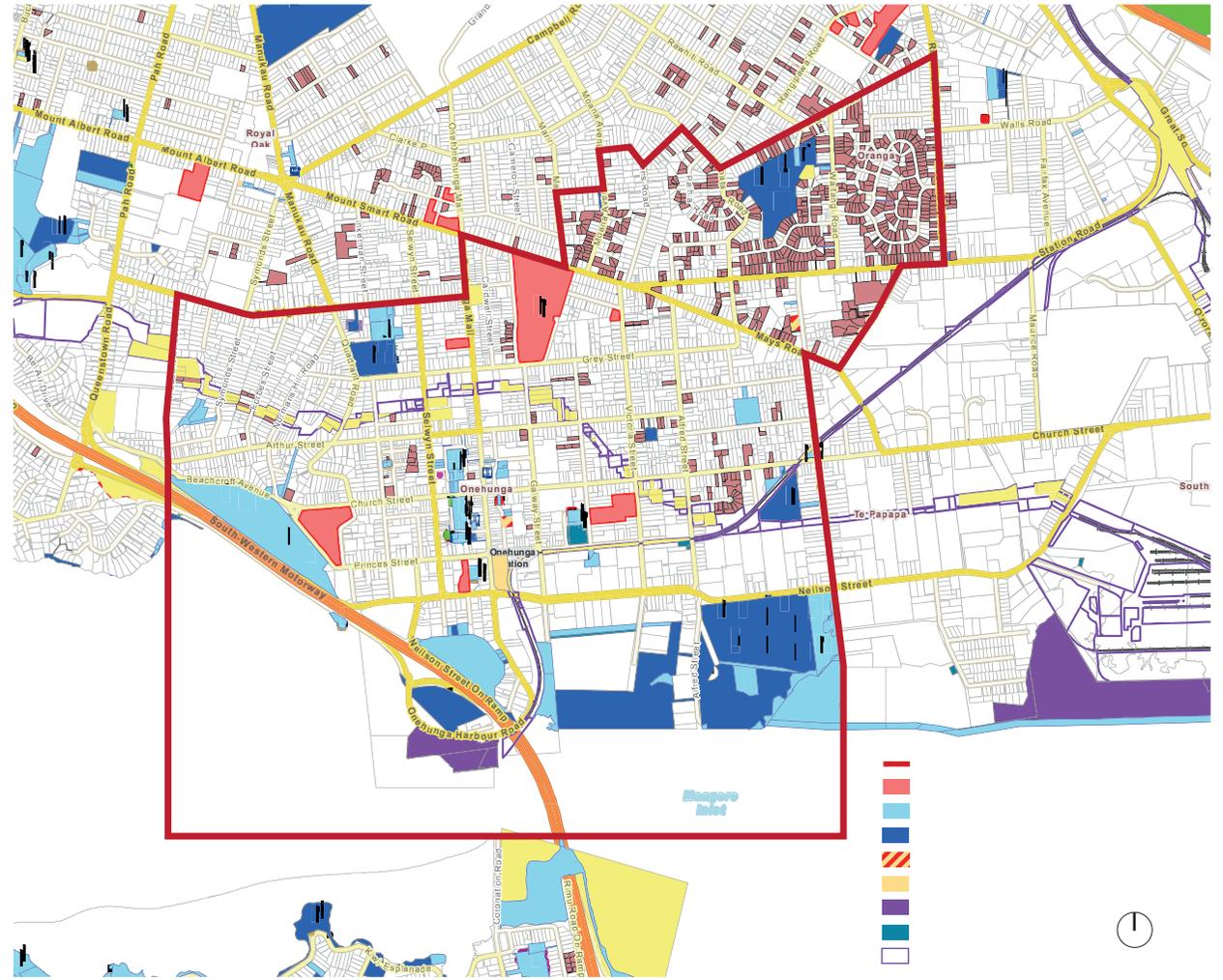


Figure 2: Ownership in Transform Onehunga boundary

3.3.1 PUBLIC LAND OWNERSHIP

Auckland Council

Auckland Council public landholdings add up to about 12 hectares of potentially developable properties within the Transform area over the course of the 25-year project.

The total landholdings comprise:

- Auckland Council (6.15ha)
- Auckland Transport owned or managed on behalf of Auckland Council (1.92ha)
- Ports of Auckland land (4ha).

See Appendix 1 for a full list of these properties, as of December 2016.

It is Panuku's role to optimise opportunities to generate value from strategic assets. Through the Maungakiekie-Tāmaki Local Board, an opportunity has been identified to consolidate and improve a number of community facilities, and release any surplus land and buildings for development. We are commissioning a full review of community facilities with the council's Community Facilities Unit.

Auckland Transport owns the Onehunga Rail Station and parking, and controls and manages other car parks on behalf of Auckland Council. The future use AT-managed sites listed in this document are subject to a comprehensive assessment of transport requirements, including parking, public transport infrastructure, level crossing closures and roads. In addition, we will need to analyse operational and financial impacts. This work is particularly important in the short term to inform project planning and funding and to realise the Strategic Moves in this HLPP.

In September 2016 Auckland Council entered into an agreement in principle to sell Onehunga Wharf to the New Zealand Transport Agency (NZTA) for the duration of the East West Link project. NZTA will then sell the wharf back to the Council, through Panuku, by about 2022. Panuku is drafting a Heads of Agreement with NZTA and the Council regarding the purchase and our involvement throughout the project's consenting and construction.

New Zealand Government

Government land in the project area includes residential dwellings, a large unused rail corridor and other assets such as schools.

- Housing New Zealand has significant landholdings in wider Onehunga, it owns a total of around 600 dwellings in the project area. The development potential on HNZ land has increased under the Auckland Unitary Plan and through their application for Special Housing Areas (refer Appendix 2).
- Kiwi Rail owns land over the Southdown Avondale corridor – this corridor is designated in the Auckland Unitary Plan for rail purposes.
- The Ministry of Education has two schools within the project boundary, Onehunga Primary and St Joseph's. There are four schools in neighbouring areas: Te Papapa and Oranga (both primary), Royal Oak Intermediate and Onehunga High.
- Transpower is the State Owned Enterprise that owns and operates the National Grid – or high voltage transmission network – that carries electricity around the country. Transpower is responsible for overhead power lines that transect Onehunga Transform project boundary. Their infrastructure covers both the land and waterspace – particularly around Neilson Street, Gloucester Park, the Onehunga Port and industrial sites near the coast.

3.4 PEOPLE

The boundaries of the Transform Onehunga area do not coincide with Census Area Units (CAUs) on which most public data about people is collected.

Our demographic information is based on data gathered from the following six CAU areas:

- Onehunga North West
- Onehunga North East
- Onehunga South West
- Onehunga South East
- Oranga
- Te Papapa.

Figure 3 shows these areas mapped against the project boundary (blue line).

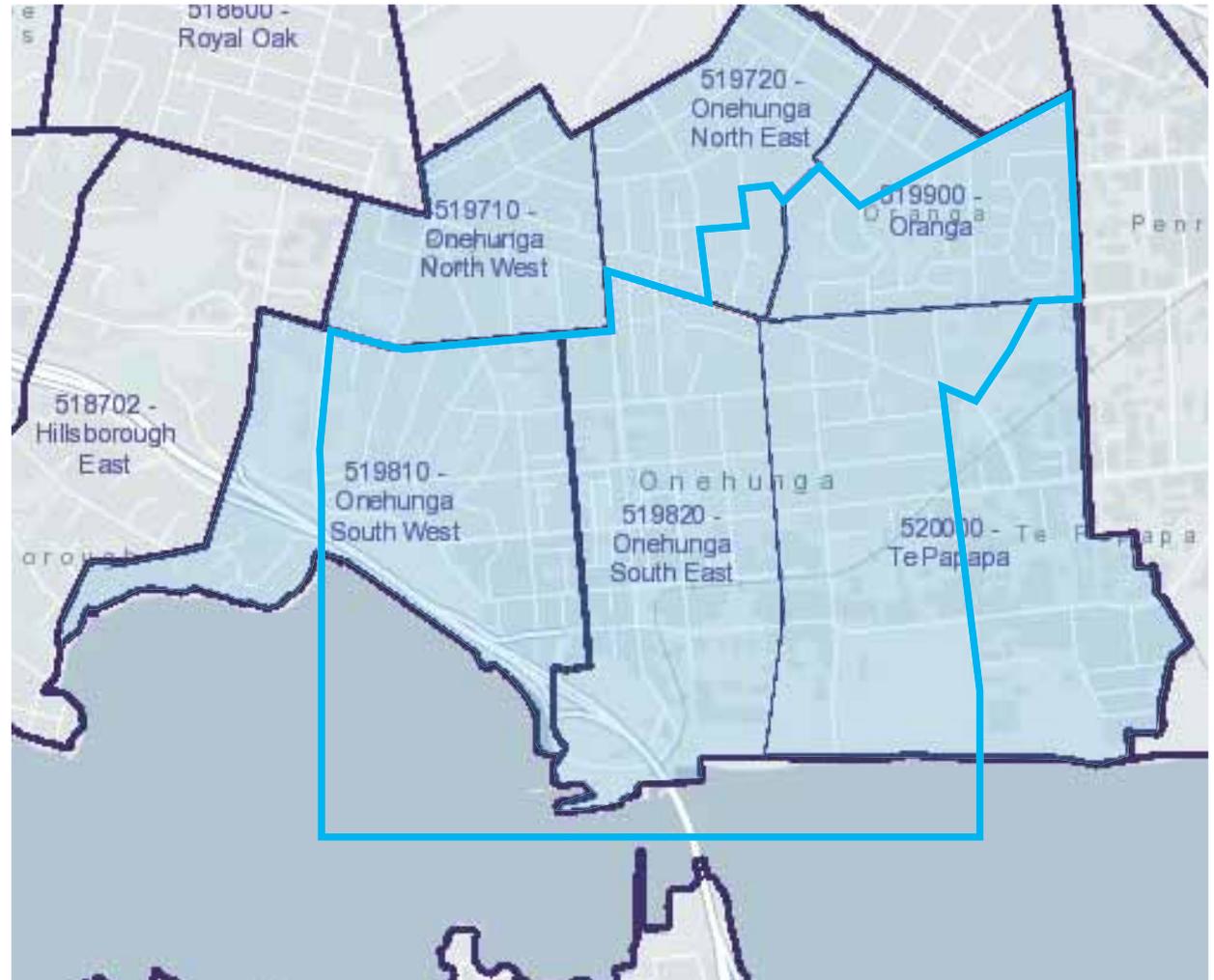


Figure 3: Census Area Units

3.4.1 SUMMARY FOR CAU AREA

- With the forecast population growth, the number of retired people (aged 65-plus) will rise significantly. The school-aged population will also grow.
- Housing stock is projected to increase by 4773 from 2013 to 2044.
- Onehunga currently has a high proportion of working-age population.
- Only 19 per cent of the local population works in Onehunga.
- Driving a private vehicle is the dominant mode of travel to work.
- Diversity in ethnicities and household incomes has grown between 2001 and 2013, with an increasing concentration of Asian and minority ethnicities and a decreasing number of residents of European origin.
- As an overall trend, the number of low-income households is dropping and the share of high-income households is rising.

We look at the CAU information in more detail in sections 3.4.2 to 3.4.6.

3.4.2 POPULATION GROWTH

Onehunga's current population is 24,170, projected to rise to 34,740 in 2043 – a 43 per cent increase. The population has grown relatively more slowly than the wider region, increasing at a compounded annual growth rate of only 1.4 per cent from 2001 to 2015, when Auckland grew at 2.2 per cent.

It has a high proportion in the working-age group. Diversity in ethnicities and household incomes has grown between 2001 and 2013, due to the proportion of Asian and minority ethnicities increasing by 8 per cent.

Over the same period, the number of low-income households in the CAU area dropped by 22 per cent, compared with Auckland.

About 85 per cent of growth in recent years (2013-2015) can be attributed to more houses being built in the fringes. The centre and neighbourhoods to the west are expected to contribute more to this growth, while the Onehunga North East population is projected to remain essentially unchanged.

3.4.3 ETHNICITY

The proportion of European population has dropped from 63 per cent in 2001 to 57 per cent in 2013. People who identify as being of Asian descent make up 22 per cent of the population, Pacific peoples 21 per cent and Māori 10 per cent. These figures are largely comparable with Auckland's for 2013 – European 59 per cent, Asian 23 per cent, Pacific peoples 15 per cent and Māori 11 per cent.

Residents of European descent appear to concentrate in Onehunga North East and South West, and Māori and Pacific peoples in Oranga and Te Papapa. People of Asian ethnicities converge more in the centre and Onehunga North West.

3.4.4 WORKING AGE AND INCOME

Onehunga has an ageing population. More than two-thirds (69 per cent) of residents are in the working-age group, expected to reduce to 63 per cent by 2043. Meanwhile, the proportion aged 65 and over will grow relatively faster, from only 11 per cent in 2015 to 21 per cent in 2043 (from 2720 people to 7340).

In 2013 more than two-thirds of the working-age group, or 10,836 people, were employed – 53 per cent full-time and 11 per cent part-time. In 2046 the number of employees working in the area is expected to increase modestly to 11,743. Of the six CAUs, Oranga had the lowest level of employment and highest percentage of residents unemployed and not in the labour force in 2013.

The median personal income of the working population ranged between \$26,100 and \$41,000 a year in 2013, with Oranga residents earning the lowest levels and Onehunga North East the highest. The levels on the deprivation index are higher (8 or 9) in the centre and west than in other parts (4 to 7).

3.4.5 DWELLINGS AND HOUSEHOLD SIZE

Suburban by nature, Onehunga has seen some changes over the years, through terrace and apartment developments. It is largely a south-facing suburb, with many areas enjoying views out to the harbour and surrounds.

The total housing stock in 2013 was 8790 dwellings; 4.8 per cent of these were unoccupied, which is lower than the Auckland average of 6.6 per cent. Projections for dwellings are as follows:

- 10,700 in 2021
- 12,344 in 2031
- 13,563 in 2041.

The biggest increases are expected in Onehunga South East and South West, with other areas expected to remain stable.

The share of multi-unit dwellings, particularly two-bedroom units, is higher in Onehunga than Auckland-wide, while the share of larger homes is lower.

Household size numbers show the share of one-person and multi-person households (34 per cent) is higher than region-wide. The share of one and two-family households is lower than Auckland figures.

Ownership has declined from 52 per cent in 2001 to 41 per cent in 2013 (however, note that dwellings held in trust are increasing). Housing New Zealand owns 30 per cent of rented dwellings in the CAU boundaries, with 63 per cent of these in Oranga.

3.4.6 EMPLOYMENT, ECONOMY AND EDUCATION

Despite the large employment base in nearby Te Papapa and Penrose, only 19 per cent of Onehunga's population works and lives in Onehunga. As an economy, it is linked to two key economic centres in Auckland – Waitemata or the CBD and Penrose/Mt Wellington. Onehunga's services labour force travels north for work and only a small proportion travels to south Auckland.

Most of the working residents (90 per cent) were employed in the services sector in 2013. The distribution of employment across sub-sectors has hardly changed between 2001-2013, with professional services, health care and social assistance still dominating this employment.

Although a large industrial base remains in Te Papapa, the number of working residents employed in the manufacturing sector dropped by 22 per cent, from 1257 in 2001 to 981 in 2013. The proportion of blue-collar jobs was still low in 2013, at 20 per cent compared with the 24 per cent Auckland average.

Among all six CAU areas, Oranga and Te Papapa had a slightly higher proportion of residents engaged in manufacturing activity (11 to 12 per cent), compared with the Auckland average of 10 per cent. This indicates a general trend in Onehunga, which is forecast to continue and at a faster rate. This demographic change will influence Onehunga's future local economic direction and land use.

Looking at how people travel, most of Onehunga's working residents (80 per cent) drove a private vehicle to work in 2013, similar to the Auckland average of 82.7 per cent. Public transport use increased marginally from 8 per cent of residents in 2001 to 9 per cent in 2013. Rail passenger numbers have increased due to the Onehunga Line opening in September 2010. Recent modelling from the Auckland Transport Alignment Project shows numbers using public transport for commuting will continue to increase, particularly in the second and third decade (2029+).

Around 30 per cent of residents aged 15 years and over hold degrees. This is high compared with the regional level of 25 per cent. The level of qualification in the area is directly proportional to that of personal income, particularly in Onehunga North East where income levels are high and Oranga where income levels are low. The centre and eastern areas have a higher proportion of residents without qualification (18 to 23 per cent) compared with the Auckland average of 17 per cent.

3.5 PLANNING

3.5.1 BACKGROUND

One of the reasons Onehunga was chosen as a Transform project is the high degree of community readiness for change and strong political support.

This High Level Project Plan has been informed by a number of council and community plans, such as the Maungakiekie-Tāmaki Local Board Plan 2014 and the Onehunga Business Association Strategic Plan. See Appendix 3 for a summary of the recent and legacy documents we have drawn from.

Note that the Local Board Plan, which sets out desired outcomes for the area, is reviewed every three years and will be the subject of public consultation in early 2017.

Auckland Plan

The overarching, 30-year Auckland Plan outlines how Auckland will realise its vision of being the world's most liveable city. Six transformational shifts are required to achieve the plan's outcomes, and Onehunga's redevelopment over time will contribute to these shifts.

Liveability expresses our shared desire to create a city where people can enjoy improved standards of living, a city attractive to mobile people, firms and investors, and a place where environmental and social standards are respected.

Onehunga's transformation will help achieve these goals by delivering:

- Quality mixed-use development, particularly in the town centre, that connects with sustainable transport options and public and civic spaces
- New destinations and developments that attract the local and wider communities, such as the Onehunga Wharf redevelopment
- Projects that build on the identity of the diverse community and help express its culture and heritage
- Options for how people can live, learn, work and play in the area.

3.5.2 AUCKLAND UNITARY PLAN

Zoning of the Transform Onehunga area under the Auckland Unitary Plan (Operative in part) will generally enable greater intensity of development in many areas, while respecting Onehunga's heritage and amenity values. In particular, the proposed zoning will provide for increased residential densities, including areas of medium density housing.

The proposed maximum building heights are:

- Town Centre zone – 27m
- Mixed Use zone – 21m
- Terrace Housing and Apartment Building zone – 16m.

Most of the sites that Auckland Council owns are zoned one or more of the following:

- Town Centre
- Mixed Use
- Mixed Housing Suburban
- Public Open Space – Informal Recreation.

The Auckland Unitary Plan maintains the industrial zonings that will allow Onehunga's important role as an industrial area to continue. The Church-Neilson Business Zone has areas of heavy industry, light industry and mixed use that act as a buffer to residential areas. The zoning allows for a broad range of industrial and business uses, with industrial zones generally reserved for industrial uses, while uses such as office and retail are in the Mixed Use zone.

The Port Zone provides for uses including marine and port activity, industrial activities relating to marine and port activity, and marine passenger operations. Other activities, including residential, non-marine commercial uses, retail, and food and beverage, are not provided for and would require either a plan change or consent. Onehunga Wharf and Port land is now a Category B heritage item.

The Auckland Unitary Plan specifically requires that issues of significance to Mana Whenua are addressed in respect of Treaty of Waitangi partnerships and participation. This means integrating mātauranga and tikanga Māori into sustainable management of the natural and physical environment; economic, social and cultural development, and protection of Mana Whenua cultural heritage.

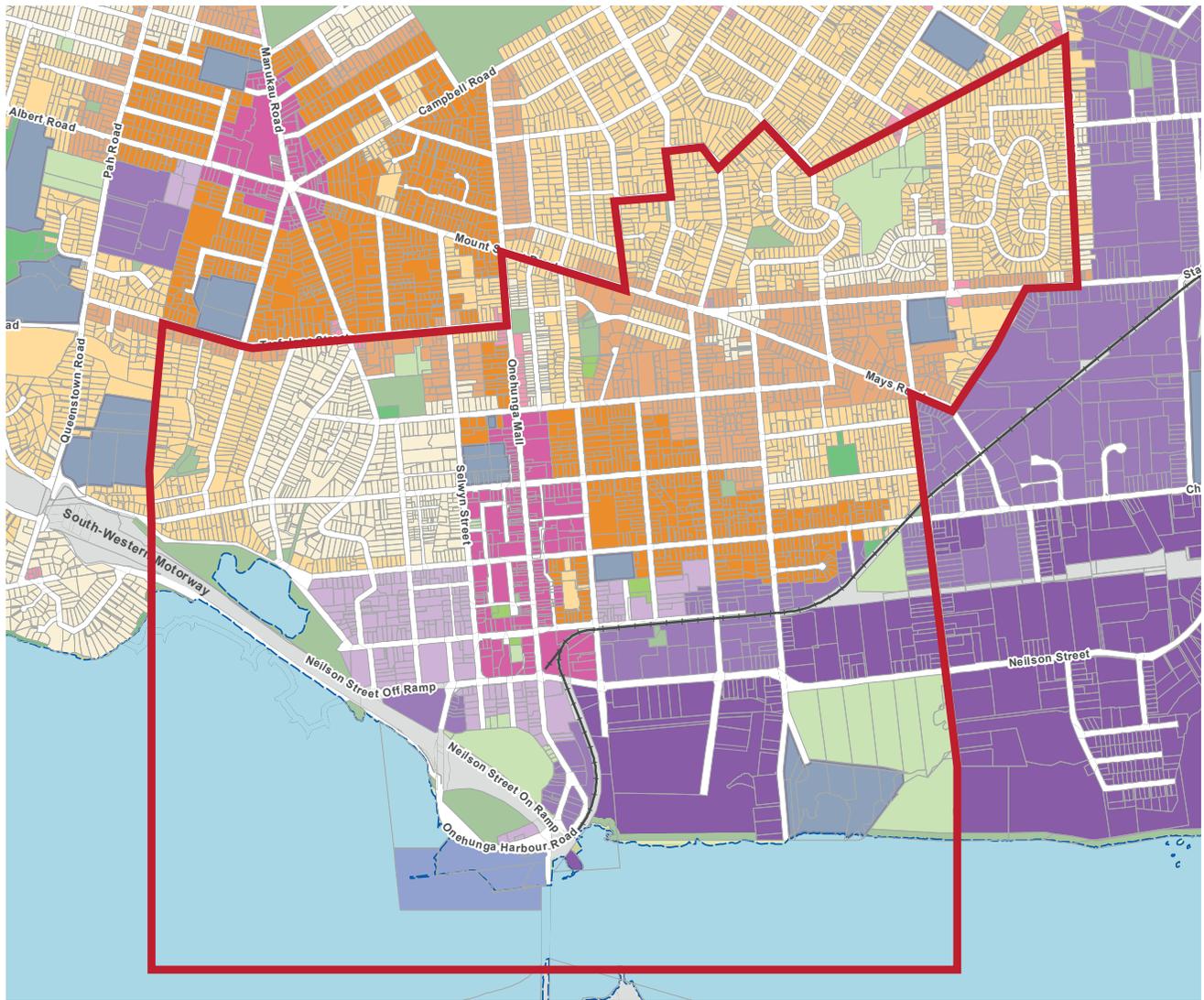


Figure 4: Auckland Unitary Plan provisions and Transform Onehunga boundary

- Single House
- Mixed Housing Urban
- Mixed Housing Suburban
- Terrace Housing and Apartments
- Large Lot
- Rural and Coastal Settlement
- Neighbourhood Centre
- Local Centre
- Town centre
- Mixed use
- Business Park
- Light Industry
- Heavy Industry
- Public Open Space - Conservation
- Public Open Space - Informal Recreation
- Public Open Space - Sport & Active
- Recreation
- Public Open Space - Community
- Public Open Space - Civic Spaces
- Defence
- Minor Port
- Special Purpose
- Strategic Transport Corridor
- Water

3.6 MARKET

3.6.1 RESIDENTIAL²

Supply and demand trends

Onehunga's residential market has experienced strong buyer demand over recent years, with dwelling prices overall doubling in 10 years. Demand is expected to continue growing, creating a positive market environment as Onehunga benefits from Auckland's growth, its location in the region, and improving amenity and infrastructure. However, in the short term, recent indicators suggest the residential market may be plateauing, perhaps driven by a constrained supply/demand ratio.

Special Housing Areas

Onehunga has six Special Housing Areas (SHAs) in the Transform area, totalling about 7 hectares and with about 800 new dwellings planned. Resource consent was lodged in October 2016 for the largest SHA in Jordan Avenue where Housing New Zealand plans to develop 340 apartments with a mix of social and private housing. Another large apartment development named Fabric, between Spring and Victoria streets, was launched in September 2016 by Lamont & Co. A total of 239 one-bedroom and two-bedroom apartments spread over five buildings is proposed, with a one-bedroom apartment starting price of \$545,000.

Residential pricing

Median sale prices of different dwelling types have been trending upward over the past few years. Growth has been strongest in standalone dwellings, with median house prices rising from about \$500,000 five years ago to more than \$1 million now. Townhouse and apartment median prices have been more volatile than other dwelling types, due to a smaller sample of stock being traded month to month. Onehunga has a total of 199 apartments. Over the past five years, townhouse median prices have risen from about \$400,000 to \$600,000, slightly ahead of apartment median prices (from \$300,000 to \$500,000).

3.6.2 RETAIL

Supply and demand trends

Onehunga's retail market has two parts. The first is the outlet mall Dress Smart, which has traditionally provided limited flow-on benefits to the rest of Onehunga. While it has a regional draw, it operates in isolation of the Onehunga retail market. The second part is Onehunga Mall and surrounding strip/standalone retail, which attracts the local catchment.

Dress Smart opened in 1995 and has expanded three times to a total of 12,635sqm. Outside Dress Smart, Onehunga Town Centre contains some 35,000sqm of retail floor area. Demand for retail space has been fairly static in the last decade – the characteristics of available retail space appear to be suboptimal for retailer requirements. Store size is one barrier; a relatively high number of larger stores with configurations difficult to efficiently subdivide.

As is the trend elsewhere, a greater and better food and beverage offering, which will increase day and night foot traffic, is likely to lead regeneration. Over time, this will flow on to greater demand for more mainstream retailers. Much of this demand is likely to focus on Onehunga Mall between Church and Arthur streets, although south of Church Street is also seen as increasingly desirable as it is close to the rail station.

Retail pricing

Typical strip retail rents in Onehunga Mall are \$300 to \$400 per square metre. Rents drop in the less desirable area off Onehunga Mall to below \$200. Rents around these benchmarks have been static for some years in a market of low retailer demand and widespread availability. These rents also align with other parts of the city with similar trading and retailer characteristics.

2. CBRE: Onehunga Fact Sheet April 2016

3.6.3 OFFICE

Supply and demand trends

Onehunga has 15 office buildings and 40 mixed-use buildings generally featuring some office space with ground-floor retail. The office buildings total 12,197sqm, and the office component of the mixed-use buildings totals 9237sqm. The average size of an Onehunga office building is 813sqm. Local business and community and government services dominate the office occupier market in Onehunga.

There has been little developer demand to initiate projects and seek occupier commitment. One exception at 40 Onehunga Mall will house Euroclass, which is already based in Onehunga. The developer is constructing a four-level building with one level of basement car parking. Some distance from town in a mainly industrial area, the building will be the Euroclass head office, add 725sqm of office stock in 2016 and be the first office development project in a number of years.

The difficulty of attracting more mainstream business occupiers to Onehunga reflects the capacity available in other more established office locations (such as Greenlane, the airport, Sylvia Park) and the lack of quality Onehunga options to attract seed occupiers.

Infrastructural changes, such as the Waterview Connection and East West Connections, and socio-economic and retail market changes, will eventually have a beneficial impact on the office market. However, this will likely show first in demand for refurbished office space rather than new supply.

Office pricing

Current market rents for office space in Onehunga Town Centre are estimated at \$130 to \$190 per square metre – this is some way below market rents in more mainstream office precincts.

3.6.4 BUSINESS ACTIVITY³

Onehunga's current business activity has more goods-producing and distributional services than Auckland and less informational and people-centred services. Those differences stem from a greater concentration of manufacturing in Onehunga, fewer information services in general and less education and health and social services activity.

The Penrose and Mt Wellington industrial precincts are experiencing high land prices, leading their activities away from manufacturing and towards logistics and services. Vacant Penrose land has been taken up either by logistics, most likely attracted by the MetroPort location, or financial and insurance services. Similarly, Mt Wellington has attracted either wholesale trade take-ups (logistics-like activities) or other services. Other industrial land uses, particularly manufacturing, are moving further south.

These two precincts are likely to offer further job opportunities more in line with the labour force profile in Onehunga, so the links between the areas may strengthen.

3.6.5 PRIVATE LANDHOLDINGS

In addition to the Special Housing Areas, several landowners have accumulated large holdings or development sites within the Transform area.

3. NZIER: Economic Impact of Onehunga: August 2016

3.7 INFRASTRUCTURE

3.7.1 SOCIAL INFRASTRUCTURE

Onehunga Town Centre is centrally located in a range of regional, natural and recreational assets, including Manukau Harbour, Waikaraka Park, Maungakiekie-One Tree Hill, Cornwall Park, Mt Smart Stadium and Waikowhai Coastal Walkway, which creates a connection from the new Taumanu Reserve. Other than by private vehicle, however, most access to these assets is poorly connected.

Residents in Onehunga and Oranga use community facilities mainly in the Maungakiekie-Tāmaki Local Board area. Due to its history as a strong independent borough, Onehunga has been richly endowed with community facilities, including Jellicoe Park, Onehunga War Memorial Pool and the new community library. However, some facilities need reviewing and optimising, particularly the Sir William Jordan Recreation Centre.

There are several large and medium-sized parks and open spaces in and near the Transform project area. Fergusson Domain is a significant green space in wider Onehunga that accommodates sports fields, Onehunga Rugby Club and Oranga Community Centre. Gloucester Park north and south is surrounded and separated by State Highway 20. The proposed East West Link claiming more space from this area may impact future accessibility and usability of these green spaces. The centre of the Transform project area corresponds to the proposed Terrace Housing and Apartment Building zone and has been identified as under-provided with neighbourhood parks.

The foreshore's new Taumanu Reserve has proven a popular open-space destination, giving access to the water. Activities on the water are limited by the small number of recreational boat ramps on the harbour.

The largest concentration of general amenities (retail and commercial) is in Onehunga Mall, particularly between Princes and Arthur streets, and 100m either side along the cross streets. There is also the neighbourhood centre at Mangere Bridge.

Two primary schools are in the project area, Onehunga and St Joseph's, while two high schools and two other primary schools adjoin the area. These schools are relatively full and increasing capacity would require redeveloping their sites. There are no tertiary institutions in the project area.

The town centre is well serviced by public transport, with new electric trains connecting the Onehunga Branch Line to the CBD. Onehunga has become a hub in the new southern bus network, with services between the suburb and South Auckland being simplified and streamlined. Frequencies will be improved under the southern New Network, particularly on cross-town routes to Mangere Town Centre, which will be a key connection point for passengers to Onehunga.

Crosstown services from New Lynn to Otahuhu and Sylvia Park also travel via Onehunga, and the frequency of these connections, as well as the main route to the city centre (via Manukau Road), will be improved under the central New Network due to be implemented in late 2017.

Recent investment in cycling facilities includes a cycle lane through Onehunga Mall.

With the demographic profile of Onehunga residents forecast to change (see section 3.4), the provision of open space, sport, recreation, education and transport facilities will need to respond to that growth. Some responses will be the domain of Panuku and the council family, while others will need to be undertaken with government agencies and community providers.

3.7.2 PHYSICAL INFRASTRUCTURE

Three Waters

Bulk water supply is not generally a constraint because the local water treatment plant extracts directly from the Onehunga aquifer. This aquifer is a general water supply source for the Onehunga community as well as the wider Auckland CBD. The aquifer is about 4m below the surface in some locations across the Transform area.

Watercare has a global discharge consent authorising overflows from the wastewater network. Current capacity constraints in the wastewater network in Onehunga mean overflows occur within the project area. The Central Interceptor project, due for completion in 2025, will enable the pump station serving Onehunga to discharge directly into the interceptor at a higher flow rate, reducing overflows.

The Onehunga catchment is centrally located, with a separated stormwater and wastewater network below ground. Rainwater soaking through the lava flows around Maungakiekie-One Tree Hill is one of the primary means of stormwater disposal for much of the catchment. A pipe network discharging to the Manukau Harbour services the lower catchment.

Much of Onehunga's stormwater network is ageing, although two-thirds is capable of serving the expected growth without any upgrades. With an increased amount of development we need to ensure the networks can cope with additional demands. The sustainable design and management of buildings and supporting infrastructure, e.g. on-site stormwater management, will be of foremost importance.

Regional infrastructure

Due to its strategic location on the water and as an industrial hub, Onehunga has received significant regional infrastructure, including:

- A major arterial roading system for moving vehicles and freight – including State Highway 20 which will soon be connected to Waterview. Parts of the roading system, particularly Church and Neilson streets are heavily congested. The East West Link project has been proposed to alleviate this congestion⁴ through its design
- A network of lines distributing power to Auckland and the North Island⁵
- A major railway line and eight at-grade rail/road crossings with a large and growing amount of heavy road traffic across them. The East West Link will improve road access into Onehunga's industrial area and, as a result, alter traffic patterns and flows across level crossings. In particular, it will potentially impact the Captain Springs Road crossing by increasing traffic flows on this road. In the longer term, Auckland Transport plans to close or grade separate as many crossings as possible, but they remain a constraint in the immediate future.

By their nature these regional infrastructure networks are large and their locations have created physical barriers between the land and water, and between neighbourhoods. This has impacted local connectivity and amenity.

4. Refer to section 3.7.3 detailing planned infrastructure projects.

5. Through the Unitary Plan, Transpower has requested a 'corridor' that protects its infrastructure from adjoining sensitive developments. This provision is under appeal.

3.7.3 INFRASTRUCTURE PROJECTS

A number of government and council projects are being advanced in the Transform Onehunga area (see Figure 5), some of which are in detailed planning phases, while others have decisions pending. Decisions made now will impact the nature and scale of transformation that can be achieved in Onehunga.

Coordinating future infrastructure investment, design and upgrades through the Transform project is vital to realising the goals for the area over time. Agencies will need to work closely together to co-ordinate discussions and actions.



Figure 5: Indicative map of planned infrastructure projects - indicative alignments

New (Old) Mangere Bridge

The New Zealand Transport Agency (NZTA) and Auckland Council are replacing Old Mangere Bridge located between the Onehunga and Mangere Bridge communities. The first Mangere Bridge, opened in 1915, is nearing the end of its useful life and needs replacing with a higher-quality and safer connection for the thousands of people who benefit from its walking, cycling and recreational uses, including fishing. The project is valued at \$25 million.

The current design for the \$25 million project does not include a direct link to Onehunga Wharf. Panuku believes this needs to be requested as a specific design alternative, as it will greatly enhance the wharf's connectivity and future potential.

East West Link

The East West Link forms part of the East West Connections programme, a joint initiative between the NZTA and AT. In January 2016, then Prime Minister John Key called it one of the government's top priorities and a project of national significance.

The proposal's business case says the link is targeted at delivering improvements in:

- Travel times and travel time reliability between businesses in the Onehunga-Penrose industrial area and state highways 1 and 20 (SH1 and SH20)
- Safety and accessibility for cycling and walking between Māngere Bridge, Onehunga and Sylvia Park
- Journey time reliability for buses between SH20 and Onehunga Town Centre.

The East West Link is a strategic transport corridor that will connect the Western Ring Route (SH20) at Onehunga and the Southern Motorway (SH1), improving access to the rail freight hub at MetroPort and major employment areas, such as East Tāmaki. This link will address high traffic and freight movements on congested local roads; and move freight more efficiently between SH20 and SH1, and between industrial areas and the port and airport.

The link project intersects Transform Onehunga in two key areas:

- The Neilson Street interchange, including the street's widening to four lanes and widening of the road between Gloucester Park and Onehunga Wharf from two to four lanes. The widening will intersect directly with the wharf and take about 8000sqm of land from the site. Temporary designations will cut off access to the wharf until about 2024
- The alignment across the Manukau Harbour foreshore (a four-lane road) with connections back to Galway Street, Captain Springs Road, MetroPort and Hugo Johnston Drive.

The East West Link is expected to create east-west improvements for public transport, and provide for walking and cycling. However, it is more about regional connections and less about local connectivity. The full benefits of the network improvements, particularly on local roads, will not be realised until after completion in 2028.

Between \$1.6 and \$1.8 billion has been allocated for the project, which is in the advanced planning stage. On 16 December 2016 NZTA lodged the necessary documents and consent applications for the East West Link project. Their application will be considered by an independent Board of Inquiry. This process includes hearings expected to run from April to September 2017. If the proposed design is consented, construction will start in 2018.

See Appendix 4 for map of the East West Link proposed alignment. For further information on the project, visit NZTA's website: www.nzta.govt.nz/projects/east-west-link.

Airport Link

Under the Auckland Transport Alignment Project, NZTA and AT are investigating Mass Rapid Transit (MRT) options for the airport to city centre corridor, via Onehunga. AT will work with NZTA to progress plans for future transport infrastructure and services, once a route and travel mode are confirmed through a business case process in 2017.

Transpower Infrastructure

Transpower is working on a Foundation Document for Auckland, which will cover the issues, opportunities and constraints for its infrastructure and renewals strategy. Following consultation with key stakeholders in early 2017, Transpower plans to analyse some options, which may result in opportunities for Onehunga.





Pearce Street Peace Mural
Artist - Adrian Jackman



4.0

**PANUKU PRINCIPLES
FOR TRANSFORM PROJECTS**

4.0 PANUKU PRINCIPLES FOR TRANSFORM PROJECTS

As the lead council agency in Onehunga's transformation, Panuku will champion the project's goals and coordinate the local and central government activities needed to achieve them. We will act within the parameters of our corporate responsibilities and apply the principles outlined in this section.

4.1 PANUKU'S COMMITMENT

Through its key strategic and policy documents, Panuku Development Auckland has committed to a certain process that enables projects to be completed. The key documents include our:

- Statement of Intent
- Business Plan
- Corporate Responsibility Framework
- Māori Engagement Framework and associated action plans.

4.2 PANUKU PRINCIPLES FOR TRANSFORM PROJECTS

Drawing from the content of the documents listed above, Panuku has developed these principles for applying to Transform projects like Onehunga:

- **Demonstrate leadership** – catalyse urban development and provide for additional density in strategic locations. Make decisions based on robust evidence about the costs and benefits associated with delivering strategic outcomes across development projects
- **Quality place-led design** – delivery of high-quality design, and inclusive and accessible outcomes for public realm and commercial projects. Development enabled by Panuku will be informed by applying the Te Aranga Māori Design Principles
- **Facilitate housing choices** – in terms of typologies, price points and including affordable housing, working with community providers and other parties

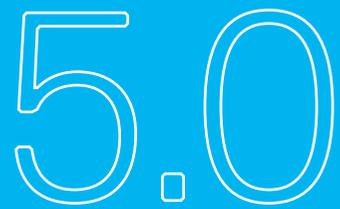
- **Integrating sustainability** – delivery of projects that can actively respond to climate change and improve environmental quality, and design and delivery of infrastructure to support long-lasting behaviour change
- **Work with Mana Whenua** – through a collaborative partnership approach to achieve shared outcomes, and to support Mana Whenua as partners in their exercise of kaitiakitanga and manaakitanga
- **Place-led engagement** – working with the Local Board and community, providing a tailored approach in each community to best harness the local identity, attributes and aspirations within development areas
- **Strategically create value from assets** – through managing assets to attract private investment, optimising returns from development and disposals, and making strategic acquisitions to assist outcomes
- **Support local economic development** – through working with other agencies and the community to ensure redevelopment of the area can contribute to local prosperity and stimulate innovation.

6. Documents can be found on the Panuku website at www.panuku.co.nz.

7. Māori Commercial Relationships Action Plan; Māori Responsiveness Action Plan; Mana Whenua Values and Principles for Panuku Projects; Panuku Mana Whenua Roles and Decision Making Process; Panuku and Mana Whenua Project Charter for Transform Onehunga.







5.0

GOALS FOR TRANSFORM ONEHUNGA

5.0 GOALS FOR TRANSFORM ONEHUNGA

The goals for Onehunga's transformation set a long-term direction for the area. Once approved, these goals are owned by the community and become the responsibility of Mana Whenua and all stakeholders and agencies, including Panuku, to achieve over 25-plus years.

We will test the goals and strategic moves through further engagement as part of the Framework Plan process.



Goal One: Enhance and restore the natural environment

People's well-being can only be sustained through a functioning, healthy natural environment. This goal recognises the importance of ensuring the optimum health of the mauri (life force) of the natural environment. We must also ensure the Manukau Harbour and its foreshore and tributaries are places valued for their natural, cultural and spiritual values and physical connection.

Onehunga has a rich natural environment, with terrestrial and maritime heritage across the Manukau Harbour and its shoreline, and volcanic heritage including puna (natural springs) and Te Hōpua ā Rangī (Gloucester Park), Maungakiekie (One Tree Hill) and Māngere. Māngere Inlet was formerly an intricate and deeply indented shoreline of basalt lava flows and tidal inlets, and once home to an abundance of wildlife with a diversity of habitat.

However, the shoreline has been straightened, and inlets filled with refuse and developed for industry. This reclamation, along with other factors such as industrial contamination, pollution, pests and general neglect, has degraded the environment. We have an opportunity to enhance and restore the mauri of Onehunga's natural environment, reviving its past splendour.

This goal will rely on a range of agencies, stakeholders, and Mana Whenua contributing through their policies, process, practices and partnerships over the short to long term. The community has already demonstrated leadership in delivering improvements and enhancements to the mauri of the natural environment through the Taumanu Foreshore project, with much already established to build on.



Goal Two: A sustainable, enabled, connected community

This goal is about planning for a diverse, integrated community and designing a people-orientated built environment that creates and strengthens connections between people and place. We want Onehunga to be a community where people of all ages and demographics want to live, learn, work and play. Investment needs to deliver on community needs and aspirations.

This goal includes recognising Mana Whenua identity and applying the Te Aranga Māori Design Principles, which foster culturally-appropriate responses to the built environment and a deepened sense of place, community identity and association.

Onehunga has a strongly engaged and passionate community with a wealth of knowledge and ideas to share. We need to hear their voices and deliver maximum local benefit on major investments.

A quality urban environment can contribute positively to people's quality of life, bring communities and businesses together and reinforce heritage and local character. With a water's edge location, the actions of Transform Onehunga will need to respond to predicted climate change impacts, improve environmental quality, and design and deliver infrastructure to support lasting behaviour change.

Onehunga has 'good bones' to work with: a grid street pattern; a range of community facilities and open spaces; a thriving and interesting main street; good connectivity to public transport and employment areas.

The suburb has high appeal and is a growing, diverse community, with further change expected to its mix of ethnicities. Numbers will significantly increase in the retired and school-aged populations. We have an opportunity to strengthen the connection with neighbouring areas such as Oranga and Mangere Bridge and draw them into a revitalised centre.



Goal Three: A step change in housing

This goal is about delivering a range of housing types suitable to the Onehunga and Oranga markets, and to their character, scale and amenity. It also shows a commitment to sustainable design in our built form.

The current housing stock in Onehunga predominantly offers conventional freestanding family housing options and there is a need to create housing options and diversity. Housing diversity brings choice and ensures the housing needs of residents at different stages in life, including increasingly diverse household types such as young families, professionals, retirees and people with disabilities, can be provided and catered for.

By providing a greater housing and lifestyle choice through different housing price points, typologies and sizes a more diverse range of people are also attracted to a location.

Leadership is required to achieve this goal, and Panuku will work with other agencies, Mana Whenua, Housing New Zealand and the private and social housing sector to influence outcomes.



Goal Four: Stimulate local growth, investment and innovation

This goal is about looking for opportunities for growth and innovation. It will mean everyone working together locally, including fostering interaction between entrepreneurs, encouraging job creation and growth in emerging sectors, and encouraging youth participation and innovation in their own communities.

Businesses in the wider Maungakiekie-Tāmaki area contribute significantly to Auckland's manufacturing employment. Supporting these activities and their supply chains is important to the regional economy.

Onehunga Wharf is Auckland's only west coast port and the base for a fishing industry. Its past and present uses come with interesting built form, such as the wharf sheds, to be adapted for new uses.

Due to its strategic location in Auckland and the North Island and increasing levels of connectivity, the Onehunga-Penrose area is expected to be an established location for industry into the future, as it has been in the past. The nature of this industry will adapt over time as technology and consumer demands change.



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6.0

STRATEGIC MOVES

6.0 STRATEGIC MOVES

The Transform project's five strategic moves focus on the established, distinctive features of Onehunga, the place – celebrating and building on the Manukau Harbour locale, characterful retail centre, industrial uses and fascinating volcanic landscape.

They also look towards providing for people, particularly for a changing community over time.

The moves, and associated projects and initiatives, focus on what Panuku can achieve in partnership with Mana Whenua, stakeholders and the community to facilitate transformation over time.

We will fully test all ideas through the Framework Plan and implementation processes.

- **Retain**
Build on the existing community strengths - people and central place
- **Respond**
Encourage smart growth with quality, connected communities
- **Revitalise**
Celebrate the industrial character and foster local productivity
- **Restore**
Create a healthy, activated foreshore environment
- **Reconnect**
Integrate Onehunga with the Manukau Harbour
- *** Catalyst projects**



6.1 STRATEGIC MOVE: BUILD ON EXISTING STRENGTHS (RETAIN)

Onehunga features a characterful main street with numerous independent retailers. However, the offset concentration of Dress Smart activity has caused decentralisation.

The central area enjoys good rail and bus connections, yet there are large areas of council-owned, at-grade car parking that may hold great potential for better uses over time. The area's range of community facilities could be optimised and integrated into new developments. There is private sector interest in sites signalling an opportunity for development that can meet joint outcomes.

This strategic move is about **retaining** the essential character of Onehunga and enhancing its strong town centre offerings.

We have an opportunity to create an even greater main street and a civic core, by re-interpreting existing public spaces, prioritising pedestrian movement, creating green landscaping and facilitating mixed-use development in adjoining blocks.

Catalyst Projects

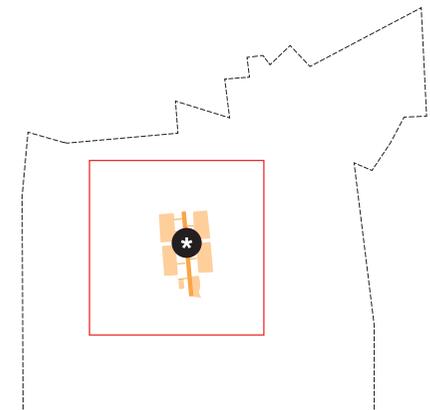


Figure 7: Strategic Move: Retain

6.1.1 POTENTIAL PROJECTS AND INITIATIVES

Table 1: Potential projects and initiatives for Strategic Move 1

Projects and initiatives	Description	Potential timeframe
Development of a parking study	<ul style="list-style-type: none"> Scope a brief with Auckland Transport to inform a parking study for the town centre. Implement parking study February-March 2017 and complete reporting by mid-2017. 	Short term (four months)
Precinct planning approach for central city core and potential new civic space	<ul style="list-style-type: none"> Work with council agencies and the community to detail the land use and transport opportunities through redeveloping council property and optimising facilities. Support the precinct planning approach by detailing the: <ul style="list-style-type: none"> opportunity to optimise community facilities into new developments opportunity for applying Te Aranga design principles opportunity to reinterpret existing public spaces and create high-quality community spaces recognising Onehunga’s history and heritage; strengthen the landscape character and establish new pedestrian links sustainability principles that can be applied to building design, material use and infrastructure strategic site purchases that would unlock potential. 	Short term (one year)
Curatorial public art framework	<ul style="list-style-type: none"> Provide a considered and coordinated approach to public art through a curated art programme that visually stimulates the place experience, and work closely with Mana Whenua to articulate and express their association and traditional stories. 	Short term (TBC)
Early place-led planning and activation with Mana Whenua and the community in the central precinct	<ul style="list-style-type: none"> Activate precinct place-based initiatives and programming, designed to test long-term moves as well as encourage support and/or feedback Work with Mana Whenua on place-making and place activation opportunities. 	Short term (one year-plus)

Projects and initiatives	Description	Potential timeframe
Mixed-use development project at 45 Waller Street and 3 Paynes Lane (Dress Smart block) Catalyst Project	<ul style="list-style-type: none"> · Develop key town centre sites at 45 Waller Street and 3 Paynes Lane. · Investigate strategic site purchases to unlock potential. · Investigate potential community space. 	Short term (1-3 years)
Mixed-use development project at 'Waiapu and Municipal block'	<ul style="list-style-type: none"> · Apply precinct plan approach to developing this area, including: <ul style="list-style-type: none"> – consolidating car parking areas and utilising land for a mix of uses aligned with community needs (e.g. larger supermarket) – investigating the optimisation of community facilities and creation of a civic space – potentially around the council-owned site at 61-65 Selwyn Street and the 1 Waiapu Lane site managed by Auckland Transport on the council's behalf – amalgamating community facilities – considering residential development above a larger supermarket – investing strategic site amalgamation to unlock potential. 	Medium term (3-6 years)
Transit-oriented development	<ul style="list-style-type: none"> · Investigate the opportunity for sustainable transit-oriented development around transport hubs, e.g. 109-113 Onehunga Mall. 	Long term (8-10 years)

RETAIN



6.2 STRATEGIC MOVE: ENCOURAGE SMART GROWTH & QUALITY CONNECTED COMMUNITIES (RESPOND)

Onehunga is experiencing a change in demographics. As a market-ready locale with high appeal for residential use, its population is set to increase. However, the local housing stock lacks choice and affordable options.

This creates an opportunity to work with Housing New Zealand on its landholdings, and with the private sector through Special Housing Areas, to achieve an integrated range of new housing that is well connected to community services and facilities.

This strategic move is about **responding** to growth projections with progressive long-term solutions that are integrated with future transport and land-use plans. It encourages the development of quality, diverse communities, connected via a network of green corridors.

Catalyst Projects

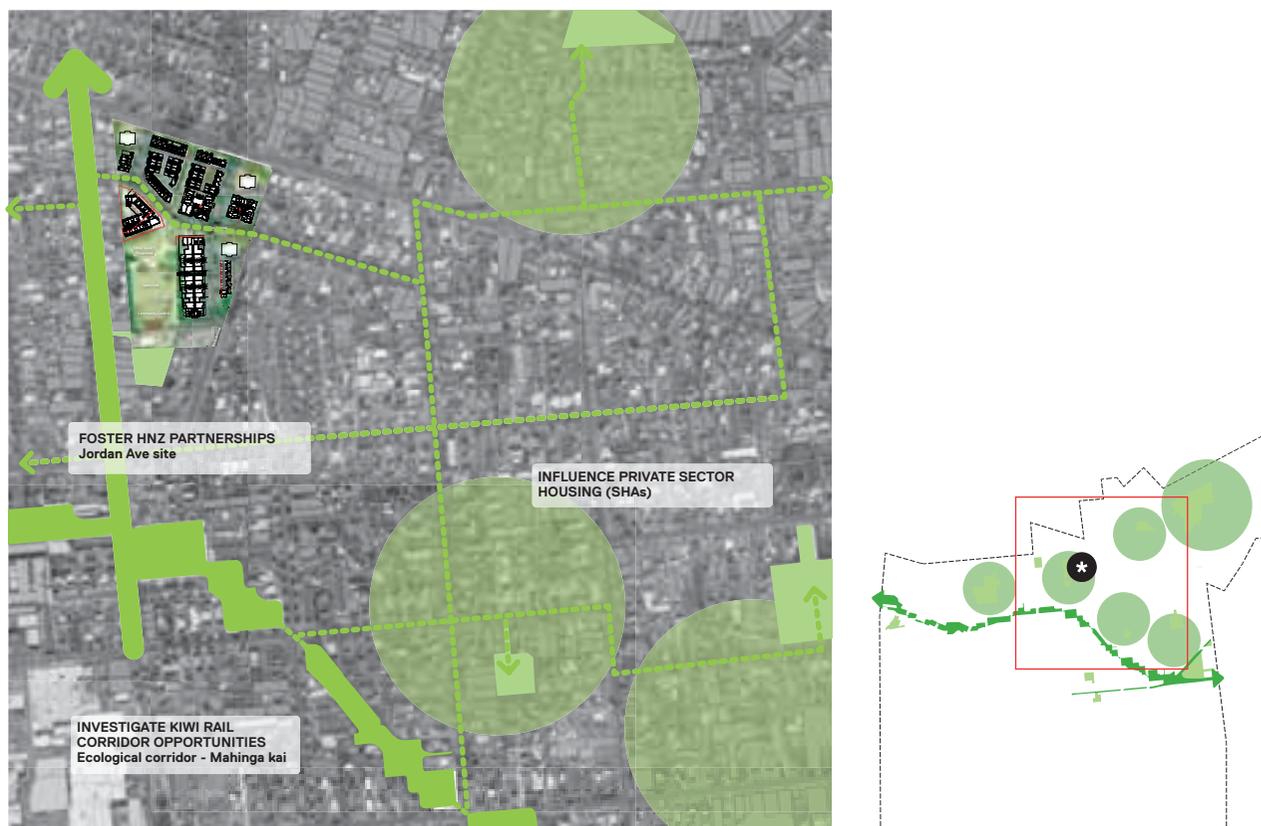


Figure 8: Strategic Move: Respond

6.2.1 POTENTIAL PROJECTS AND INITIATIVES

Table 2: Potential projects and initiatives for Strategic Move 2

Projects and initiatives	Description	Potential timeframe
Fostering Housing New Zealand (HNZ) partnerships and joint delivery of projects	<ul style="list-style-type: none"> · Foster HNZ partnerships and collaborate to deliver quality housing solutions, e.g. Jordan Avenue and additional HNZ portfolios in the area. · Undertake joint framework planning for the Oranga precinct. This involves a joint approach to development, place-making and rationalising property and community facilities within the area's intended redevelopment. · Investigate strategic site purchases/land swaps to unlock potential for these developments, with Panuku in lead role. 	Short to medium term (1-6 years)
Influencing private sector developments	<ul style="list-style-type: none"> · Work with one or two SHA developers to ensure exemplar and quality outcomes and integration with the public realm. 	Short to medium term (1-6 years)
Investigating KiwiRail corridor opportunities	<ul style="list-style-type: none"> · Link residential communities through better use of green spaces surrounding rail corridors, offering a connection with nature. This could establish ecological corridors, incorporate planting of native species for cultural harvest and encourage native flora and fauna to return. 	Short to medium term (1-4 years)

6.3 STRATEGIC MOVE: CELEBRATE INDUSTRIAL CHARACTER AND FOSTER LOCAL PRODUCTIVITY (REVITALISE)

Onehunga has a fascinating industrial history, characterised by older, warehouse-type buildings from the early wool and weaving industry. It continues to be a place to create value through our investment in people and projects, with numerous smaller, light industrial sites ripe for renewal.

This strategic move is about **revitalising** Onehunga's industrial grittiness and recognising its important role and contribution to the economy. We will explore ways to support an evolved appreciation of the area's enterprising history. This would embrace the adaption or re-use of industrial character through hosting productive and creative pursuits.

Catalyst Projects

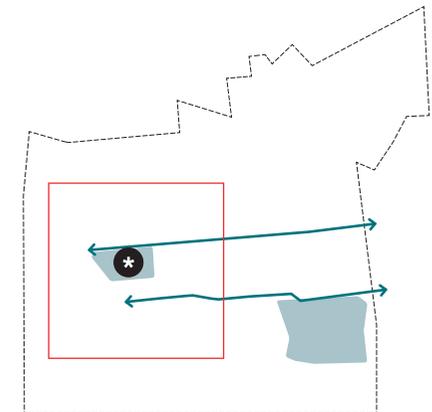


Figure 9: Strategic Move: Revitalise

6.3.1 POTENTIAL PROJECTS AND INITIATIVES

Table 3: Potential projects and initiatives for Strategic Move 3

Projects and initiatives	Description	Potential timeframe
Adaptive re-use project 'Normans Hill-Beachcroft- Quadrant' block	<ul style="list-style-type: none"> Regenerate light industrial precinct (south Nelson Street/west of Onehunga Mall) into a mixed-use employment precinct (office, retail etc). This area is in wholly private ownership, has one major SHA located in a key block, and has amenity through nearby Onehunga Lagoon. Investigate opportunities for joint private-Panuku development. This block adjoins an emerging alignment for Auckland Transport's Light Rail study and the character of the building stock is interesting. With local business and Auckland Tourism, Events and Economic Development, investigate the potential for incubator industries and as a location for achieving Goal 5. 	Short to long term (2-10 years)
Exploring opportunities to relocate or decommission transmission lines	<ul style="list-style-type: none"> Work with Transpower to maximise the opportunity around asset upgrades and replacements. 	Medium to long term (8-10 years)

6.4 STRATEGIC MOVE: CREATE A HEALTHY, ACTIVATED FORESHORE ENVIRONMENT (RESTORE)

Onehunga's remarkable natural setting has been degraded over the years through a range of activities, including infill through landfills and reclamation. The future purchase of Onehunga Wharf provides an opportunity for urban regeneration and rehabilitation of the foreshore landscape, building on the success of the recent Taumanu Reserve project.

This strategic move is about **restoring** Onehunga's waterfront. It will improve the quality of the coastal environment, support Mana Whenua in exercising kaitiakitanga, and enable developing destination areas, such as Onehunga Wharf, to attract more community use and enjoyment.

Catalyst Projects

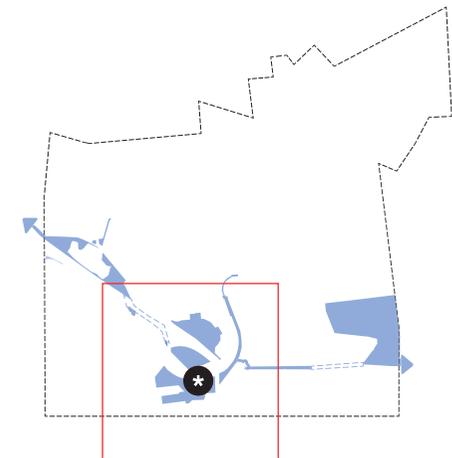
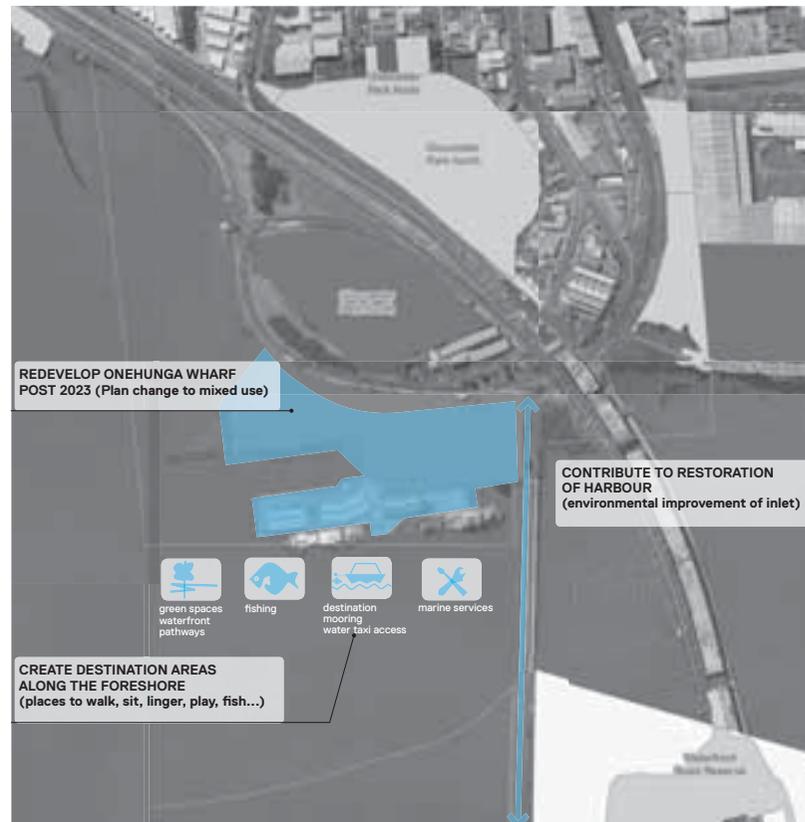


Figure 10: Strategic Move: Restore

6.4.1 POTENTIAL PROJECTS AND INITIATIVES

Table 4: Potential projects and initiatives for Strategic Move 4

Projects and initiatives	Description	Potential timeframe
Destination areas along the foreshore	<ul style="list-style-type: none"> Encourage increased public use of the waterfront and Onehunga Lagoon, providing a low-key, natural environment with places to walk, sit, linger, play and safely enjoy the waterfront. 	Short to long term (2-10 years)
Contribution to restoring the Manukau Harbour and improving the Mangere Inlet environment	<ul style="list-style-type: none"> Use and profile innovative methods and best practice for managing stormwater, including avoiding discharge and mitigating through design and primary treatment (e.g. on-site treatment or rain gardens). Investigate land-use and enhancement opportunities for promoting native biodiversity, ecological corridors and sustainable habitats. 	Short to long term (2-10 years)
Onehunga Wharf development Catalyst Project	<ul style="list-style-type: none"> Create a unique regional destination that builds on the site's history, including marine and fishing industries, and delivers mixed-use development. This could include a fish market, signature restaurant with great views, improved access to the water and a quality public realm. Open up access to water space and connectivity to the rest of Manukau Harbour for cultural, recreational and potentially transport purposes. 	Medium term (8-10 years) ⁸

⁸ Note that the timing of this development will be influenced by the East West Link (EWL) process. Should the EWL project timeframes or scope change, the wharf development timing will reflect that change.

6.5 STRATEGIC MOVE: REINTEGRATE ONEHUNGA WITH THE MANUKAU HARBOUR (RECONNECT)

Manukau Harbour is a prime natural asset, but there is currently a disconnect between the waterfront and central Onehunga. The area is dominated by physical infrastructure and traffic movements, particularly heavy vehicles, which detract from a high-quality, people-oriented environment.

This strategic move is about reconnecting the spectacular waterfront with central Onehunga. We will provide a series of new and enhanced public access routes that will achieve greater integration, strengthen place values and figuratively weave the water asset inland.

Catalyst Projects

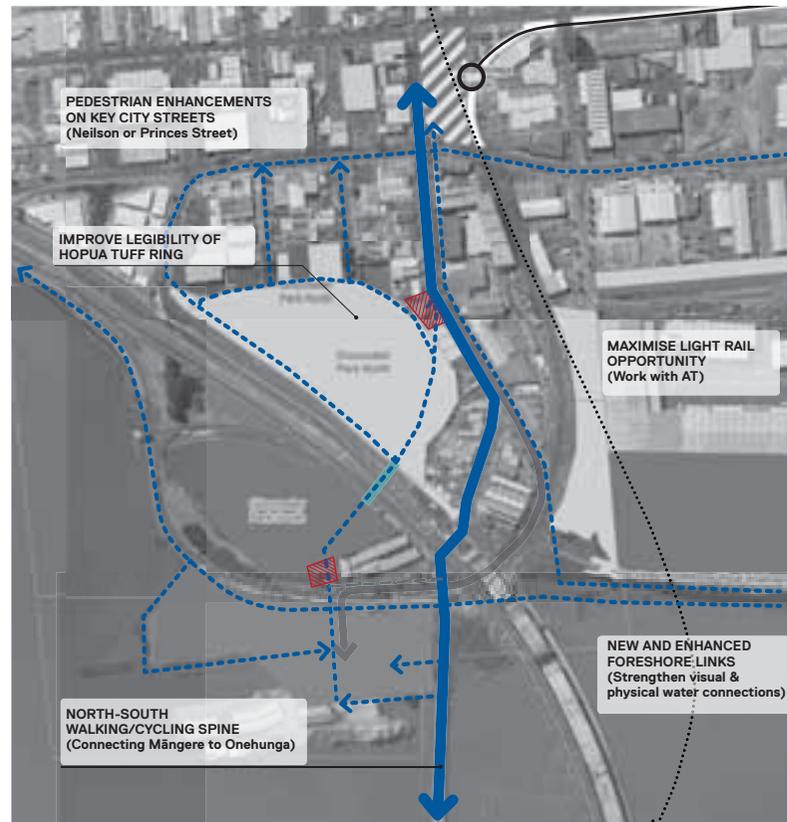
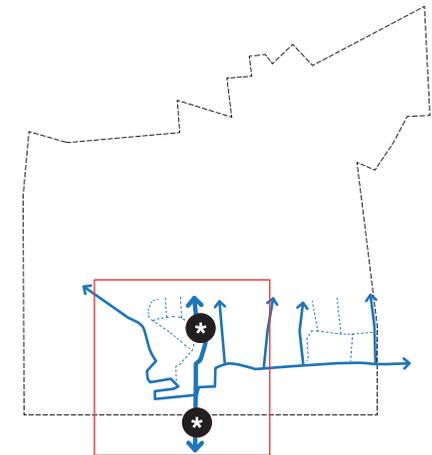


Figure 11: Strategic Move: Reconnect



6.5.1 POTENTIAL PROJECTS AND INITIATIVES

Table 5: Potential projects and initiatives for Strategic Move 5

Projects and initiatives	Description	Potential timeframe
Pedestrian and cycle enhancements on key city streets	<ul style="list-style-type: none"> Target a network of key streets to become prioritised environments for pedestrians and cyclists, and reduced vehicle movements. Work with Auckland Transport and the community on the role and function of the key streets. (This action is also required for Strategic Move 1). 	Short to medium, and long term (1-10 years)
A prioritised north-south walking/cycling spine, connecting Māngere to Onehunga Town Centre	<ul style="list-style-type: none"> Work with AT and NZTA to deliver dedicated and safe connection that integrates with and is sympathetic to surrounding uses and recognises places of significance to Mana Whenua. 	Medium to long term (5-10 years)
New and enhanced links to and along the foreshore	<ul style="list-style-type: none"> New, cohesive and enhanced links for pedestrians and cyclists that are attractive, comfortable, accessible, have clear sightlines and deter anti-social activities. This project is expected to be delivered in part through the NZTA East West Link process. 	Long term (7-10 years, plus)
Maximising Mass Rapid Transit (MRT) opportunity	<ul style="list-style-type: none"> Work with Auckland Transport to maximise opportunities with design around the MRT project and coordinate timing with land-use changes. (This action is also required for Strategic Move “Revitalise”). 	Long term (8-plus years)





7.0

PLACE-LED ENGAGEMENT

7.1 PANUKU APPROACH TO ENGAGEMENT

To engage effectively, Panuku will need to work in partnership with Mana Whenua and the Maungakiekie-Tāmaki Local Board, and take a fresh and bold approach to stakeholder engagement and communications. We will be proactive, collaborative and authentic across all relationships.

A key priority is maintaining positive momentum and demonstrating quick wins. Engaging hearts and minds will be vital to this. Establishing understanding, trust and credibility with people will help us proactively mitigate negative sentiments, which can delay progress by leading to proposals being relitigated.

Our approach to engagement for all development locations broadly covers three phases to support planning, design and implementation of the HLPP and subsequent Framework Plan. The phases and their activities are:

- **Form Relationships:** The engagement focus sits within the planning phase. The purpose is to establish key relationships and build a platform for the next steps. Local boards and council officers primarily guide this work; they are knowledgeable about the place and concentrate on gathering and sharing information
- **Launch Relationships:** In the design phase, we will seek feedback and test opportunities and ideas using the relationships and networks established as above
- **Consolidate Relationships:** Stakeholders are kept informed and help to support the local effects of implementation.

7.2 MANA WHENUA ENGAGEMENT

The Auckland Plan and Auckland Unitary Plan set out Auckland Council’s commitment to recognise Māori rights and interests, address their needs and contribute to their aspirations through a Māori Responsiveness Framework. Panuku also adopts this framework through its Māori Responsiveness Action Plan.

The framework drivers are:

- Enable Te Tiriti o Waitangi/Treaty of Waitangi outcomes
- Enable Māori outcomes
- Fulfil Auckland Council’s statutory obligations to Māori
- Value Te Ao Māori.

The framework goals are:

- Effective Māori participation in democracy
- An empowered organisation
- Strong Māori communities.

Framework Plans under the Transform project are intended to meet this council commitment in their process and outcomes. Panuku, in turn, is a steward and developer of land on the council’s behalf and has committed to work in partnership with Mana Whenua in land development and management.

So this HLPP acknowledges the requirement to deliver the Panuku Māori Responsiveness Action Plan, including supporting environmental, cultural, social and economic well-being. Through the Framework Plan process, Panuku will engage and work with Mana Whenua to:

- Integrate mātauranga and tikanga Māori into sustainable management of the natural and physical environment; economic, social and cultural development, and protection of Mana Whenua cultural heritage
- Recognise and celebrate Māori cultural values and heritage, and anchor and build on a Māori identity that is Auckland and Onehunga’s point of difference
- Apply the Te Aranga Strategic Framework to recognise and provide for Mana Whenua narratives to articulate cultural design responses across the project
- Seek development opportunities with Mana Whenua.

7.3 COMMUNITY AND STAKEHOLDER ENGAGEMENT

Based on the belief that effective collaboration will regularly out-perform individual or ‘siloe’d’ approaches, Panuku is committed to engaging regularly with key stakeholders to ensure that urban regeneration in Onehunga takes place in a cohesive way. This approach has proved to offer the best chance for resolving different and complex issues.

Collaboration requires a close partnership between the public, private and community sectors across key platforms to achieve an integrated urban strategy. The strategic pillars underpinning our approach to all engagement with individuals, communities and groups of interest are:

- Be generous with information and ideas by engaging individuals, communities and groups of interest proactively and early to agree the vision and desired outcomes
- Be open to taking feedback on board and active in telling people what has happened
- Be realistic by underselling and over-delivering – highlight the challenges and complexity of the task at hand and provide measured commentary around expectations for immediate success
- Be savvy to supporters who can help mitigate the risks of negative discussion by providing positive support
- Expect negativity around aspects of our work. Plan for how to deal with it
- Reflect back to the community how information is used and acknowledged
- Demonstrate empathy by tailoring engagement activities for the audience. Understand how different communities work by conducting place-based research – one size does not fit all
- Engender trust and pride among staff that enables them to be advocates on behalf of Panuku.

7.3.1 CENTRAL GOVERNMENT

While existing relationships are strong, Panuku needs to ensure more cohesive coordination with central Government across the wider council family. The local MP for Maungakiekie, is also a key stakeholder.

7.3.2 MAUNGAKIEKIE-TĀMAKI LOCAL BOARD

Panuku is committed to developing collaborative partnerships with local boards. A tailored approach to engaging at the local level is essential to developing a genuinely effective working relationship with these essential partners.

We will work with Maungakiekie-Tāmaki Local Board and the council’s Local Board Services to flesh out this framework in the Form Relationships phase. Panuku’s Engagement team alone will not design this working relationship; it will be done in tandem with the Place Shaping and Development directorates’ input, so as not to overcommit or misalign our respective objectives. We will work together with the Local Board in a genuinely collaborative manner. Agree a Term of Reference (TOR) setting out high-level roles and responsibilities.

- Interest: Partnership with Panuku, represent the interests of the Onehunga community. Work in line with existing plans and aspirations.
- Promise: We will work together in a genuinely collaborative manner. Agree a Term of Reference (TOR) setting out high-level roles and responsibilities.



7.3.3 MAUNGAKIEKIE-TĀMAKI WARD

The elected member for the council’s Maungakiekie-Tāmaki Ward is a key stakeholder with accountability to the Onehunga community and a significant interest in community outcomes. Panuku will look to the Councillor to champion transformation and help identify the best outcomes. We will work together in a genuinely collaborative manner, seeking alignment of shared objectives wherever possible.

- Interest: Democratically accountable for identifying and communicating the interests and preferences of the people in the ward.
- Promise: We will work together in a genuinely collaborative manner, seeking alignment of shared objectives wherever possible.

7.3.4 MANUKAU HARBOUR FORUM

This forum is an assembly of local boards abutting the Manukau Harbour, so it is important Panuku works with the forum on Transform project issues concerning the harbour. We will share information in a timely manner and seek alignment of shared objectives wherever possible.

- Interest: A forum to champion sustainable management of Manukau Harbour and adjacent communities through the collective aspirations of local boards bordering the harbour.
- Promise: We will share information in a timely manner and seek alignment of shared objectives wherever possible.

7.3.5 LARGE INFRASTRUCTURE INTEGRATION GROUP

The project to transform Onehunga involves a number of dependencies across Auckland Council, Government agencies and wider infrastructure organisations. Success will require us all to work together towards holistic outcomes supporting a long-term vision.

Table 6: Large Infrastructure Integration Group

Potential membership
Housing New Zealand
Transpower
NZTA
KiwiRail
Auckland Transport
Watercare
Ports of Auckland
Auckland Airport
Fishing industry
Trucking/Logistics
Vector

7.3.6 ONEHUNGA COMMUNITY CHAMPIONS

Many passionate people and groups have been instrumental in Onehunga’s past changes and have the best outcomes for their community at heart. They are the voice of experience in Onehunga, with a wealth of information about the area, its history and past developments, its values and character.

Table 7: Onehunga community champions

Potential membership
Onehunga Business Association
Manukau Harbour Restoration Society
The Onehunga Enhancement Society
Onehunga Fencible & Historical Society Inc
Onehunga sports clubs
Schools – Head teachers
Onehunga District Council of Social Services

These individuals and groups are active, with a proven track record. There is a desire to set up core co-design teams to test ideas and planning as it develops over time, in a collaborative way.

Core co-design team

Successful places are made by the many not the few, so Panuku seeks to meaningfully engage a wide group of stakeholders in the process. We propose setting up a Core co-design team with the purpose of providing valuable insights and in-depth scope of community needs. The team also acts as a sounding board to test ideas and options through the framework planning process, as well as inform, guide and (where appropriate) co-design specific outcomes.

Core team champions are initially identified through the stakeholder mapping process. As activities and implementations requiring core teams are identified, other stakeholders are expected to be identified or to self-identify. In this way, we are reaching out to stakeholders around specific outcomes or implementations. This is a prudent approach for a stakeholder landscape in which people are tired of promises lacking delivery.

Generally the approach aims to:

- Use local people's experiential knowledge to inform the vision, aspirations and limits during the Framework Planning phase and beyond.
- Enable local people to be involved in essential design work.
- Increase confidence, self-esteem and self-efficacy and give people an increased sense of involvement over decisions affecting their communities.
- Provide the community with the skills and resources required to be on-going participants in the strategic evolution of the community.
- Build more trust in Auckland Council and Panuku by improving accountability and transparency.
- Develop and sustain social capital and community cohesion.

7.3.7 BASELINE ENGAGEMENT

As well as the specific interest groups outlined above, Panuku will apply the following baseline engagement initiatives to the Onehunga project.

- Cross Council Engagement Working Group: We have established a working group that spans the Auckland Council family. This group will develop and carry out a Stakeholder Engagement and Communications Plan to support the project's framework planning and implementation phases.
- Monthly project meetings: Panuku will establish these meetings with the Maungakiekie-Tāmaki Local Board to ensure clear lines of communication early in the framework planning phase.

7.3.8 AUCKLAND COUNCIL FAMILY

Panuku understands that to successfully deliver urban regeneration, we need to work in partnership with the Auckland Council family, particularly where there are shared interests in the assets and outcomes. We aim to take an integrated approach to our work in Onehunga and will work closely with the Maungakiekie-Tāmaki Local Board and Auckland Council family.

7.3.9 PLACE-LED ENGAGEMENT

Built places are born of communities, culture, economics and technology. Over time, built environments shape culture and events that gradually form a history of each and every place. Appreciating the importance of this, Panuku has established a place-led approach to engagement. We recognise that valuable engagement involves several disciplines. These include:

- Place-making
- Communications
- Marketing
- Stakeholder engagement.

7.4 PLACE-MAKING FOR ONEHUNGA

Panuku has a strong reputation for its place-making approach and is developing process and learnings from Wynyard Quarter to best support new projects areas such as Onehunga.

Place-making aims to create a bridge between the ambitions, hopes and needs of a local community and the creation of built environments that people can value as special places. It is based in the culture of how people interact, an approach founded on taking the time to watch and listen to those for whom we are making spaces.

With this approach, local communities are involved in the planning and making of their physical surroundings. Small moves can connect us back to the fundamental importance of people-friendly scale and design, test long-term ideas, and build the sense and importance of manaakitanga in Auckland's places.

Place-making will be involved early in Onehunga to support a place-led process of transformation throughout the project. Our approach will contribute towards:

- Messaging and signage of the transform onehunga vision and goals
- Planning, designing and initiating place-making such as art installations, interactive and creative spaces
- Activating and enlivening potential construction areas or project sites.

These initiatives, along with a bespoke Place Plan for the area, will be designed to build excitement and manaakitanga, partner with Onehunga communities, test the strategic moves and potentially activate empty spaces or improve connectivity in the area.



