



NORTHCOTE

Town Centre Renewal

High Level Project Plan



“Northcote is a growing community, with a lively and welcoming heart that celebrates culture”

CONTENTS

1. Introduction	07	4. Goals for Northcote	35
1.1 Mihi	10	5. Key Strategic Moves	39
1.2 Shaping Spaces for Aucklanders to Love	11	6. Key Strategic Moves: Dependencies	45
1.3 Panuku - Who We Are	12	7. Renewal Approach	49
2. Context	15	7.1 Renewal Strategy	51
2.1 Property Ownership	17	7.2 Place-making Strategy	53
2.2 Geographical	18	8. Place-based Community Engagement	55
2.3 Areas of Control and Influence	19	8.1 Engagement with Māori	57
2.4 Planning	20	8.2 Partnership, Engagement and Communication	58
2.5 Investment	24	8.3 The Engagement Plan	59
2.6 Residential Market	25	8.4 The Northcote Community	61
2.7 Commercial Market	26	9. Funding	65
2.8 Place-making	29	10. Phasing	69
3. Vision for Northcote	31	10.1 Timeframes	72



01 INTRODUCTION



1.0 INTRODUCTION

The time is now for Northcote. While prime location close to Auckland's CBD has always been on its side in renewal prospects, several factors in the council and planning landscape have converged to make it an even more viable proposition.

Northcote is one of 20 locations approved for renewal by Panuku Development Auckland (Panuku), acting as facilitator to unlock development potential. Our approach will involve a series of changes, creating momentum and adding up to the overall scale of improvements.

The Proposed Auckland Unitary Plan (PAUP) enables significantly more development and we can optimise the outcomes for Northcote through properties the council owns and manages.

We want to revitalise the town centre to improve safety and amenity at the heart of the community. While Northcote has access to key transport infrastructure, we can improve and create connections to and through the centre for walkers and cyclists alongside planned public transport improvements.

There are also wider development opportunities on offer in the surrounding area, including working with Housing New Zealand towards integrated renewal of the town centre and surrounding homes.

1.1 MIHI

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

Panuku, panuku, kia haumi e, kia hui e
kia ara mai he taiki ngapara.
Ka whakairihia e te rangi hei hua tipua,
ka poua a-whenua hei tupuranga hou.

Mana 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.

Noku te whiwhi, noku te humarire.
Ka tuhono a Rangi, ka tuhono ki a Papa,
taku taura here whanaungatanga;
he mea no tua whakarere mai.
E kore e memeha; tu te ao, tu te po,
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,
epitomizing 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 renewal 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 steep/step change in urban renewal and intensification of town centres and brownfields.

Panuku has the role and mandate to address this challenge.

PURPOSE OF THIS PLAN

High-level project plans (HLPPs) are a new discipline, and key to our approach to bringing forward locations and council-owned sites for redevelopment or sale.

Agreement to HLPPs by the Panuku Board and Auckland Council gives Panuku the mandate to press 'go' on regenerating priority locations.

In drawing up an HLPP, we review earlier proposals for locations under discussion, recognising public input to date. Any new context or considerations will be fed into the process, so that we can investigate all the opportunities for a location and assess these against the agreed, desired outcomes expressed by the local community.

The HLPP will outline some high-level urban planning ideas and pragmatic and commercially viable ways to enable development projects to be taken to the market.

Panuku will draw on the resources of the council family to compile and assess the HLPPs. The whole organisation will work together on these plans to determine a cross-council coordinated effort to enable Panuku to realise the opportunities in potential development locations.

The next steps after the HLPP involve more detailed project planning, including engagement and communications plans, project planning and framework planning. This will be followed by detailed site feasibility and assessments and business cases as required.

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.



02

CONTEXT

2.0 CONTEXT

Council planning rule changes, new market conditions and wider opportunities with partners have combined in recent years to sharpen the focus and timing of proposed renewal for Northcote.

This renewed context means Panuku can capitalise on a number of opportunities and finally put previous planning efforts into action. We have identified and chosen Northcote as one of our eight 'unlock' priority development locations in Auckland. We have wide scope to unlock development potential; our area of control, through council land and property ownership, is the town centre, while our area of influence is the surrounds of Northcote Central.

On the planning maps, the PAUP increases the building height to 24.5m and the Northcote Strategic Area has been designated a Special Housing Area (SHA). Panuku will review recent existing plans for Northcote, building on previous agreements with the community.

On the housing front, Housing New Zealand (HNZ) is leading the development of its land north of the town centre with a renewed focus. This gives Panuku further impetus for regenerating the wider Northcote Central neighbourhood and continuing the partnering arrangement our predecessor Auckland Council Property Ltd initiated with HNZ in February 2015. The Panuku *Housing for Older People* initiative plans to increase and improve the service provided to older people across Auckland, with two villages next to Northcote town centre having this potential.

In property terms, increasing demand and values in Northcote have created a new market context, with the area's market attractiveness deriving from close proximity and views to the CBD and an established cultural hub.

We have a platform for change with town centre ground

rents coming up for review, and we propose to undertake more active property and place management in the centre. The seven-yearly rent review cycle, which started in January 2014, will determine the market potential of ground leases and provide opportunities to assemble strategic land and review the ownership model.

Some leaseholders on the larger properties desire to contribute to comprehensive development outcomes which presents some early opportunities.

NORTHCOTE TOWN CENTRE

Northcote is a medium-to-high income suburb, with the town centre at its commercial heart and a concentration of lower income groups within the HNZ and defence housing areas. Although its stock of commercial, housing and industrial buildings is generally ageing, some gentrification around the perimeter and the improving reputation of local schools has changed the area's perception.

Significant growth is anticipated once the town centre and housing stock are improved, but development activity has been slow. The Northcote Strategic Area (NSA), which was declared an SHA in May 2014, has delivered only 24 new sections and three dwelling consents, as of September 2015.

The town centre is an Auckland Council Business Improvement District (BID), with 22,821sqm gross and 15,932sqm net floor area (92 per cent retail and 8 per cent office space). More than 567 car parking spaces are located in and around the shopping complex. The centre's key sections

are the Countdown supermarket, a community centre and a largely ethnic shopping centre.

The shopping centre has about 90 retail occupiers, 60 per cent of whom are grocery/convenience retail, 20 per cent food and beverage, and the rest service outlets. The place is vibrant and generally follows an ethnic food theme. The shopping centre is normally fully occupied, usually by low-margin retailers. Generally single level with occasional second-level offices, the centre currently has no residential activity.

Recent town centre improvements, valued at about \$600,000, focused on enhancing the public realm, reducing crime and improving public safety, which is a recurring issue. The improvements included a new playground, toilet block, CCTV, branding and signs. New designs have been prepared for the Lake Road car park. The shopping centre has received hardly any significant capital improvement since it was created. The ground leaseholders are responsible for maintaining or developing the commercial buildings, and repainting them in the fifth year of each term.

The centre's security, maintenance and promotional activities are mostly funded by an annual BID budget of \$120,000, which is collected as a targeted rate from ground leaseholders. The business association shares with the council the cost of developing the centre brand. The Kaipātiki Community Facilities Trust, through the leadership of the Community Coordinator and financial support of the Kaipātiki Local Board, helps promote safety and deliver community activities in the town centre.

2.1 PROPERTY OWNERSHIP

The key constraint to unlocking the town centre's development potential is the fragmented nature of the ground lease structure.

Auckland Council owns the freehold title of Northcote Town Centre and more than 40 per cent of the land is subject to perpetual ground leases. Northcote Borough Council built the main infrastructure in 1959, with the ground leaseholders constructing the retail buildings for their tenants in succeeding years.

Significant improvements only started in 2006, largely focused on public space and community facilities. They include the refurbished central plaza, new bus stop and upgraded arts building.

There are 38 council-owned sites within the centre. A number of the commercial sites within the centre are subject to leases, with the leasehold owner leasing the land and owning the improvements. These leases are perpetually renewable on 21-year terms with seven-year rent reviews. The ground leases expire on 31 December 2020, except for 6-10 Kilham Avenue, which expires on 31 December 2034. They are also subject to legacy rent incentives aimed at preserving the centre's cultural character.

Auckland Council owns the fee simple on 38 of the 39 commercial and service sites in the town centre and 31 of these are subject to ground leases.. Through Panuku it also manages 32 ground leases, a commercial lease and five service properties over those sites.

Only the freehold title of 33 Pearn Crescent is in private ownership.

The council owns the two car parking areas – 115 Lake Rd, which is managed by Auckland Transport, and 32 College Road, which has recently been transferred to the Panuku portfolio of managed assets as it is no longer required for parking from an AT perspective.

The ground leases (including buildings, rear accessways and loading areas) are held, sub-leased or sold by leaseholders to investors or retailers, possibly also in a perpetual leasehold tenure. Due to the right of perpetual renewal, leaseholders can sub-lease their interest on the property even beyond their current term with the council. Based on internal analysis, the unit land price of 24 ground leases sold over the years is \$1100/sqm, or 60 per cent of Council Valuation (CV).

Panuku can negotiate the surrender of the leases with the existing leaseholders or acquire the leasehold interests using its compulsory acquisition powers to give effect to urban renewal. Given the scale of the potential changes, we anticipate a staged approach and a limited application, if at all, of compulsory acquisition powers.

The council continues to service the centre by maintaining lighting, landscaping, footpaths, roads, car parking, drainage and public toilets to the required standard. The centre's ground lease structure, coupled with a passive approach by centre management, account largely for the neglected condition of the retail buildings.

We have an opportunity to redevelop the shopping centre,

starting with properties held in aggregated ownership or where leaseholders and occupiers will be least affected. Panuku will focus initially on a number of properties held in aggregated ownership or including council-controlled car parks. We will undertake a detailed study of the remaining sites.

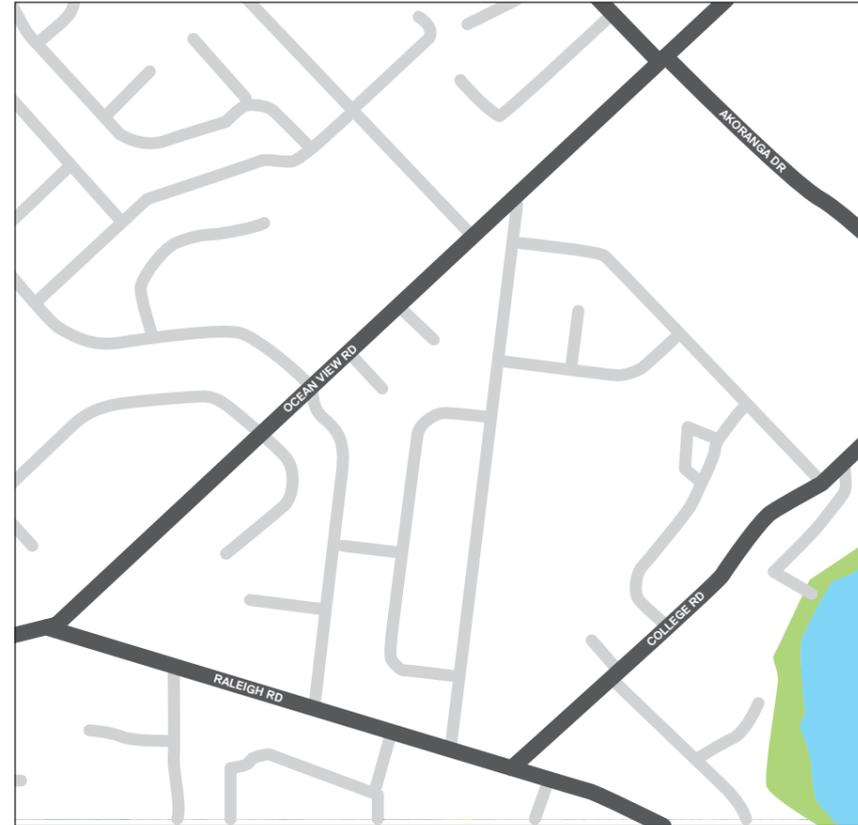
2.2 GEOGRAPHICAL

Northcote is a diverse suburb with a population of about 17,000.

It is located 8.5km north of Auckland city centre, with three direct entry points from the Northern Motorway, an elevated position giving panoramic views of the CBD, and a vibrant ethnic hub that attracts people from the North Shore and beyond. Increasingly, new Asian residents choose to live and operate businesses in the area. The local economy is service-based, driven by a large working population of varying income levels and three business areas, an outlet mall on Ocean View Road, the town centre and an industrial area.

The project location covers an 88-hectare neighbourhood, including Hato Petera College and the Fox Outlet Centre and bounded by four key roads – Akoranga Drive, Ocean View Road, Raleigh Road and College Road.

The area also includes the Northcote Strategic Area SHA (NSASHA) and is characterised by a mixed land use comprising the town centre, schools and medium-density housing. HNZ owns a large stock of social housing here.



2.3 AREAS OF CONTROL AND INFLUENCE

The project offers the council a wider scope for fostering renewal, with areas of both control (the town centre) and influence (Northcote central area).

Panuku will identify and create opportunity for outcomes to be achieved in partnership with others including development opportunities to be delivered by the market.

Our project scope involves:

- A five-hectare area of control – the town centre where we directly control the development because the council owns the sites
- An 83-hectare area of influence – the wider neighbourhood where we can influence renewal benefits in partnership with other landowners
- Integration of the adjoining older people villages within any Framework Planning and development considerations consistent with the partnership approach to the delivery of older people services currently under consideration.



2.4 PLANNING

AUCKLAND PLAN

The Auckland Plan expects Northcote to serve as a local hub for communities, providing a wide range of retail and business services and facilities, and community facilities.

Northcote should generally be accessible by frequent public transport services and provide a range of residential living options, including mixed-use and higher-density options. It should have variable capacity to accommodate new residential and business development.

The Auckland Plan identifies the town centre as needing some form of renewal to stimulate development. Our project will contribute to Strategic Directive 10 by creating a well-connected and quality town centre. It will also meet associated targets of supplying new dwellings and increasing residents' satisfaction with the sense of community and pride.

The Council family is investing in some large infrastructure projects in Northcote Central. Together with the HNZ development, these projects would result in wider renewal outcomes if packaged as one renewal project.

Panuku will also work through other statutory processes and constraints, such as all council-owned properties proposed for renewal or sale. Other constraints may include uplifting designations (See Designations table page 47) and the implication of rights of access, which will require statutory compliance with the Resource Management Act and Local Government Act.

PROPOSED AUCKLAND UNITARY PLAN (PAUP)

Any new development activity proposed in this HLPP will be based on the PAUP, which is expected to be adopted and made fully operative by the second half of 2016.

The PAUP indicates a significant up-zone from the operative plan to enable intensification and renewal of Northcote. The following map summarises the provisions for intensification in the wider project area.

The zoning will change from Business 2 to Town Centre, with the key change being the maximum building height increasing from 9m to 24.5m to allow for office and residential living opportunities on the upper floors. Even without the new PAUP height provisions, initial analysis by the council's City Transformation Unit shows capacity to facilitate mixed-used development in the town centre with a gross floor area exceeding 40,000sqm, including 220 apartments and 8500sqm of commercial floor space.



KEY PAUP INTENSIFICATION PROVISIONS



NO.	ZONE	NEW BUILDING HEIGHT
1	Town Centre	24.5m and 4-8 storeys (Additional Zone Height Control)
2	Terrace Housing and Apartment Buildings	17.5m and 5 storeys (Additional Zone Height Control)
3	Terrace Housing and Apartment Buildings	13.5m and 4 storeys; or 14.5m and 4 storeys with provision of semi-basement parking
4	Mixed Housing Urban	10m and 3 storeys
5	Mixed Housing Suburban	8m and 2 storeys

NORTHCOTE AREA PLANNING

Panuku has analysed previous planning carried out and adopted for the Northcote project area.

Several planning studies were undertaken over the last 15 years to help revitalise the town centre, resulting in the former North Shore City Council adopting the Northcote Town Centre Plan in 2010. The Kaipātiki Local Board endorsed this plan in 2013.

Since 2002 several interest groups have started organising the masterplanning of Northcote Central in an effort to help redevelop the town centre and surrounding housing area. This table collates the history and key provisions of the plans produced.

See our summary below of the various plans to date.

YEAR	PLAN	PURPOSE AND KEY PROVISION
2005	Northcote Central Concept Plan	Produced for the Northcote Central Project (NCP), a partnership created in 2003 by the Northcote Central Development Group Trust (the community), HNZ and North Shore City Council (NSCC). After extensive consultation, it identified three possible scenarios for further design and development of Northcote Central. These resulted in detailed development plans for the eastern area and town centre.
2010	Eastern Area Planning Framework	Covers the HNZ landholding to the right of Lake Road. Produced for the NCP by Harrison Grierson and endorsed by the council, it seeks to develop the Greenway as an integral part of the HNZ development and key link between the town centre and adjoining suburbs.
	Northcote Town Centre Plan (NTCP)	Covers the town centre. The only publicly-consulted and documented masterplan for the centre's renewal, the NSCC adopted it in 2010 and the local board endorsed it in 2013 as an action plan of 21 short, medium and long-term deliverables over 30 years.
2013	Bus routing concept Plans	Produced to progress the NTCP and as part of work on the new public transport network, based on the public transport assessment and recommendations of Sinclair Knight Merz and Urbanism.
2014	City Transformation Plan	The latest NTCP update by the council's City Transformation Unit. It proposes a staged development approach to respond to future growth and new PAUP rules. It recommends full long-term plan (LTP) spend plus private sector development, a business base/strategic property plan for future investment, freeholding of sites, and Panuku to lead the centre's renewal.
2016	Joint Framework Plan	A joint framework plan will be developed, following HNZ and Auckland Council Property Ltd signing a memorandum of understanding (MOU) to investigate a partnership approach for joint masterplanning and development of Northcote's entire eastern area.

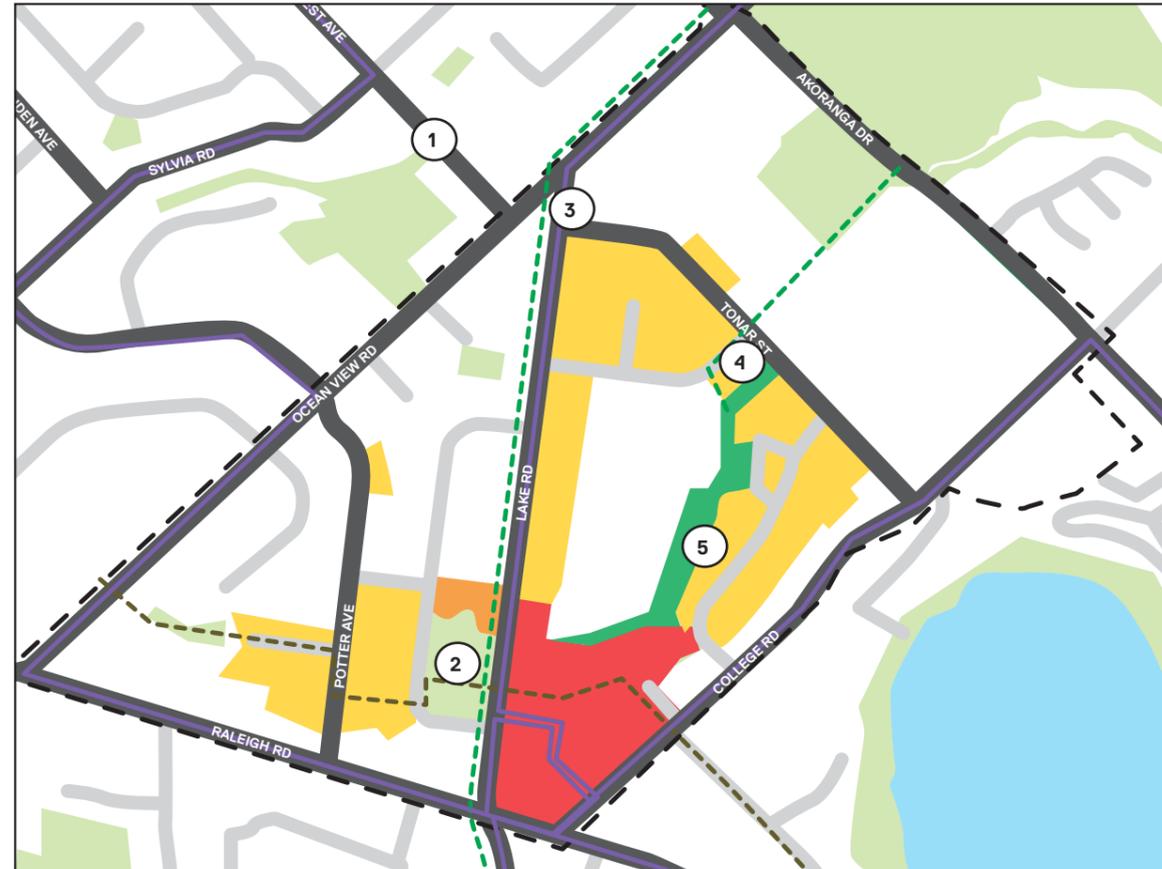
KAIPĀTIKI LOCAL BOARD

The Kaipātiki Local Board Plan identifies revitalising the town centre as a key outcome. In this table, Panuku summarises all the relevant provisions of plans specific to the local board. There is no long-term area plan currently prepared for the local board.

PLAN	PURPOSE AND KEY PROVISION
Kaipātiki Local Board Plan 2015-2018	<ul style="list-style-type: none"> Build the identity of the Northcote Town Centre as a growing, vibrant, multicultural hub and connect it to adjoining suburbs and housing through the Greenway. Develop the Greenway. Develop Lake Road car park. Extend Ernie Mays Road and upgrade Lake Road. Protect the amount of state housing in Northcote. Advocate for a long-term renewal and extension of Northcote Library.
Kaipātiki Connections Network Plan 2012	Maintain and/or upgrade the existing walking and cycling connection traversing the town centre and create a new connection through the Greenway project.
Community Facilities Network Plan 2015	<ul style="list-style-type: none"> Investigate options for the future purpose of the NorthArt and Norman King Building, including partnerships and opportunities to develop the area as a community hub. Consider opportunities to expand and improve the Onepoto Awhina facility to address growth. Investigate repurposing Lindisfarne Hall as a community lease. Continue to operate Northcote War Memorial Hall.

2.5 INVESTMENT

Below is a high-level contextual plan showing the key projects for wider renewal of the Northcote area. This will be developed in greater detail in the Framework Planning stage, for the areas of control and influence.



KEY	
	Area of Influence
	Northcote Safe Cycle Route
	New Public Transport Network, from 2017
	SeaPath Connection Upgrade (proposed)
	Greenway including cycleway
	Housing for older people
	Town Centre Revitalisation (Area of Control)
	HNZ Development 2016-2025
	Creek widening and culvert to reduce flooding on upper Tonaire St, 2016
	Glenslade Reserve flood-attenuation \$2m, 2016-2020
	Northcote Rd / Hillcrest Rd / Lake Rd Intersection Upgrade
	Increase of stormwater capacity \$4m, 2016-2020
	Overland flow path (part of HNZ devt), from 2021

2.6 RESIDENTIAL MARKET

The housing market is mixed, with a large social housing area north of the town centre and a gentrifying area of high-value housing on the Northcote fringes. The median house price of recent sales is \$910,000. The average sale to CV ratio is 1.25.

Northcote's key competitors are Highbury Town Centre, which has a similar character and capacity for high-density development, and two smaller SHAs along Akoranga Drive, which are expected to create 232 dwellings by 2018-2019. There is limited construction activity in the area.

According to recent Panuku-commissioned research, 'Northcote's growth profile is low, having experienced only 0.4 per cent compounded annual growth rate in 2001-2013. Market attractiveness is also low due to low-to-moderate levels of aesthetics, amenity, frequent transport and residential desirability (high concentration of social housing). The overall capacity to deliver is medium due to fewer private land holdings in the area, but compensated by many council-owned parcels greater than 2500sqm.

There is growing demand for new housing in Northcote as shown by the increasing level of gentrification and value appreciation in the fringes. The SHA designation and new PAUP intensification rules are incentives for interested parties to invest in development. The additional height provision in the PAUP will increase the viability of building apartments on the upper floors of the shopping centre.

2.7 COMMERCIAL MARKET

The area seems to be gradually transforming itself from traditional large-scale industrial space to an emerging, tech start-up enclave with 8320sqm of office floor space. However, the area remains zoned for light industrial in the PAUP.

The town centre employs 336 full-time workers and has a high concentration of food, liquor and hospitality outlets, which could potentially service emerging start-up businesses. Northcote's commercial property market represents only five to 11 per cent of the retail, industrial or office stock of other North Shore markets and is relatively price competitive. Vacancy rates are low in retail and prime office space and high on industrial space.

The seven-yearly rent review cycle over the ground leases commenced in January 2014, with total rents assessed to increase by over 100 per cent.

This assessment is based on 2014 values, prior to the new PAUP intensification rules. The rents are expected to increase substantially in the next review in 2021. The rent review provides an opportunity for Panuku to realise a higher capital gain on the sites, which can potentially result in reduced number of ground leaseholders and occupiers who can afford a higher rent, and where feasible, subsequent freeholding of terminating leases to enable renewal.

Although this could potentially contribute to greater renewal outcomes and lesser number of parties that Panuku will negotiate with on property-related

proposals, there are risks that this process will change the ethnic-themed character of the Town Centre, which has been a key element to its enduring success.

A recent market study² undertaken by JLL for the Kaipātiki Local Board suggests that current rents should be at least 50 per cent higher, with property values at around \$2,600-\$3,600/sqm (freehold value when unencumbered by ground leases), and yields 150 bps lower or at a maximum of 7 per cent when sold to trigger feasible redevelopment.

This requires a significant level of value creation and catalyst development. Council's 1.6 hectares of combined freehold service and vacant car park land in the Town Centre, as well as redevelopment proposals by some of the larger lease holders, provides opportunities for immediate redevelopment and value-adding.

In view of the emerging tech start-up industry in Kawana St area, there is scope that the Town Centre can be developed into an innovation hub that supports a working community that thrives in a cultural environment. In an earlier market report, CBRE forecasts that by 2019 Northcote can capture up to 5 per cent of North Shore's office space demand (3,800

sqm in the Town Centre) and 10 per cent of the private apartment sector residential demand (275 units in the Town Centre). However, apart from an expanded supermarket offer, CBRE expects that current worker and resident population growth will not demand retail expansion, although the Centre already has an additional retail capacity of 18,000 sqm.

Both JLL and CBRE recommend that free-holding of the Centre to a single ownership or consortium of parties is important to realise full renewal opportunity. JLL considers it a high development risk for prolonging the ground lease structure of the Town Centre. It inhibits value-adding by tenants wanting to secure finance to invest in improvements and by Council for free holding the sites in order to maximise the potential of an upward expansion through the new PAUP rules. JLL recommends free- holding with comprehensive masterplanning and branding strategies in place to improve amenity perception. However, the Council cannot unilaterally unencumber the freeholds as there are no specific provisions in the ground leases for early termination. The low rent, perpetual renewals, and established shopping centre are an incentive for lessees to comply with the ground lease provisions.

The ideal position for realising the above opportunities is where Council holds freehold ownership of the land unencumbered by ground leases. Free holding will facilitate private sector investment in the development of the commercial sites and future sale of residential apartments on the upper floors of new developments. There will be significant challenge to delivering significant development in the Town Centre if Council did not consider free holding as a viable alternative. The fragmented ground leases, sub-leases, and cost of parking to support existing and new retail and residential space, are other challenges to free holding ownership of the Town Centre.





2.8 PLACE-MAKING

The Northcote Mainstreet Business Association currently manages Northcote Town Centre activities.

Although our role is to manage the Council's assets within the Northcote Town Centre, it has no representation in the area to coordinate marketing and leasing activities and to look after its assets in an integrated way.

Broader initiatives such as place-making and centre management has been the role of the local business association and the BID structure, alongside the local board.

Following is a list of agencies involved in the centre's day-to-day operation. These groups will be important partners for Panuku to achieve joint, place-based outcomes as part of the renewal.

AGENCY	RESPONSIBILITY
Panuku	Management of the ground leases and a commercial lease on Norman King Building
Auckland Transport	<ul style="list-style-type: none"> • Management and maintenance of the parking areas, bus station, internal roading network and lighting • Cleaning of the public realm and emptying of rubbish bins within the centre
Council Community Services	Management of community leases on Norman King Building and library annex, library building and its operation, and Cadness Reserve
Council Property Department	Management of council-owned buildings subject to community leases
Northcote Mainstreet Business Association	<ul style="list-style-type: none"> • Advocacy to the council and central government to ensure security, safety, accessibility and overall functionality of the shopping centre through the BID programme • Delivery of major public events • Cleaning services and beautification projects in addition to the council's services
Kaipātiki Community Facilities Trust	Delivery of place-making activities, leadership, support and other activities
Ground leaseholders	Maintenance of their buildings
Retail tenants	Maintenance of their own shops



03

VISION



3.0 VISION

We have drawn on the Northcote Town Centre Plan 2010 for the following high-level vision for the outcomes of the renewal project.

“Northcote is a growing community, with a lively and welcoming heart that celebrates culture, and where business thrives and everyone’s needs are met.”

It closely follows the wording of the 2010 plan vision, but amends it slightly to reflect the project scope being wider than the town centre.

Through the Framework Planning process, we may redefine this vision to infuse the Auckland Plan objectives for Northcote, new Panuku design parameters, and elements of housing, amenity, affordability, diversity and sustainability.



04 GOALS

4.0 GOALS

Like the vision, these expected community outcomes for Northcote's renewal are formed from the community aspirations expressed in previous plans and initiatives, including the Northcote Central Project 2004, Northcote Central Concept Plan 2005 and Northcote Town Centre Plan 2010.

These goals around desired outcomes for housing, the environment, the community, access and the town centre may be refined during the Framework Planning.

HOUSING

- Appropriate, functional and well-built housing.
- A range of housing types that meet different and changing needs.

ENVIRONMENT

- A clean, safe and visually attractive environment.
- More usable open spaces, native trees and birds.

COMMUNITY

- A strong sense of community, ownership and pride in the area.
- Better access to well-managed existing or purpose-built facilities.

ACCESS

- An accessible place for everyone.
- Improved facilities for public transport and walking/cycling.

TOWN CENTRE

A busy, pleasant town centre with a variety of shops and services, easy parking and where everyone feels safe. People want their town centre to be a place that:

- Responds to the needs of its community
- Expresses and celebrates cultural diversity
- Provides a variety of retail experiences and activities
- Is safe, clean and well designed, where everyone can do business
- Is well connected and accessible to the Northcote community, the North Shore and the wider Auckland region
- Is unique and provides opportunities for all of your family
- Looks to the future.

The table below sets out the design goals and parameters that will help Panuku drive wider renewal outcomes.

RENEWAL GOALS	DESIGN OBJECTIVES	DESIGN OBJECTIVES KAITIAKITANNGA	POTENTIAL PROJECTS
Blue Green	Building sustainably, enhancing the environment, conserving natural resources, responding to climate change	These design objectives will be underpinned by the principles of kaitiakitanga, which extend beyond the purely environmental	Greenway, walking/cycling networks, green links, public transport corridor, daylighting stormwater line along Greenway
Public	Creating authenticity and sense of place for Auckland's diverse communities, respecting culture and heritage, outstanding design and architecture, public spaces, recreational opportunities, facilities and events, and building a Māori identity as Auckland's point of difference		Revitalisation and activation of the town centre public spaces
Smart Working	A vibrant mix of activities, enabling employment and business growth, attracting investment, supporting local businesses to flourish and increasing town centre patronage from both local and wider Auckland residents		New retail and commercial spaces in the town centre that cater to both local residents and wider Auckland region
Connected	Places that are highly accessible and easy to get to and to move around in, efficient transport networks and infrastructure, pedestrian and cycling linkages and passenger transport, supportive community and business networks, telecommunications		Greenway and walking/cycling networks, public transport corridor, place making
Liveable	Welcoming and resilient neighbourhoods that are safe, diverse and attractive, with plentiful open space and access to local services and facilities; a range of accessible residential choices to cater for diverse households		New residential buildings and open spaces, expansion of the community hub



05

KEY STRATEGIC MOVES

5.0 KEY STRATEGIC MOVES

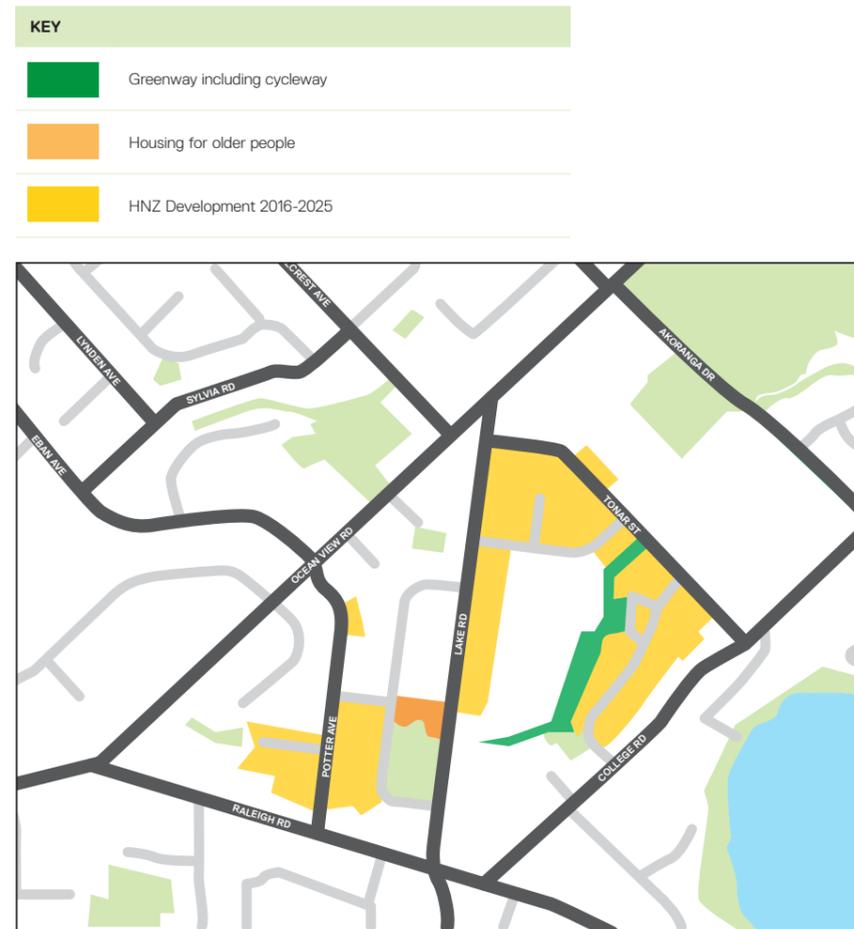
There are many achievable steps we can make in a staged approach that will have the most impact for Northcote town centre and help unlock the opportunities presented by the wider project area.

This HLPP proposes four strategic moves that will provide the following key benefits:

- Renewal of a local commercial and community hub
- Improved economic performance of the centre as it responds to renewal and market perception
- Provision of additional housing choice for local residents
- Improved investment performance of an existing asset and better community and commercial outcomes from the investment
- Reconnection of the centre with its wider community.

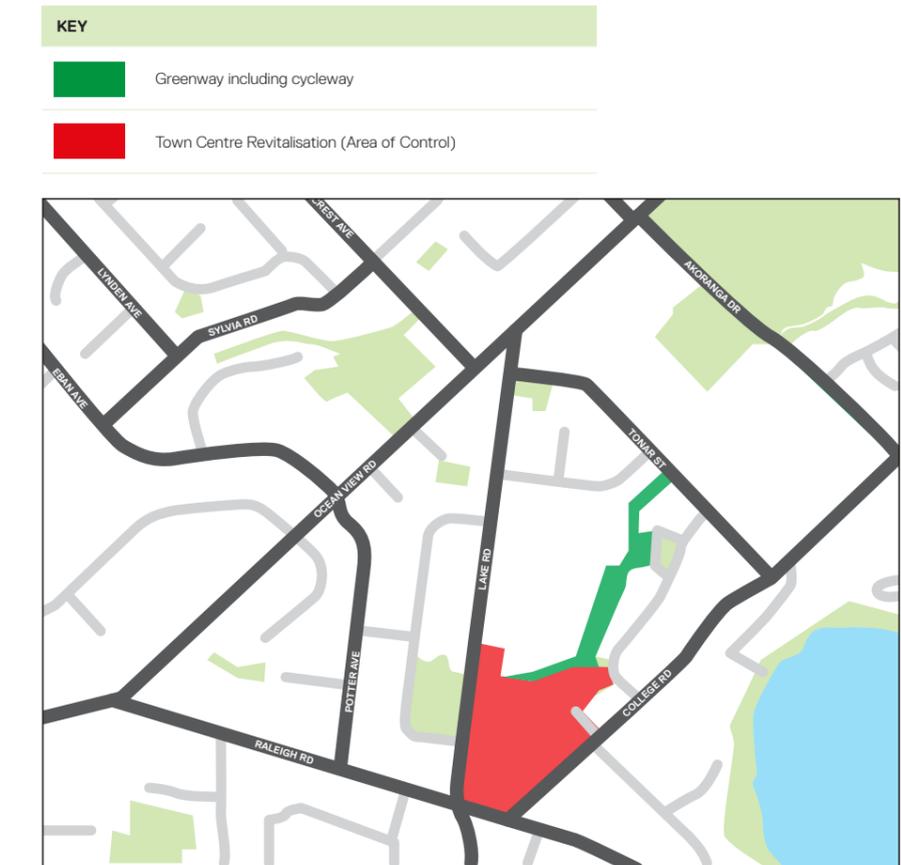
KEY STRATEGIC MOVE 1: PARTNERING FOR DESIRED OUTCOMES

- Capitalise on the growing relationship with Housing New Zealand to deliver more comprehensive renewal within the wider area of influence.
- Seek early development opportunities in partnership with significant commercial interests, as well as with lessees who have aggregated interests.
- Working collaboratively with local interests, such as the local board and BID who are committed to seeing renewal consistent with the approved agreed plans.
- Develop an engagement strategy that builds on previous plans and community consensus.



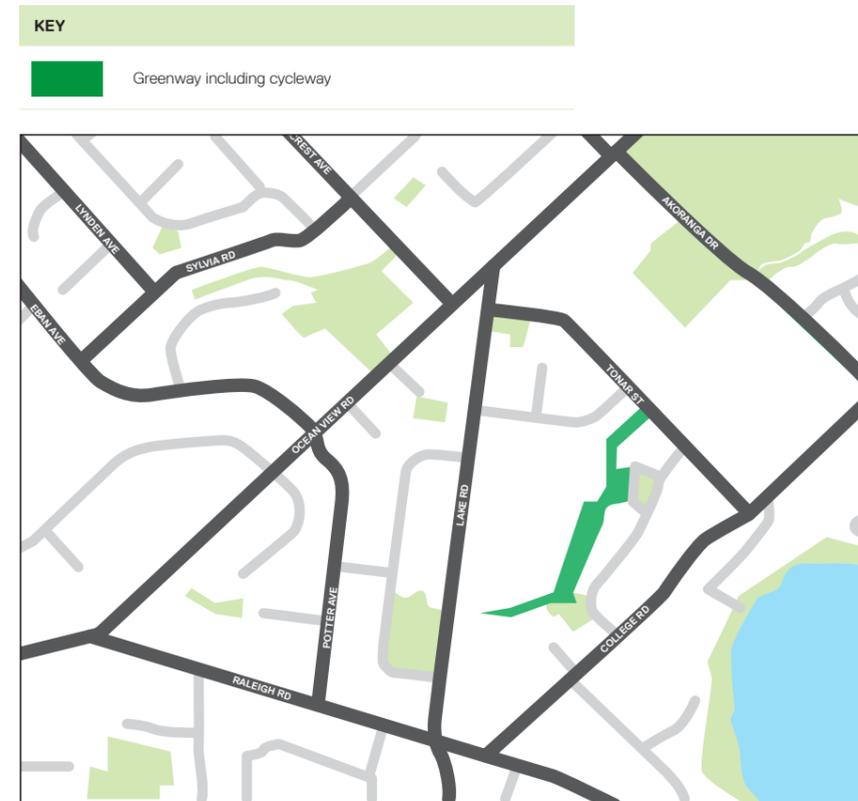
KEY STRATEGIC MOVE 2: REVITALISING THE CENTRE

- Manage Council's assets in a way that will build on the rent review process to determine the market potential of ground leases, provide opportunities to assemble strategic land and review the current ownership model.
- Facilitate place-making activity, including revitalising the existing public realm, in partnership with the council, local businesses and community interests, the local board, business association and BID.



KEY STRATEGIC MOVE 3: RECONNECTING THE CENTRE

- Refresh existing plans and preparing a Framework Plan for the wider area of influence, in partnership with HNZ and consistent with previously approved local board plans and community consensus.
- Use approved projects, such as the council Greenway project and stormwater improvements, to enhance amenity and local connections.



KEY STRATEGIC MOVE 4: DEVELOPING THE CENTRE

- Seek approval and delegated authority to transact on all council properties in the centre. This will provide the ability to aggregate and strategically release freehold sites consistent with approved business cases and an established Framework Plan.
- Capitalise on the additional development bulk accorded by the PAUP and, if necessary, using the Special Housing context.
- Improve local infrastructure, consistent with approved council projects and supportive of the strategic framework.
- Refine development options and assess their feasibility to support future business case proposals.





06

KEY STRATEGIC MOVES: DEPENDENCIES

6.0 KEY STRATEGIC MOVES: DEPENDENCIES

The Northcote renewal project is dependent on, or a dependency for, a number of other projects. This should be considered in Framework Planning and project staging to ensure we are efficient in providing infrastructure and consistent in achieving wider renewal outcomes.

PROJECT	NATURE OF DEPENDENCY	AGENCY	DELIVERY
DEPENDENT ON			
Northcote Road / Hillcrest Road / Lake Road intersection (funded)	This will affect any proposed development within the vicinity of the intersection.	Auckland Transport (AT)	2018-2022
Trunk Sewer 8 Upgrade (funded)	This is a 1km-long, 900mm nominal diameter pipeline that will replace the trunk sewer, using a combination of trenchless and open cut methods at 1.5m-3.5m deep. Current plans will be incorporated into the masterplan. Work is expected to be carried out before HNZ and Greenway development to minimise disruption to the community and additional costs.	Watercare	2016-2017
Northcote Safe Cycle Route (funded)	This 5.2km walking and cycling improvement project from Northcote Point ferry terminal to Northcote Road will affect access to any development along Lake Road. The Lake Road upgrade component in the LTP will need to be implemented with this project.	Auckland Transport	From 2016
DEPENDENCY FOR			
Northcote Town Centre Upgrade (funded)	Although funded in the current LTP, the components of the upgrade project may change as a result of detailed planning of this renewal project.	Council Development Programme Office	2015-2025
HNZ development	Planning for the HNZ development will adhere to framework planning of the wider renewal area, which should allow for HNZ's expected incremental delivery of about 700 new dwellings. The mix will contain more smaller dwellings and fewer larger ones -- 29% 1BR (one bedroom), 27% 2BR, 27% 3BR, 12% 4BR, 3% 5BR, and 2% 6BR -- and a renewal plan based on principles that leverage existing council assets.	HNZ	2016-2026
Stormwater upgrade (part-funded)	Four major projects in the area will be affected by changes in capacity requirement in the wider renewal area. Some of these will be progressed in collaboration with HNZ.	Council Stormwater	2016-2021
New public transport network (funded)	A permanent two-way route and location of the bus interchange in the town centre will inform the final public transport network plan for the area, which will increase bus frequency along College Road.	Auckland Transport	2017-2022
Greenway	The alignment was identified as a feeder in the proposed Regional Cycle Network 2016-2030. There is no LTP budget for this project, but reallocation is possible, subject to the council's approval based on a set of criteria for investing in greenways. Panuku has started drawing plans for potential acquisition of affected sites. Framework Planning will involve a review of the Greenway project, including alignment and acquisition. This will require Panuku, AT, Watercare, the council Stormwater Unit, and council Community Facilities to prepare a joint business case to support early Greenway implementation.	TBC	Not Funded
SeaPath Connection Upgrade	This is an existing walking/cycling route that can be upgraded to provide a reliable shorter connection between Northcote and the proposed Seapath.	TBC	Not Funded

DESIGNATIONS

The uplift of certain designations will be considered as a part of the Framework Planning Phase. Current council and non-council designations include:

NUMBER	PURPOSE	LOCATION	REQUIRING AUTHORITY
COUNCIL PROPERTY			
1414	Public car park	115 Lake Road and 4951 Pearn Terrace, Northcote Commercial Centre	Auckland Transport
1456	Pedestrian mall	Pearn Crescent, Northcote	Auckland Transport
R1457	Public offstreet parking	32 College Road, Northcote	Auckland Transport
NON-COUNCIL PROPERTY			
4534	Educational purposes -- primary school (years 0-8) Northcote Intermediate	145157 Lake Road, Northcote	Minister of Education
4537	Educational purposes primary school (years 0-8) Onepoto School	31 Fraser Avenue, Northcote	Minister of Education

NORTHCOTE STRATEGIC AREA SPECIAL HOUSING AREA

All sites within the project's geographical scope, and excluding the area from the southwest border of Hato Petera College to Akoranga Drive, are designated part of the NSASHA. This initiative is expected to contribute about 700 units to Auckland's housing stock. Consent applications for qualifying developments in the NSASHA can be fast tracked, subject to meeting all relevant provisions of the notified PAUP and specific criteria outlined in the table below.

CRITERIA FOR QUALIFYING DEVELOPMENTS IN NSASHA

CRITERIA	LIMITS
Maximum number of storeys that buildings may have	6
Maximum calculated height that buildings must not exceed	27 metres
Minimum number of dwellings to be built	4
Percentage of dwellings that must be affordable	Note that if future development is to be carried out under the NSASHA requirements, then there are two options to meet affordability requirements. Option 1 is 10 per cent of the dwellings cannot exceed 75 per cent of the Auckland median price. Option 2 is 5 per cent of the dwellings must be held in perpetuity as affordable housing at a lower price point based on median household income.



07

RENEWAL APPROACH

7.0 RENEWAL APPROACH

With the extensive planning and consultation done to date, Panuku does not intend to start the Northcote Town Centre Plan (NTCP) afresh. We want to continue carrying out all relevant plans, but in a pragmatic and commercial way.

We will undertake framework planning with Housing New Zealand and update some NTCP elements in response to:

- Current market, property and policy conditions
- The wider project scope
- New Panuku design parameters
- Constraints on commercial delivery of the aspirations.

Finance for the Framework Planning, estimated at \$300,000, will be sourced from Panuku budgets.

To seize the Northcote opportunity, Panuku needs to work on a number of levels at the same time to achieve the holistic vision for the area, including:

- Significant liaison with HNZ and integration with its thinking and planning around housing supply including locations, typologies, possible street realignment and impacts on infrastructure
- Forming a view around the town centre revitalisation and development in the short, medium and long term, including discussions with affected property owners and lessees
- Suggesting an approach to a place-led community and place activation strategy (place-making)
- Reflecting an understanding of the Northcote transport context, including green space linkages, pedestrian linkages and suggested public transport and parking solutions, as well as opportunities to link to other communities through proposed initiatives such as SeaPath and SkyPath.

To achieve the outcomes the community wants to see in Northcote, we need to take a staged approach to revitalise the town centre, reconnect the centre to its surroundings (including people who live nearby), develop the centre by unlocking the potential, and do much of this work and more by collaborating with various partners.

Reconnecting Northcote lies in the Greenway concept which will see a linear park create a better connection between the town centre to the residential homes beyond. We will investigate and progress the development of this concept, which will require integrating our Framework Planning with HNZ.

In seeking to develop the town centre, Panuku will review the feasibility of redevelopment options on council land. We will also strategically manage our assets to help overcome the local complexities and unlock opportunities for the centre.

Proposals by some of the larger leaseholders to redevelop their sites are a potential catalyst for development.

There are opportunities and challenges on either side of the ledger when it comes to unlocking Northcote's development opportunities.

Our key development opportunities include:

- Proposals by larger leaseholders
- Vacant parking areas providing a potential catalyst
- New rules in the PAUP enabling the additional height critical to residential development viability

- An increased and more regular footprint to development blocks
- Opportunities in current market, with freehold sites critical to success.

The key challenges facing Panuku include:

- Fragmentation of blocks, ownership and subleases
- Freehold ownership a prerequisite to residential apartment development and unlocking height opportunity
- The cost of parking necessary to support retail and new residential activity.

7.1 RENEWAL STRATEGY

The strategy proposed for realising the opportunities is consistent with the level of intervention and investment expected for an 'unlock' project like Northcote, which is to enable commercial development without the necessity of buying back ground leases, except in exceptional circumstances.

Auckland Council has previously explored five options for realising the development opportunities. Panuku is considering Options 2 & 3 which has the support of some ground lessees and the potential for Council to retain sufficient control of the development and retain the existing character of the Town Centre.

- Progressively free-holding sites to existing lessees in groups or external parties, as a last resort, with the condition for them to make substantial redevelopment only to an agreed Framework Plan and further controls as required.
- Partnering with key stakeholders to identify and deliver immediate improvements to the public realm.
- Proactive monitoring of leaseholders failing to seek sub-letting approval, repaint their shop every five years, and to comply with repair obligation, signage approval, insurance requirement and earthquake standards, in an effort to improve the condition of the shopping centre and acquire ground leases if opportunities arise.
- Investigation into limited strategic acquisitions and other legal considerations.
- Investigation of the Council-owned land (e.g. car parking) and service occupied buildings (e.g. community hub) to determine user requirements and financial viability as catalyst developments. If either the users wish to retain existing buildings or it is not economically viable to redevelop, then upgrading the buildings will be considered.
- Seeking early development opportunities, subject to assessment of viability, such as the proposals by large leaseholders, use of council car parks and potential opportunities associated with existing aggregated land holdings that offer more viable and practical solutions.
- Adopting a more pro-active asset and place management strategy that improves the local environment as a more suitable market platform for future residential development.
- Ensure alignment of key budgets currently held by the various business owners within council and if required obtain authority for budget oversight where required.

As the ground rent review is underway for the majority of the sites, it is expected that any action involving the commercial properties will occur after mid-2016, when arbitrations are determined. Meanwhile, Panuku will continue to compile all valuation information, including occupier rents, yields, land values, building sizes and sub-letting approvals, to prepare for the arbitration process and acquisition of ground leases, when opportunity arises.

In view of the ground leasehold structure it is not possible to plan and deliver a timely redevelopment of the whole Town Centre. Instead it is necessary to try to unlock redevelopment by free holding sites on a block-by-block basis and try to create a catalyst for further development.

It is too early to propose phasing until further viability investigation work is completed. As an 'unlock' project, it is recommended that the process of value-adding and redeveloping the town centre occurs progressively in an organic and incremental way, beginning with the continuing revitalisation of the public realm and enabling redevelopment of those sites with the least number to ground leaseholders and occupiers to be affected.

The phasing of the development will be determined following completion of a strategic asset management plan and feasibility studies.

VALUE CREATION

As part of the implementation phase Panuku will assess the current financial benchmark for the properties under consideration and will report additional value creation through the planning and realisation process as well as the ultimate completed built value of the development project undertaken by the private sector on the properties.



7.2 PLACE-MAKING STRATEGY

Panuku will be the lead agency to revitalise Northcote's town centre, and enable renewal of the wider project area and development of commercial and service sites in the centre.

We will not develop the commercial sites but will work with lessees to progress the development and enable development activity. We will also play an advisory role on other agencies' projects.

To ensure the project outcomes are delivered, Panuku will be involved in various aspects of place-managing the project. This involves:

- Council approval to nominate Panuku as its lead renewal and place-management agency in Northcote Central for consolidating and enabling the town centre development. Panuku will have joint responsibility with HNZ and the council family for Framework Planning and communicating with the wider community.
- Packaging all council projects within the area of influence as part of the project, for masterplanning, communication and marketing purposes. Panuku will partner with other delivery agencies to ensure coordination.
- Panuku will work on the planning and management with current place management agencies to improve stakeholder engagement, marketing and delivery.
- Identifying and delivering potential immediate improvements to the public realm with key stakeholders. For example, starting with upgrading the playground in collaboration with relevant council units.
- Improving the condition of the buildings by ensuring leaseholders comply with the required five-yearly external painting, internal and external repairs, earthquake standards and signage improvement.



08

PLACE-BASED COMMUNITY ENGAGEMENT

8.0 PLACE-BASED COMMUNITY ENGAGEMENT

Many people have already been involved through their work and input on previous planning studies for revitalising Northcote, which were driven by the concerted effort of local residents and retailers, community representatives and groups, and local and government agencies.

Based on the belief that effective collaboration will regularly out-perform individual or siloed approaches, Panuku is committed to engaging regularly with key stakeholders to ensure that urban renewal takes place in a cohesive way. This approach has proven 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. These partnerships must be invested in and put into practise at all levels of the organisation.

A place is an assembly of elements, characteristics and experiences that together define the identity of a particular location. Built places are born of communities, culture, economics and technology, and over time and in turn, built environments shape culture and particular events that take place here gradually form a history of each and every place. It with an appreciation of the importance of this, that Panuku has established a place-led approach to engagement.



8.1 ENGAGEMENT WITH MĀORI

Panuku has a special role to play in connecting the people of Auckland with the Māori world – Te Ao Māori.

Panuku is a caretaker, or kaitiaki, and developer of land on behalf of the Auckland Council and the population of Tāmaki Makaurau. Tāmaki Makaurau mana whenua are the indigenous Māori population and acknowledged Māori kaitiaki of the land. Panuku acknowledges through the principles of Te Tiriti o Waitangi and the importance of land to Māori, that our particular relationship with these 19 iwi is therefore one of partnership in management and development of this essential element. We have a further relationship to build with the city's broader Māori population, mataawaka and urban Māori.

NORTHCOTE KAITIAKI

The 13 Tāmaki Makaurau iwi rūnanga hapū listed below identify as having mana whenua interests in the Northcote area. Panuku will work in partnership with kaitiaki officers from these tribes towards best care for land and people throughout planning and implementation

- Te Rūnanga o Ngāti Whātua
- Ngāti Whātua o Kaipara
- Ngāti Whātua o Ōrākei
- Ngāi Tai Ki Tāmaki
- Te Kawerau a Maki
- Ngāti Tamaoho
- Te Akitai Waiohūa Ngāti Te Ata Waiohūa
- Ngāti Paoa
- Ngāti Maru
- Ngāti Whanaunga
- Ngāti Tamaterā
- Te Patukirikiri.



8.2 PARTNERSHIP, ENGAGEMENT AND COMMUNICATION

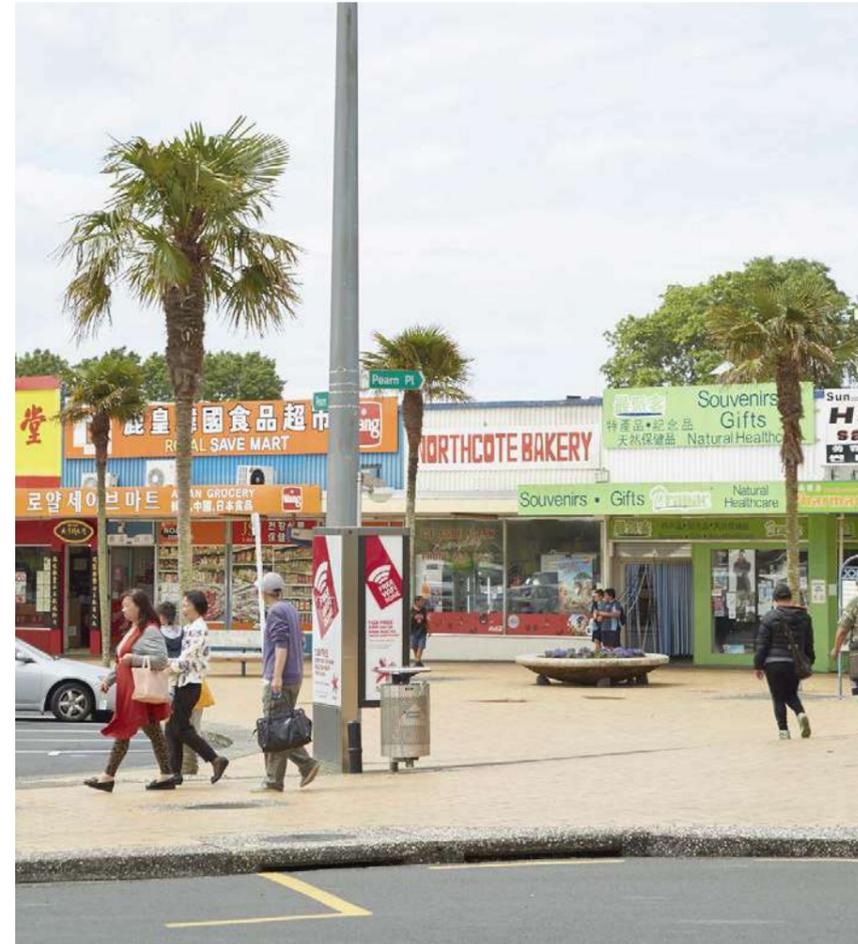
Panuku will take a partnering approach to town centre management and improvements with the business association, local board and other relevant groups. Within the council family and with external partners, such as HNZ and the Ministry of Education, we have a leadership role to play to ensure renewal integration, quality and coordination.

To assist the overall project and communication, Panuku will:

- Draw up a terms of reference agreement
- Hold monthly project review meetings (from April 2016)
- Set up a strong project engagement and communications working group with local representation
- Formalise an engagement plan.

In seeking to work collaboratively with partners and communicate with stakeholders, Panuku will:

- Develop an engagement and communication plan alongside the local board and other stakeholders
- Work with HNZ to facilitate preparation of the Northcote Framework Plan and deliver more comprehensive renewal within the wider area of influence
- Seek early development opportunities in partnership with significant commercial interests/ initiatives, such as Progressive Enterprises, as well as with lessees who have aggregated interests
- Working collaboratively with local interests, such as the local board and BID, who are committed to seeing town centre renewal consistent with already approved plans.



8.3 THE ENGAGEMENT PLAN

With approval of the HLPP, Panuku will prepare a detailed engagement and communications plan for stakeholders.

This HLPP seeks to harness community consensus and progress previous plans to redevelop Northcote Central. We want to capitalise on opportunities that maximise renewal benefits to the community and bring wider economic benefits to Auckland.

Stakeholder Engagement and Communications Plan for Northcote will support the Framework Planning and Implementation Phase of the renewal. Recognising that engagement with stakeholder is already underway during the creation of the HLPP, relationships will be formed and ready to activate when the Framework Plan work begins.

FORM RELATIONSHIPS

The engagement focus of Form Relationships sits within the planning phase. The purpose is to establish key relationships and build a platform for the next steps. This work will be primarily guided by Local Boards and Auckland Council officers who are knowledgeable about the place and largely concentrate on the gathering and sharing of information.

LAUNCH RELATIONSHIPS

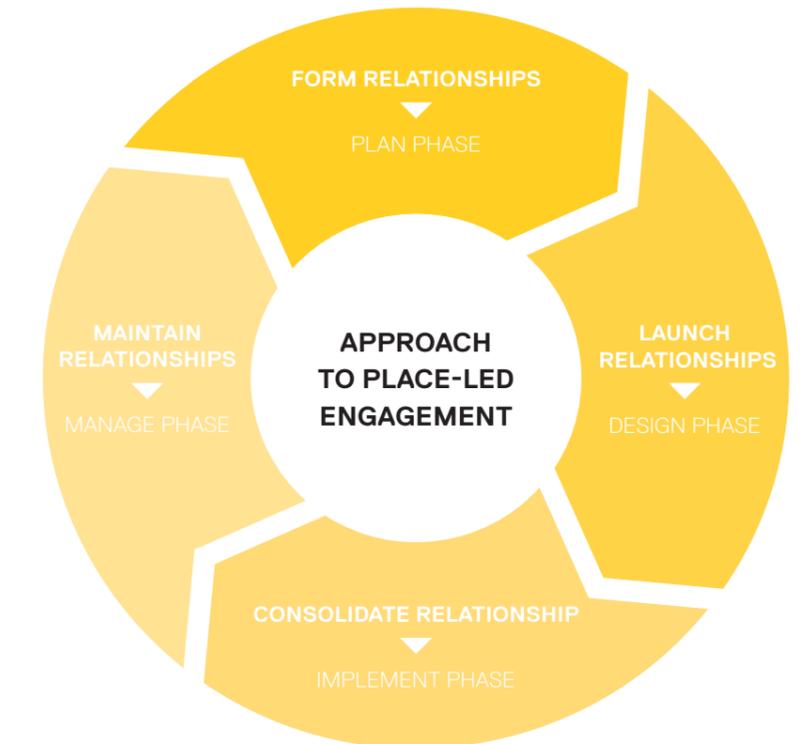
Within the design phase, we will seek feedback and test opportunities and ideas using relationships and networks established during the Form stage.

CONSOLIDATE RELATIONSHIPS

Stakeholders are kept informed and help to support the local effects of implementation.

MAINTAIN RELATIONSHIPS

Stakeholder groups and organisations take over the place-based engagement. Panuku focus is on communications.





8.4 THE NORTHCOTE COMMUNITY

STAKEHOLDER	INTEREST
COUNCIL FAMILY	
Kaipātiki Local Board	High – Expects project will give effect to NTCP: ensuring integrated rejuvenation, retaining or increasing social housing, advocating better community facilities, supporting migrant businesses, promoting cultural diversity.
Council BID Programme	High – As custodian of the BID budget, expects project contributes to BID development.
Auckland Transport	High – Expects that project supports current transport plans and town centre provides for internal bus traffic, island bus stop and sufficient car parking to service the centre.
Watercare	High – Seeks to ensure completion of trunk sewer 8.
Council Community Services	High – Expects plans for local parks, events and library are carried out.
Development Programme Office (City Transformation/Housing Programme Office)	High – As custodian of the current LTP budget and SHA, expects project is consistent with SHA budget and outcomes.
Council Plans and Places	High – As custodian of current and previous plans, expects consistency or at least recognition of previous planning.
Council Stormwater	High – Expects to be able to complete four major projects in the area.
Council Housing for Older People	Medium – A review of the Older People portfolio is currently underway that may identify four sites west of Lake Road for renewal.
(Council family)	Partnership opportunity in infrastructure: Development Programme Office (DPO) manages SHAs, infrastructure budgeting and programming on the council's behalf. Panuku will work with the DPO to ensure infrastructure delivery across the council contributes to the wider renewal of Northcote.

STAKEHOLDER	INTEREST
EXTERNAL	
Mana whenua	<p>High – Kaitiaki responsibilities, cultural expression, cultural landscape, and commercial interests including right of first refusal on potential HNZ sales – interests subject to review following consultation.</p> <p>Partnership opportunity with iwi groups:</p> <p>Potential partnerships with iwi in planning, development and investment for town centre projects and in masterplanning of projects arising from iwi right of first refusal on potential HNZ land sales or treaty settlements involving Hato Petera College land.</p> <p>Strong relationship with iwi through regular Panuku Forum.</p>
HNZ	<p>High – Owner and developer of 15 hectares of combined land west and east of Lake Road, which will be affected by the Greenway project and town centre services.</p> <p>Partnership opportunity in framework planning:</p> <p>The local board expects Panuku to deliver the integrated rejuvenation of Northcote Central in collaboration with HNZ, building on the success of a previous development south of Tonar Street.</p> <p>Northcote is a priority Community Renewal Programme of HNZ.</p> <p>A workshop in late 2015 to progress joint framework planning resulted in an indicative MOU. We will lead the framework planning and public engagement for the wider project area and HNZ will ensure its housing development is consistent with the agreed masterplan.</p>
Progressive Enterprises (Countdown)	<p>High – The centre's anchor store and seeking to expand from 3800 to 5500 sqm; will need a hectare of land including parking.</p>
Northcote Mainstreet Business Association and existing tenants	<p>High – Expects project promotes existing plans and brand, and benefits their businesses.</p> <p>Partnership opportunity in branding:</p> <p>The council has worked with the association to rebrand the centre on a 50-50 cost share basis, replacing internal wayfinding signage and improving the CCTV system.</p>
Kaipātiki Community Facilities Trust/ Community Coordinator	<p>High – As the local board's community development partner, expects to continue delivery of community services.</p>

STAKEHOLDER	INTEREST
EXTERNAL	
Ministry of Education (MOE), Northcote Intermediate School and Onepono Primary School	<p>High – MOE owns two school sites on eight hectares that will be affected by the Greenway project.</p>
Norman King Building occupants	<p>High – Community hub in Norman King Building that will be affected during implementation.</p>
Māori residents and ratepayers	<p>High – Importance of council commitment to Māori social and economic well-being; protection of cultural sensitivities, design and treatments relevant to Māori; integration of Awataha Marae in the community – interests subject to review following consultation.</p>
Major ground leaseholders	<p>Partnership opportunity in commercial development:</p> <p>A number of ground lessees and external parties wish to acquire some of the council's freehold sites.</p>
Roman Catholic Church	<p>Medium – Landowner of Hato Petera College that will be affected by the Greenway project and provides opportunities for future housing.</p>
New Zealand Defence Force	<p>Low – Owner of 25 residential sites at the corner of Potter Avenue, Ko Street and Greenslade Crescent.</p>



09 FUNDING

9.0 FUNDING

Within the wider project area, apart from Council's roading, transport, sewerage and stormwater projects, current improvements on the Town Centre are mainly funded by separate LTP budgets on the Northcote Central Area Upgrade and BID programme. The Town Centre has an annual BID budget of \$120,000 for promotion and maintenance. The Kaipātiki Local Board through the City Transformation Unit (currently Development Programme Office) holds the inflated budget for the Central Area Upgrade amounting to \$5,575,000, which is expected to be disbursed in the schedule below, and in accordance with the Northcote Town Centre Plan. The following work has been completed since 2013 to prepare for the planned use of this budget:

NORTHCOTE CENTRAL AREA UPGRADE BUDGET

FINANCIAL YEAR	AMOUNT	PLANNED USE
2015/16	\$40,000	Signage
2017/18	\$950,000	Car park works, bus interchange, and lighting
2018/19	\$1,425,000	Extension of Ernie Mays Street
2021/22	\$3,160,000	Lake Road mainstreet upgrade.
TOTAL	\$5,575,000	

The following work has been completed since 2013 to prepare for the planned use of this budget:

- Assessment of street lighting
- Assessment of options for all carpark areas within the Town Centre
- Assessment of trees which identified 92 of 156 trees on road reserve as protected

Note that there was a specific line item for Greenway amounting to \$1.8m in the previous LTP but was removed in the current LTP, subject to a Council-wide review of greenway acquisition and adoption of a set of criteria to guide Council's investment in greenway projects. The amount covered for the cost of acquiring 8,497 m² of school land and does not include the adjoining HNZ land which Council proposed to lease. While awaiting the adoption of the set of criteria, Panuku will review and assist in preparing the business case on the Greenway project with key stakeholders, and recommend new budget. The Kaipātiki Local Board also holds a \$150,000 budget for disbursement within 2016-2018 for walkways, landscape and signage within the NSASHA.



KEY STRATEGIC MOVE	BUDGET	SOURCE
Revitalising the Centre: Limited place making initially driven by Panuku in partnership with the Local Board and other structures such as the Business Improvement District) :	\$100,000 (Estimate subject to refinement and partnering opportunities)	Additional income from rent reviews
Reconnecting the Centre: Framework Plan	\$300,000	Development Fund
Developing the Centre: i. Seeking access to existing council budgets or providing strategic oversight of these in conjunction with council business owners and where required, recommending a reprioritisation of such consistent with the key strategies and strategic framework plan ii. Discrete development proposals and/or strategic property acquisitions	Various – subject to agreement with business owners and council Subject to detailed Business Case proposals	Existing council budgets Strategic Development Fund
Partnering Desired Outcomes: Engagement & Communication Plan	\$55,000	Development Fund
TOTAL	\$455,000	



10 PHASING

10.0 PHASING

The Northcote project is estimated to be delivered within 10 years, when Panuku is expected to have enabled the commercial development of the town centre. All dates indicated below for Panuku tasks to be delivered are indicative until further work is completed. Panuku will have an advisory role where another agency is tasked with delivery.

PHASE	TASKS	ESTIMATED TIMING	DELIVERY AGENCY
PROJECT PLANNING	Preparation and approval of HLPP	November 2015 – March 2016	Panuku
	Engagement with mana whenua on HLPP	February 2016 – March 2016	Panuku
	Completion of property rationalisation reports to highlight constraints on commercial properties	March 2016 – June 2016	Panuku
	Preparation of the Northcote stakeholder engagement/communications plan	March 2016 – April 2016	Panuku
	Preparation of the implementation plan (Strategic Asset Management Plan)	March 2016 – June 2016	Panuku
	Preparation of the implementation plan (Development and realisation)	March 2016 – June 2016	Panuku
	Preparation of the draft Northcote Framework Plan including collaborative work with mana whenua kaitiaki	March 2016 – June 2016	Panuku / HNZ
	Public and mana whenua engagement on the draft Northcote Framework Plan	July 2016 – August 2016	Panuku / HNZ
	Negotiation with existing lessees	July 2016 – August 2016	Panuku
	Finalisation of the Northcote Framework Plan	September 2016	Panuku / HNZ
	Adoption of the Northcote Framework Plan	October 2016	Panuku

PHASE	TASKS	ESTIMATED TIMING	DELIVERY AGENCY
IMPLEMENTATION	Renewal of the public realm, roading network and council-owned buildings in the town centre	September 2016 – 2025 (as per LTP)	Council, Auckland Transport (AT)
	Place-making	September 2016 – 2025	Panuku / Council / Kaipātiki Community Facilities Trust
	Hillcrest Creek widening and culvert	2016	Council stormwater unit
	Northcote Safe Cycle Route	2016 – TBC	AT
	Trunk Sewer 8 upgrade	2016 – 2017	Watercare
	Delivery of housing projects	2016 – 2025	HNZ / developers
	Plan change application including uplifting of designations, if needed	2017 – 2020	AT
	Preparation and approval of business cases, when needed, including property acquisition and disposal	2017 – 2020	Panuku
	Greenway including overland flow path	2018 – 2021	Council community facilities, Council stormwater unit, AT, HNZ
	New public transport network	2017 – 2022	AT
	49 Tonar Street stormwater capacity increase	2018	Council stormwater unit
	Greenslade Reserve flood attenuation	2018	Council stormwater unit
	Northcote Road / Hillcrest Road / Lake Road intersection upgrade	2018 – 2022	AT
	SeaPath connection upgrade	TBC	AT, Kaipātiki Local Board
	Housing for Older People (HFOP)	TBC – per the HFOP programme	Panuku and HFOP partner

10.1 TIMEFRAMES

TASKS	TIMING
Local Board Workshop	3 February 2016
Auckland Development Committee workshop	17 February 2016
Panuku Board approval of HLPP	10 March 2016
Auckland Development Committee approval of HLPP	April 2016
Engagement and Communication Plan	September 2016
Northcote Framework Plan	September 2016
Implementation Plan: Strategic Asset Management and Development/ Realisation Strategy	June/July 2016
Implementation Plan: Town centre improvements and place making activity.	Approach - February 2016 Implementation - October 2016
Continuing implementation of all projects beyond Town Centre	Present – 2025



CONTACTS

PANUKU DEVELOPMENT AUCKLAND

Level 2, Pier 21 Building, 11 Westhaven Drive, Freemans Bay.

PO Box 90343, Victoria Street West, Auckland 1142, New Zealand.

T: +64 9 336 8820

W: www.panuku.co.nz

f facebook.com/DevelopmentAKL

