

Board Report

Public

Date
Wednesday,
21 October 2020

Venue
Avondale



Board agenda

Where: Avondale
When: Wednesday 21 October 2020 | 9.00 am – 4.00 pm
Board members: Adrienne Young-Cooper – Chair
 Victoria Carroll – Director
 John Coop – Director
 David Kennedy – Director
 Richard Leggat – Director
 Paul Majurey – Deputy Chair
Board observer: Mark Darrow
Liaison councillor: Cr Efeso Collins

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

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

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

1.	Governance matters 1.1 Apologies 1.2 Director interests 1.3 Director meeting attendance 1.4 Minutes of 23 & 24 September 2020 board meeting
2.	Health and Safety report
3.	Chief Executive’s report
4.	Strategic reports 4.1 FY21 transaction strategy
5.	Urban regeneration reports 5.1 Unlock Avondale Programme Business Case 5.2 Unlock Papatoetoe Programme Business Case 5.3 Transform Manukau 9 Osterley Way 5.4 Unlock Northcote acquisitions 5.5 Supports Programme Delivery Plan 5.6 Supports Sites C & D Totara Ave, New Lynn 5.7 Supports 84 - 100 Morrin Road, St Johns
6.	Business reports 6.1 Grants and donations results for first quarter to 30 September 2020

Local Government Official Information and Meetings Act 1987.

7 Other reasons for withholding official information

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

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

- (a) protect the privacy of natural persons, including that of deceased natural persons; or
- (b) protect information where the making available of the information—
 - (i) would disclose a trade secret; or
 - (ii) would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information; or
- (ba) in the case only of an application for a resource consent, or water conservation order, or a requirement for a designation or heritage order, under the [Resource Management Act 1991](#), to avoid serious offence to tikanga Maori, or to avoid the disclosure of the location of waahi tapu; or
- (c) protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information—
 - (i) would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied; or
 - (ii) would be likely otherwise to damage the public interest; or
- (d) avoid prejudice to measures protecting the health or safety of members of the public; or
- (e) avoid prejudice to measures that prevent or mitigate material loss to members of the public; or
- (f) maintain the effective conduct of public affairs through—

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

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

(g) maintain legal professional privilege; or

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

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

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

Panuku Development Auckland (Panuku)

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

Our name

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

Our vision

Shaping spaces for Aucklanders to love

Our mission

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

Our purpose

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

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

What we do

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

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



Opening

Whakataka te hau ki te uru

Whakataka te hau ki te
tonga

Kia mākinakina ki uta

Kia mātaratara ki tai

E hī ake ana te atakura

He tio

He huka

He hau hū

Tīhei mauri ora!

Cease o winds from the west

Cease o winds from the south

*Bring calm breezes over the
land*

*Bring calm breezes over the
sea*

*And let the red-tipped dawn
come*

With a touch of frost

A sharpened air

And promise of a glorious day

Victoria Carroll is on a leave of absence.

No other apologies have been received at the time of publishing.

Directors' interests at 23 September 2020

Member	Interest	Company / Entity	Conflicts pre-identified?
Adrienne YOUNG-COOPER	Chair	Panuku Development Auckland Limited	
	Chair	Auckland Transport	
	Chair	Cornwall Park Trust Board Incorporated	
	Chair	Queenstown Airport Corporation Limited	
	Chair	Sir John Logan Campbell Residuary Trust	
	Chair	Sir John Logan Campbell Medical Trust Incorporated	
	Director	Westhaven Marina Limited	
Victoria CARROLL	Director	Panuku Development Auckland Limited	
	Director	Kāinga Ora	Possible
	Director	Manawa Housing Limited	
	Director	Mediterrania Holdings Limited	
	Director	Mediterrania Limited	
	Trustee	Community Housing Aotearoa	
	Trustee	Mangatawa Papamoa Block Incorporation	
	Trustee	Nga Potiki a Tamapahore Treaty Settlement Trust	
John COOP	Director	Panuku Development Auckland Limited	
	Managing Director and Principal	Warren and Mahoney	Possible
David I. KENNEDY	Director	Panuku Development Auckland Limited	
	Director	525 Blenheim Road Limited	
	Director	Cathedral Property Limited	

	Director	Good General Practice Limited	
	Director	Grantley Holdings Limited	
	Director	Hobsonville Development GP Limited	
	Director	New Ground Living (Hobsonville Point) Limited	
	Director	Ngāi Tahu Justice Holdings Limited	
	Director	Ngāi Tahu Property (CCC-JV) Limited	
	Director	Ngāi Tahu Property Joint Ventures Limited	Possible, Unlock Northcote
	Director	Ngāi Tahu Property Joint Ventures (No.2) Limited	
	Director	Ngāi Tahu Real Estate Limited	
	Director	NTP Development Holdings Limited	
	Director	NTP Investment Holdings Limited	
	Director	NTP Investment Property Group Limited	
	Director	Prestons Road Limited	

Richard I. LEGGAT	Director	Panuku Development Auckland Limited	
	Executive Chair	Kiwis for kiwi	
	Director	Hamilton Waikato Tourism	
	Director	Mortleg Ltd	
	Director	Snowsports NZ	
	Director	Trophy Metropolitan Ltd	
	Director	Warren and Mahoney	
	Director	Winter Games New Zealand	
	Panel Member	NZ Markets Disciplinary Tribunal	
	Member	Union Cycliste Internationale Ethics Commission	
	Director	Westhaven Marina Limited	

Paul F. MAJUREY	Deputy Chair	Panuku Development Auckland Limited
	Director	Iwi Commercial Property Limited
	Chair	Tāmaki Makaurau Community Housing Limited
	Chair	Puhinui Park Limited
	Chair	Whenuapai Housing Limited
	Director	Arcus Property Limited
	Chair	Marutūāhu Rōpu Limited
	Chair	Ngāti Maru Limited
	Chair	Marutūāhu Collective (5 iwi collective)
	Chair	Hauraki Collective (12 iwi collective)
	Chair	Te Pūia Tāpapa
	Chair	Impact Enterprise Fund
	Chair	Tūpuna Maunga Authority
	Co-Chair	Sea Change Tai Timu Tai Pari Ministerial Advisory Committee
	Mana Whenua Representative	Hauraki Gulf Forum
	Director	Pare Hauraki Kaimoana
	Trustee	Hauraki Fishing Group
	Director	Tikapa Moana Enterprises Limited
	Director	Pouarua Farms
	Trustee	Crown Forestry Rental Trust
Director	Atkins Holm Majurey Limited	

Director meeting attendance register – 2020 / 2021

	2020						2021					TOTAL
	28 Jul	21 Aug	23 Sep	21 Oct	18 Nov	16 Dec	Feb	Mar	Apr	May	Jun	
A.F. Young-Cooper	✓	✓	✓									
V. Carroll	✓	✓	LOA									
J. Coop	✓	✓	✓									
D.I. Kennedy	✓	✓	✓									
R.I. Leggat	✓	✓	✓									
P.F. Majurey	x	✓	✓									

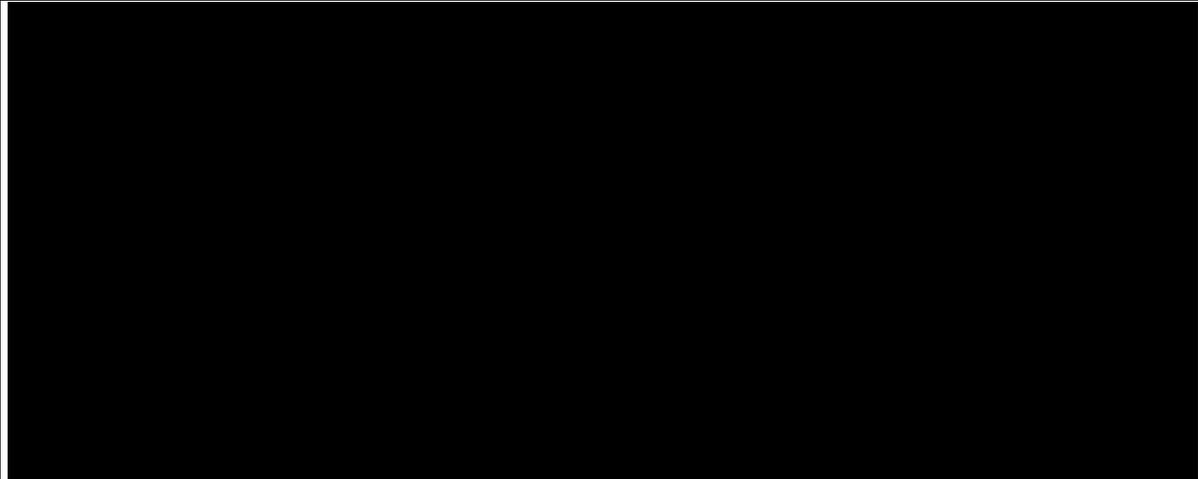
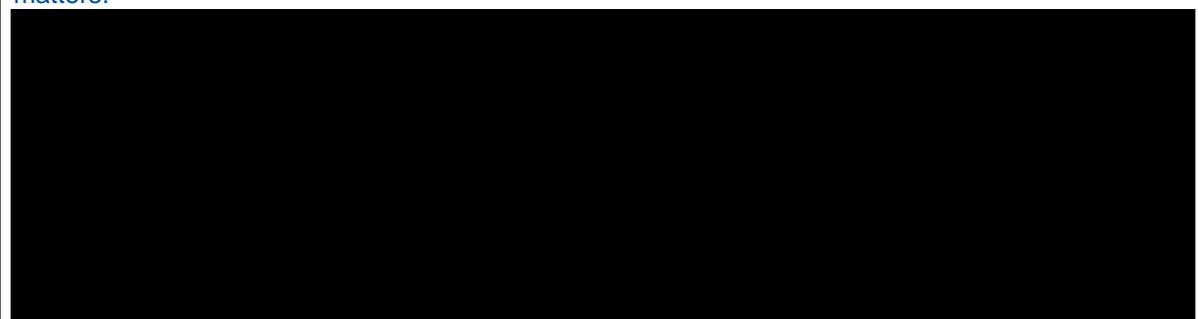
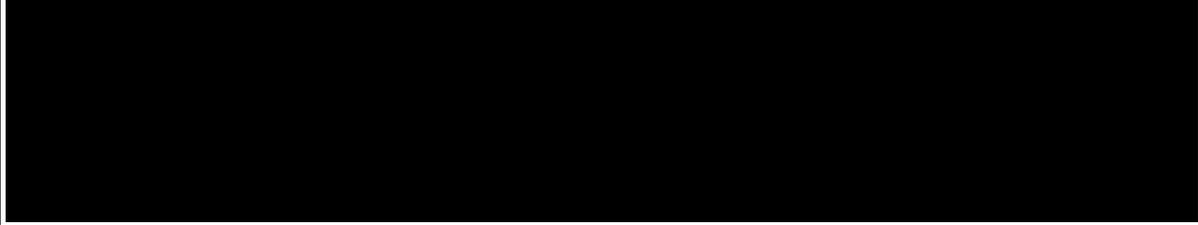
LOA – Leave of absence

MINUTES OF THE MEETING OF DIRECTORS OF PANUKU DEVELOPMENT AUCKLAND LIMITED, HELD IN **CONFIDENTIAL** SESSION AT PANUKU, 82 WYNDHAM STREET, AUCKLAND ON WEDNESDAY 23 SEPTEMBER 2020 COMMENCING AT 9.00 AM.

<p>ATTENDING</p>		<p>Board: Adrienne Young-Cooper (Chair), John Coop, David Kennedy, Richard Leggat, Paul Majurey (Deputy Chair).</p> <p>Observer: Mark Darrow</p> <p>Councillor liaison: Cr Efeso Collins</p> <p>Executive: David Rankin – Chief Executive, Monica Ayers – GM People & Culture, Gyles Bendall – GM Design & Place, Jenni Carden – Executive Officer/Company Secretary, Angelika Cutler – GM Corporate Affairs, Carl Gosbee – Chief Financial Officer, Brenna Waghorn – GM Strategy & Planning, Marian Webb – GM Assets & Delivery, Ian Wheeler – Chief Operating Officer, Allan Young – GM Development.</p>
<p>PROCEDURAL MOTION TO EXCLUDE THE PUBLIC</p>	<p>1 09/20</p>	<p>Pursuant to clause 12.3 of the Panuku Constitution, the public be excluded from the following proceedings of this meeting, so that commercially sensitive issues can be discussed in confidential session.</p>
<p>OPENING REMARKS</p>	<p>2 09/20</p>	<p>The Chair welcomed board members and executive to the meeting.</p> <p>The board discussed the following matters:</p> <ul style="list-style-type: none"> • a safety moment on the 10 golden rules approach used by Downers; • the process to recruit a new board chair and directors noting Richard Leggat's term had been extended for a year; • need to support the central city to ensure a vibrant Auckland.
<p>1.1 APOLOGIES</p> <p>CONFIDENTIAL GOVERNANCE MATTER</p>	<p>3 09/20</p>	<p>Apologies were received from Victoria Carroll (leave of absence) and Cr. Collins.</p>
<p>1.2 DIRECTORS' INTERESTS</p> <p>CONFIDENTIAL GOVERNANCE MATTER</p>	<p>4 09/20</p>	<p>The Panuku Board reviewed and received the Register of Director's Interests [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>

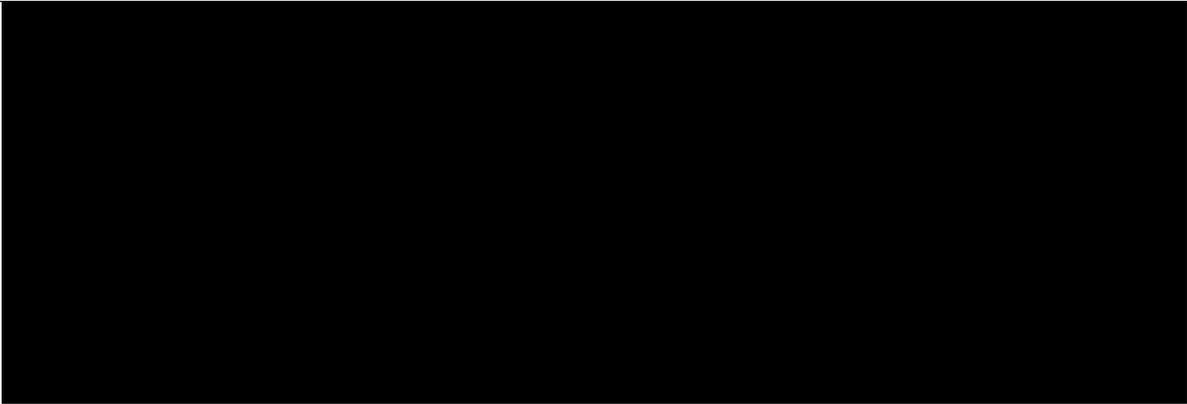
<p>1.3 DIRECTORS' MEETING ATTENDANCE</p> <p>CONFIDENTIAL GOVERNANCE MATTER</p>	<p>5 09/20</p>	<p>The Panuku Board noted the directors' meeting attendance.</p>
<p>1.4 MINUTES OF 21 AUGUST 2020 BOARD MEETING</p> <p>CONFIDENTIAL GOVERNANCE MATTER</p>	<p>6 09/20</p>	<p>The Panuku Board reviewed and confirmed the Minutes of the Board Meeting 21 August 2020, with confidential information included, as a true and accurate record of the meeting.</p>
<p>OUT OF CYCLE DECISION: AMERICA'S CUP SUPERYACHT PROGRAMME</p> <p>CONFIDENTIAL GOVERNANCE MATTER</p>	<p>7 09/20</p>	<p>The Panuku Board made an out-of-cycle decision between the August and September board meetings. The resolution is recorded here for completeness.</p> <p>The Panuku Board approved:</p> 
<p>1.5 BOARD ACTION LIST</p> <p>CONFIDENTIAL GOVERNANCE MATTER</p>	<p>8 09/20</p>	<p>The Panuku Board:</p> <ul style="list-style-type: none"> Noted the board action list; 
<p>1.6 BOARD FORWARD WORK PROGRAMME</p> <p>CONFIDENTIAL GOVERNANCE MATTER</p>	<p>9 09/20</p>	<p>The Panuku Board noted the board forward work programme.</p>

<p>1.7 AUDIT AND RISK COMMITTEE MEETING VERBAL UPDATE: 11 SEPTEMBER</p> <p>CONFIDENTIAL GOVERNANCE MATTER</p>	<p>10 09/20</p>	<p>Richard Leggat, Chair Audit & Risk Committee, provided a summary of the meeting held on 11 September:</p> <div style="background-color: black; height: 100px; width: 100%;"></div>
<p>1.8 PRIORITY LOCATION COMMITTEE MEETINGS VERBAL UPDATE: 28 AUGUST AND 4 SEPTEMBER</p>	<p>11 09/20</p>	<p>David Kennedy, Chair Priority Location Committee, provided a summary of the meetings held on 28 August and 4 September:</p> <div style="background-color: black; height: 100px; width: 100%;"></div> <p>The Panuku Board received the verbal update.</p>
<p>2. HEALTH AND SAFETY REPORT</p>	<p>12 09/20</p>	<p>Blair McMichael, Health and Safety Manager, joined the meeting and introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • Health and Safety targets should have an identified “traffic light” status; • Steps taken by management to monitor and reduce the incidence of utility strikes; • Greater assurance sought on the management of higher risk activities, noting the quarterly review had not raised issues. <p>Following the conclusion of discussions, the Panuku Board received the report.</p>
<p>3. CONFIDENTIAL CHIEF EXECUTIVE'S REPORT</p>	<p>13 09/20</p>	<p>David Rankin, Chief Executive (acting), introduced the report. The board discussed the following matters:</p>

		 <p data-bbox="887 632 2085 727">Following the conclusion of discussions, the Panuku Board received the report.</p>
<p data-bbox="152 727 741 798">4.1 LONG TERM PLAN FY22-31</p> <p data-bbox="152 798 741 1437">CONFIDENTIAL STRATEGIC REPORT</p>	<p data-bbox="741 727 887 1437">14 09/20</p>	<p data-bbox="887 727 2085 798">David Rankin, Chief Executive (acting), introduced the report. The board discussed the following matters:</p>  <p data-bbox="887 1117 2085 1165">Following the conclusion of discussions, the Panuku Board:</p> <ol data-bbox="887 1165 2085 1212" style="list-style-type: none"> <li data-bbox="887 1165 2085 1212">1. Approved the FY22-31 budget bid to Auckland Council, being: 

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		<p>5. Noted that this paper will provide the basis of the Panuku Long Term Plan bid, actual funding is subject to the council budget process including public consultation and discussions about the Panuku funding model.</p> <p>6. Delegated the approval of any further changes to the Chair and Chief Executive (acting), prior to submission to Auckland Council.</p>
<p>4.2 STAKEHOLDER INSIGHTS</p> <p>CONFIDENTIAL STRATEGIC REPORT</p>	15 09/20	<p>Joanna Glasswell, Head of Corporate Affairs introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • Generally positive trends in relationships, noting property management required further attention; • Actions to improve transparency of decision-making and trust; • Increased focus on developing relationships with mana whenua, local boards, and media; • Asked for updates to address issues in the Chief Executive's report as necessary. <p>Following the conclusion of discussions, the Panuku Board received the report.</p>
<p>4.3 CCO REVIEW UPDATE AND NEXT STEPS</p> <p>CONFIDENTIAL STRATEGIC REPORT</p>	16 09/20	<p>Brenna Waghorn, GM Strategy & Planning, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • Significant opportunity to work with Auckland Transport in place-making and aligning priorities; • [REDACTED] • Requested updates on this workstream via the Chief Executive's report as appropriate. <p>Following the conclusion of discussions, the Panuku Board received the report.</p>
<p>4.4 STRATEGIC OUTCOMES BRIEF FOR AUCKLAND COUNCIL</p> <p>CONFIDENTIAL STRATEGIC REPORT</p>	17 09/20	<p>[REDACTED]</p> <p>Brenna Waghorn, GM Strategy & Planning, introduced the report. The board discussed the following matters:</p>

		 <p>Following the conclusion of discussions, the Panuku Board received the report.</p> 
<p>4.5 TECHNICAL ADVISORY GROUP</p> <p>CONFIDENTIAL STRATEGIC REPORT</p>	<p>18 09/20</p>	<p>John Hunt, Chair Technical Advisory Group joined the meeting. Gyles Bendall, GM Design & Place, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • Importance Panuku developing world-class, urban designs which enabled safe communities; • Approach of the TAG panel to reviewing proposals and making recommendations; • Benefit of TAG having earlier involvement to test conceptual soundness, including through reviews of location masterplans; • Reference designs were useful to indicate to developers the lowest acceptable standards; • Appointment of a mana whenua representative on TAG; • Benefits of close working relationships between TAG and the board, with at least bi-annual meetings; • The contribution of John Hunt to urban design thinking in Auckland and how to capture the approach for the benefit of Panuku and others; • Future appointment process for the TAG chair and evolution of the Terms of Reference which may inform changing membership requirements over time;

		<p>iv. 17W Hawke Crescent, Beachlands</p> <p>d. Noted that the following sites are in the strategic investigation phase:</p> <p>[REDACTED]</p> <p>e. Noted that the investment requirements of \$698k CAPEX and \$452K OPEX and the baseline programme milestones for FY21 have been approved as part of the July 2020 Portfolio Investment decision paper.</p> <p>f. Noted that the Service Property Optimisation Programme is subject to the following:</p> <ul style="list-style-type: none"> • Panuku Board review of the programme in 12 months. • Panuku Board decisions on proposed transactional terms for individual property transactions, as per delegations.
<p>5.2 REGIONAL PROGRAMME: HAUMARU HOUSING PROGRAMME BUSINESS CASE</p> <p>CONFIDENTIAL URBAN REGENERATION REPORT</p>	<p>20 09/20</p>	<p>[REDACTED]</p> <p>[REDACTED], Programme Manager, joined the meeting. Marian Webb, GM Assets & Delivery, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • Feedback received from Priority Location Committee which had been incorporated in the paper before the board; • Expected increase in number of homes delivered and need for systems and processes in place to enable scaling-up of activity; <p>[REDACTED]</p> <p>[REDACTED]</p>

		<p>[REDACTED]</p> <p>Following the conclusion of the discussions, the Panuku Board:</p> <ul style="list-style-type: none"> a. Approved the Programme Business Case for the Haumaru Housing programme [REDACTED] b. Approved the following related projects and initiatives for the next twelve months: <ul style="list-style-type: none"> [REDACTED] • Ongoing engagement and collaboration with key partners and stakeholders [REDACTED]
<p>5.3 REGIONAL PROGRAMME: DISPOSAL OF 16-18 HANDLEY AVENUE, NARROW NECK</p> <p>CONFIDENTIAL URBAN REGENERATION REPORT</p>	<p>21 09/20</p>	<p>Marian Webb, GM Assets & Delivery, introduced the report.</p> <p>Following the conclusion of the discussions, the Panuku Board:</p> <ul style="list-style-type: none"> a. Approved: <ul style="list-style-type: none"> [REDACTED]

<p>5.4 UNLOCK PAPATOETOE: SAINT GEORGE'S LANES - DEVELOPMENT PROCUREMENT STRATEGY</p> <p>CONFIDENTIAL URBAN REGENERATION REPORT</p>	<p>22 09/20</p>	<p>Richard Davison, Priority Location Director – South, joined the meeting. Ian Wheeler, Chief Operating Officer, introduced the report. The board discussed the following matters:</p> <p>[REDACTED]</p> <p>Following the conclusion of discussions, the Panuku Board:</p> <p>a. Approved:</p> <p>[REDACTED]</p>

<p>5.5 TRANSFORM WATERFRONT WYNYARD POINT DRAFT MASTERPLAN</p> <p>CONFIDENTIAL URBAN REGENERATION REPORT</p>	23 09/20	<p>Fiona Knox, Priority Location Director - Waterfront, joined the meeting. Ian Wheeler, Chief Operating Officer, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] <p>Following the conclusion of the discussions, the Panuku Board endorsed the Wynyard Point Draft Masterplan document for discussion for the Planning Committee to approve for public consultation, noting the development of a presentation to capture the spirit of this opportunity to support the discussion at the Planning Committee.</p>
<p>5.6 UNLOCK NORTHCOTE: PROGRAMME BUSINESS CASE</p> <p>CONFIDENTIAL URBAN REGENERATION REPORT</p>	24 09/20	<p>Kate Cumberpatch, Priority Location Director - North, joined the meeting. Ian Wheeler, Chief Operating Officer, introduced the report. The board discussed the following matters:</p> <p>[REDACTED]</p>

		<p>Following the conclusion of discussions, the Panuku Board:</p> <ol style="list-style-type: none"> a. Approved in principle the ongoing investment in the Unlock Northcote programme as per the 2019 approved Programme Business Case. b. Noted that the FY21 investment requirements of \$14.4M capex and \$650,000 opex, and the baseline programme milestones were approved by the Panuku Board in the July 2020 Portfolio Investment decision paper and are subject to Auckland Council Long-term Plan and confirmation of ongoing funding through reinvestment. c. Approved the following projects and initiatives for the financial year to 30 June 2021: <ol style="list-style-type: none"> i. Northcote town centre going to the market to seek a development partner(s) subject to Panuku Board approval on proposed development outcomes (as per delegations) ii. Te Ara Awataha – the greenway being delivered in collaboration with Healthy Waters and Kainga Ora (ongoing investment) iii. Investigate the options for the current community facilities in Northcote (inflight) iv. Investigate the current masterplan delivery options, including roading networks (inflight) v. Complete the compulsory acquisitions for 13 and 15 Pearn Place, 35 Pearn Crescent and 2 Kilham Avenue. Under the Public Works Act 1981, section 23 notices to compulsorily acquire these properties were served to the ground lessees on 16 July 2020 <p style="text-align: center;">[REDACTED]</p> d. Approved placemaking, engagement and communications relating to the enabling of the above development, acquisitions, public realm, and capital investment projects for the financial year to 30 June 2021.
<p>5.7 UNLOCK TAKAPUNA: FINAL TOWN SQUARE BOUNDARIES</p> <p>CONFIDENTIAL URBAN REGENERATION REPORT</p>	<p>25 09/20</p>	<p>Kate Cumberpatch, Priority Location Director - North, joined the meeting. Ian Wheeler, Chief Operating Officer, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • Final boundary positions reflected discussions with the developer and public. <p>Following the conclusion of discussions, the Panuku Board:</p> <ol style="list-style-type: none"> a. Approved the final boundaries for a new civic open space on 40 Anzac Street and 38 Hurstmere Road, Takapuna, under delegation granted by Auckland Council Governing Body. b. Endorsed the concept design for the civic open space.

<p>5.8 UNLOCK TAKAPUNA: GO TO MARKET STRATEGY AUBURN STREET</p> <p>CONFIDENTIAL URBAN REGENERATION REPORT</p>	<p>26 09/20</p>	<p>Kate Cumberpatch, Priority Location Director - North, joined the meeting. Ian Wheeler, Chief Operating Officer, introduced the report. The board discussed the following matters:</p> <p>█ [REDACTED]</p> <p>Following the conclusion of discussions, the Panuku Board:</p> <p>a. Approved the sale of Auburn Street, Takapuna, between Huron and Northcroft streets (part Lots 1 and 2 DP 47560 held as part of NA1825/75 and NA8B/1292) comprising approximately 2874m2, via a two stage deadline private treaty process to deliver a commercial or mixed use development for the site in alignment with the essential outcomes for the site.</p> <p>b. Delegated:</p> <p>i. selection of the preferred treaty respondent to the Chief Executive</p> <p>█ [REDACTED]</p> <p>c. Endorsed the essential outcomes as listed below for the development of Auburn Street:</p> <p>i. The ground floor of buildings along Huron and Northcroft Streets to have active or with occupied uses</p> <p>ii. Vehicle access for the site to be minimised and come off Huron or Northcroft Streets</p> <p>iii. Any public realm design initiated by the developer must be reviewed and approved by Panuku</p> <p>iv. Any proposed residential living to achieve a Homestar 6 rating</p> <p>v. Development of the site to include a tall building considering long distance views</p> <p>vi. Veranda's provided along all street edges in a manner that visually integrates with the overall building design and the rest of the street.</p>
<p>5.9 UNLOCK TAKAPUNA: GO TO MARKET STRATEGY FOR 14 HURON STREET</p> <p>CONFIDENTIAL URBAN REGENERATION REPORT</p>	<p>27 09/20</p>	<p>Kate Cumberpatch, Priority Location Director - North, joined the meeting. Ian Wheeler, Chief Operating Officer, introduced the report. The board discussed the following matters:</p> <p>█ [REDACTED]</p> <p>█ [REDACTED]</p>

		<p>* [REDACTED]</p> <p>Following the conclusion of discussions, the Panuku Board:</p> <ol style="list-style-type: none"> a. Approved the sale of 14 Huron St, Takapuna (Lot 5 DP 30823 held as part of NA1825/75) comprising 685m², via a two stage deadline private treaty process to deliver a commercial or mixed use development for the site in alignment with the essential outcomes for the site. b. Delegated: <ol style="list-style-type: none"> i. selection of the preferred treaty respondent to the Chief Executive ii. [REDACTED] c. Endorsed the essential outcomes as listed below for the development of 14 Huron Street: <ol style="list-style-type: none"> i. Any new dwellings will achieve a Homestar 6-star rating with a mix of apartment sizes, bedrooms and tenure being encouraged ii. Active street frontage iii. Visible building entrance iv. Veranda's must be provided along the street v. The development must be completed within three years of settlement vi. Independent design review by the Technical Advisory Group prior to a consent being lodged.
<p>6.1 ANNUAL REPORT 2019-2020</p> <p>CONFIDENTIAL BUSINESS REPORT</p>	<p>28 09/20</p>	<p>Carl Gosbee, Chief Financial Officer, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • Detailed review of the Annual Report by the Audit and Risk Committee; • Recommendation of the Audit and Risk Committee to approve the form of Annual Report and sign the representation letter. <p>Following the conclusion of the discussions, the Panuku Board approved the Annual Report, including Statement of Service Performance and Annual Financial Statements, and the letter of representation to Audit New Zealand for the year ended 30 June 2020, subject to any subsequent significant changes required by Audit New Zealand being discussed with the Board Chair and Chair of Audit and Risk Committee as required.</p>

<p>6.2 POLICY UPDATE</p> <p>CONFIDENTIAL BUSINESS REPORT</p>	<p>29 09/20</p>	<p>Carl Gosbee, Chief Financial Officer, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • Health and Safety policy had been incorporated into Our Charter which offered comprehensive guidance and processes on Health and Safety matters including wellbeing. <p>Following the conclusion of the discussions, the Panuku Board received the report.</p>
<p>6.3 PROPERTY MARKET UPDATE</p> <p>CONFIDENTIAL BUSINESS REPORT</p>	<p>30 09/20</p>	<p>Allan Young, GM Development, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • Unusual market conditions with prices remaining high to date through investor interest, low interest rates and lack of stock; • Uncertainty in future market conditions, due to factors such as reduced net migration and increasing unemployment; <p>█ [REDACTED]</p> <p>█ [REDACTED]</p> <p>Following the conclusion of the discussions, the Panuku Board received the report.</p>
<p>6.4 PROJECTED HOUSING SUPPLY</p> <p>CONFIDENTIAL BUSINESS REPORT</p>	<p>31 09/20</p>	<p>Marian Webb, GM Assets & Delivery, introduced the report. The board discussed the following matters:</p> <ul style="list-style-type: none"> • The large-scale residential development expected to be enabled through Panuku's activities; <p>█ [REDACTED]</p> <p>Following the conclusion of the discussions, the Panuku Board received the report.</p>
<p>6.5 COMMERCIAL LEASING UPDATE</p> <p>CONFIDENTIAL BUSINESS REPORT</p>	<p>32 09/20</p>	<p>Marian Webb, GM Assets & Delivery, introduced the report. The board discussed the following matters:</p> <p>[REDACTED]</p>

		 Following the conclusion of the discussions, the Panuku Board received the report.
6.5 QUARTER FOUR REPORT TO AUCKLAND COUNCIL CONFIDENTIAL BUSINESS REPORT	33 09/20	Brenna Waghorn, GM Strategy & Planning, introduced the report. The board discussed the following matters: ■  Following the conclusion of the discussions, the Panuku Board received the report.
7. GENERAL BUSINESS	34 09/20	There were no items of general business
CLOSE OF BOARD MEETING	35 09/20	It was noted the board would reconvene tomorrow to consider the Unlock Pukekohe Programme Business Case, deferred from August due to the Alert Level 3 restrictions. The meeting closed at 3.14 pm.

READ AND CONFIRMED

_____ Chair

_____ Date

MINUTES OF THE MEETING OF DIRECTORS OF PANUKU DEVELOPMENT AUCKLAND LIMITED, HELD IN **CONFIDENTIAL** SESSION AT PANUKU, 82 WYNDHAM STREET, AUCKLAND ON THURSDAY 24 SEPTEMBER 2020 COMMENCING AT 9.30 AM.

ATTENDING		<p>Board: Adrienne Young-Cooper (Chair), John Coop, David Kennedy, Richard Leggat.</p> <p>Executive: David Rankin – Chief Executive, Gyles Bendall – GM Design & Place, Jenni Carden – Executive Officer/Company Secretary, Ian Wheeler – Chief Operating Officer.</p>
PROCEDURAL MOTION TO EXCLUDE THE PUBLIC	36 09/20	Pursuant to clause 12.3 of the Panuku Constitution, the public be excluded from the following proceedings of this meeting, so that commercially sensitive issues can be discussed in confidential session.
OPENING REMARKS	37 09/20	The Chair welcomed board members, executive and guests to the meeting.
APOLOGIES	38 09/20	Apologies were received from Paul Majurey (Deputy Chair) and Victoria Carroll.
<p>5.1 UNLOCK PUKEKOHE PROGRAMME BUSINESS CASE</p> <p>CONFIDENTIAL URBAN REGENERATION REPORT</p>	39 09/20	<p>██████████, Strategic Project Manager, Richard Davison, Priority Location Director-South, Deputy Mayor Bill Cashmore, Franklin Ward Councillor, and Andy Baker, Franklin Local Board Chair, joined the meeting.</p> <p>Deputy Mayor Bill Cashmore and Franklin Local Board Chair Andy Baker were both been granted speaking rights five (5) mins each:</p> <ul style="list-style-type: none"> • Celebrate everything that Pukekohe has, and can be, to be an area of choice for people; • As a rural service centre, draws commercial activities from a wide area. Seeking to enhance the main street (King St), making it walkable within the ring-road. Parking strategy is vital as for many parts of Franklin, there is no public transport. Creating jobs locally is a focus as over 50% of residents leave for jobs, education, and healthcare; • The Franklin Local Board enjoys and values the partnership/relationship with Panuku and Mana Whenua. Supportive local board, councillor, and MP. • Invitation extended to Panuku Board to undertake a visit to Pukekohe. <p>The board discussed the following matters:</p> <ul style="list-style-type: none"> • Feedback had already been received on the plan from the Priority Location Committee; • Opportunities for Pukekohe’s town centre, drawing people to leverage food experience; • Balance of commercial and activation with less residential in the town centre;

	<ul style="list-style-type: none">• Potential partnerships with local growers, both in ground and under glass;• Examples of similar scale rural feeder towns where parking is done well: Cambridge, Hastings, Blenheim;• Pukekohe train station updated in 2016, no further work except electrification in 2024;• The board invited management to think about who the future resident of the town centre is. <p>Following the conclusion of the discussions, the Panuku Board:</p> <p>a. Approved:</p> <ul style="list-style-type: none">i. The Programme Business Case for the Unlock Pukekohe priority location programmeii. In principle, to the ongoing investment in the programme, noting that this is subject to Auckland Council Long Term Plan and confirmation of ongoing funding through reinvestment. <p>b. Approved the following related projects and initiatives for the next twelve months:</p> <ul style="list-style-type: none">• Site disposals, subject to Panuku Board approval of proposed transactional terms<ul style="list-style-type: none">■ [REDACTED]■ [REDACTED]• Public realm investment planning for:<ul style="list-style-type: none">■ [REDACTED]■ [REDACTED]• Acquisitions<ul style="list-style-type: none">■ [REDACTED]• Place-based activation, engagement and partnering<ul style="list-style-type: none">vi. Saturday Linear Market (Pukekohe Farmers Market) trial at Town Square and Roulston Streetvii. One-way King Street pilotviii. 7 Massey Avenue gap-fillix. Devon Lane initiativesx. Skate Park and Roulston Park initiatives
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		<p>xi. Ongoing engagement and collaboration with key partners and stakeholders.</p> <p>c. Noted that the investment requirements of \$200k CAPEX and \$625k OPEX and the baseline programme milestones for FY21 were approved as part of the July 2020 Portfolio Investment decision paper.</p> <p>d. The Unlock Pukekohe Programme is subject to the following:</p> <ul style="list-style-type: none"> • Confirmation of annual programme funding and the programme milestones in June 2020, as part of Portfolio investment decision paper (achieved) • Auckland Council Long-term Plan funding decisions for the FY22-24 period • Panuku Board review of the programme in 12 months • Panuku Board decisions on proposed transactional terms for individual property transactions, as per delegations.
7. GENERAL BUSINESS	40 09/20	There were no items of general business
CLOSE OF BOARD MEETING	41 09/20	The meeting closed at 10.12 am.

READ AND CONFIRMED

_____ **Chair**

_____ **Date**

Information paper: Health and Safety

Document author: Blair McMichael, Health and Safety Manager

October 2020

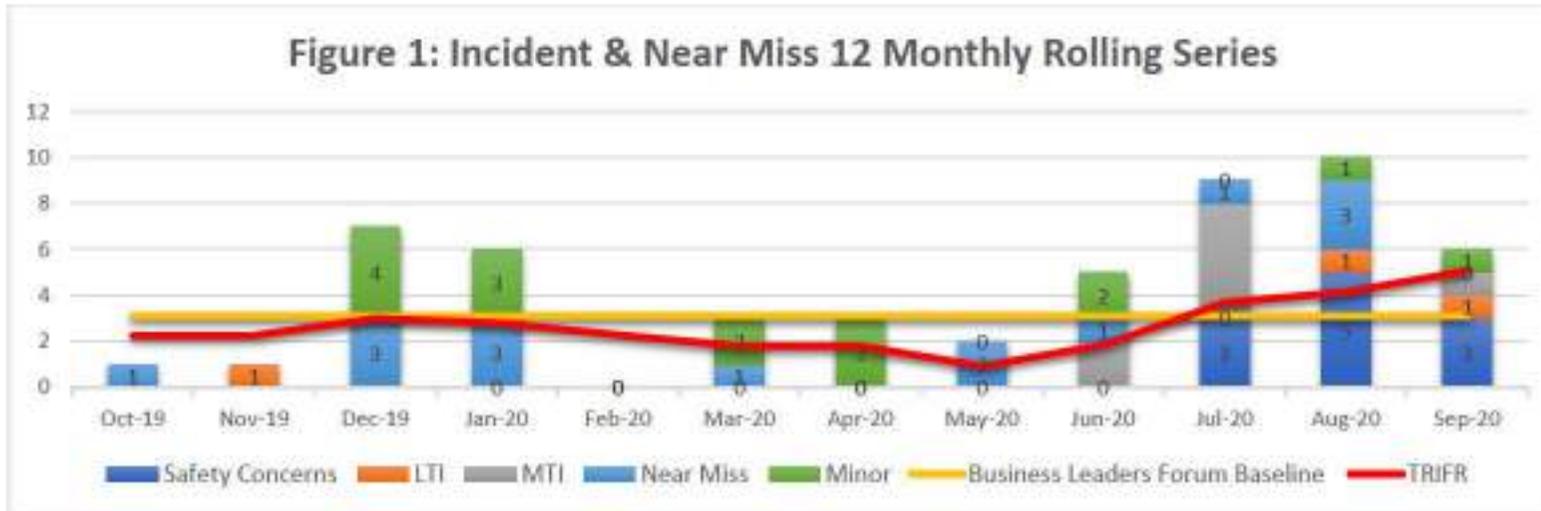
Whakarāpopototanga matua | Executive summary

1. The key performance indicators for the month show a gradual increase in incident reporting, above our comparator base line, the Business Leaders Forum.
2. The annual health and safety plan targets for 2020/21 are being considered at ELT this month, for board approval next month. These targets/actions form the annual planning process and delivery of incremental improvements in our safety culture year on year.
3. We are scheduling the board health and safety governance workshop for later in the year.

Matapaki | Discussion

Health and safety key performance indicators

4. Health and safety key performance indicators (KPIs) representing both lead and lag indicators are outlined below - see Figure 1.



TRIFR Total Recordable Incident Frequent Rate; MTI Medical Treatment Injury; LTI Lost Time Injury

5. Figure 1 represents the Panuku Total Recordable Incident Frequency Rate (TRIFR). Our result for Sept (5) sits above the NZ Business Leaders Health and Safety Forum benchmark TRIFR of 3.1.

Incidents and near misses

6. A Westhaven dockmaster, assisting with the berthing of a vessel, damaged their knee ligament when jumping to the vessel which shifted unexpectedly. The dockmaster role includes active security management with movement around the marina. As such, no alternative duties were considered suitable for the injured person and they were off work (lost time) for seven working days and have since returned on full duties. The physical nature of the dockmaster role calls in to question the tasks Panuku should be directly involved in, such as boarding vessels while assisting berthing. The marina management team will be reviewing these services.

7. A Panuku staff member working from home tripped and injured their arm, receiving medical attention. Working from home can be a challenging environment to manage remotely. In this instance, the employee's workspace had been well assessed through an occupational health nurse, however, not all risks, such as home stairs were considered. Panuku manages working from home health and safety in a variety of ways from self-assessment checklists to online workstation assessments designed by an occupational nurse.
8. A contractor's employee removing temporary PVC hoarding along the Tiramarama way stage 2 works, was struck on the hard hat when a wind gust collected the hoarding. With the use of the PPE no injury resulted, and the remaining hoarding was removed safely.

Safety concerns

9. A safety concern raised through our Assets and Facilities team involved the Panuku wastewater upgrade works (behind Karanga Plaza) which have since been completed. The concern involved the fact the worksite had begun to extend into the public space, reducing the visibility of cyclists and pedestrians. Improvements were made to contain the site at the time the safety concern was raised.
10. Further to the concern mentioned in point 9, this site was audited by the Panuku Assets and Facilities project manager. The audit identified inconsistencies with the safety plan implementation, such as poor 'hot work' controls. These inconsistencies were remedied once raised.
11. A Panuku staff member raised a safety concern regarding the lack of safety fencing along the water's edge of Uranga plaza (located directly in front of the Park Hyatt hotel). This area has been the subject of a water edge treatments risk assessment by our design and place team. That assessment considered the requirements of the building consent application completed by Fu Wah for the Park Hyatt which saw the berth pontoons moved back approximately three metres from the water edge and wooden 'bulkheads' installed to delineate the edge and redirect foot traffic away as a main thoroughfare. The assessment lists other safety mitigations including the installation of safety signage and life preserving rings. As such, the team considered that the safety controls were adequate to minimise the potential for a hard fall or drowning event. The team will continue to undertake future risk assessments of this and other similar areas to ensure appropriate safety mitigations are in place.

Training and development

12. The Panuku health and safety committee met in late August and will meet again on 14 October, prior to the next board meeting. The committee reviewed the team health and safety training matrices.
13. Updates to scheduled training, which had been delayed during the Covid-19 lockdown, have been rebooked including H&S Rep training and first aider training.

Critical risk activity audits

14. The quarterly health and safety critical risk activity audits are scheduled to continue in October. These include all landfills, quarries and forestry operations managed by Panuku. The results will be included in the November board report. These audits are completed by an independent health and safety specialist, and corrective actions managed through our property portfolio team.

Annual business planning and delivery targets

15. To support the implementation of the H&S strategy, a health and safety plan is developed annually. The plan seeks to maintain our momentum and sets out key actions that will be undertaken this financial year to ensure our health and safety strategic goals are achieved.
16. The draft Health and Safety Plan 2020/2021 will be going to our executive this month and will be summarised to the board in the following month.

Health and safety governance

17. To support our executive and board to meet their obligations under the Health and Safety at Work Act, we will run a health and safety governance workshop with Panuku's executive and our board either later this calendar year, or if time does not permit, early 2021.

Information paper: Chief Executive's report

Document author: David Rankin

October 2020

Whakarāpopototanga matua | Executive summary

1. This report provides the board with a summarised overview of the activities, opportunities and issues facing the organisation.
2. This report is a public report, however confidential information is redacted. Information that has been redacted is indicated in [blue font](#). Where redacted information exists, a reference to the section of the Local Government Official Information and Meetings Act 1987 (LGOIMA) will be cited in the publicly available version of the report.

Matapaki | Discussion

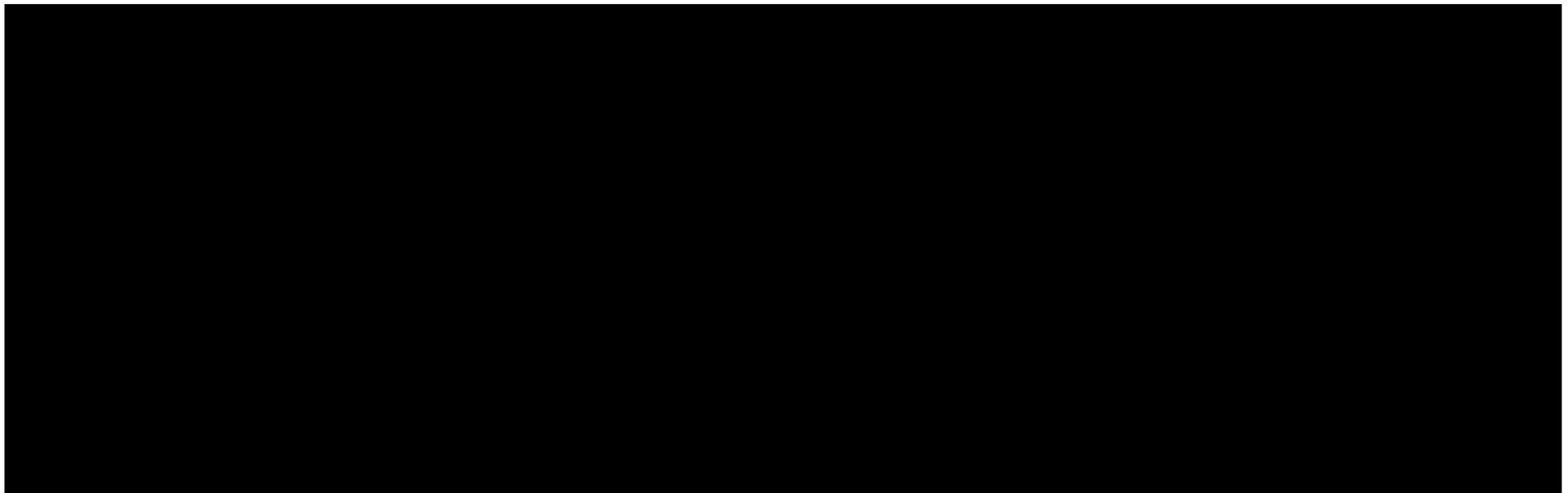
Strategic matters

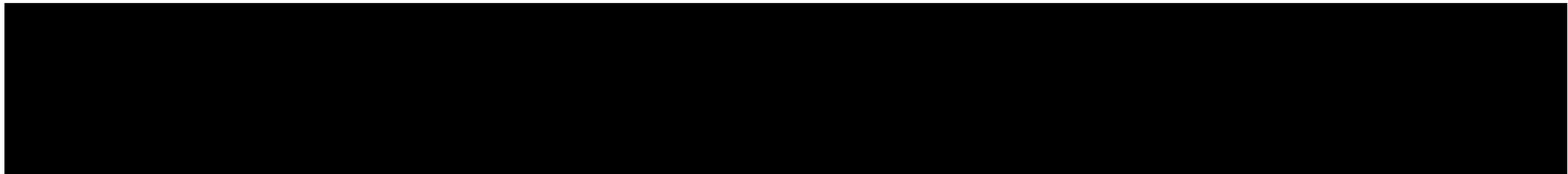
Climate change

3. Brenna Waghorn, GM Strategy & Planning, along with our Head of Corporate Responsibility Kristen Webster, attended the Environment and Climate Change Committee on September 10 to present an update on the Panuku climate change work programme. The presentation was well received by the committee and the questions asked to follow gave good insight into areas of interest for members and provided further opportunity for us to highlight our work and make any clarifications.
4. In the presentation we outlined our commitment to taking prompt, meaningful action to address climate change and highlighted the role we can play in delivering on Auckland Council's emission reduction targets through our urban regeneration activities. We provided some examples of projects either complete or ongoing that demonstrate our approach to addressing both mitigation and adaptation. We also signalled priority actions for Panuku in furthering our climate response.

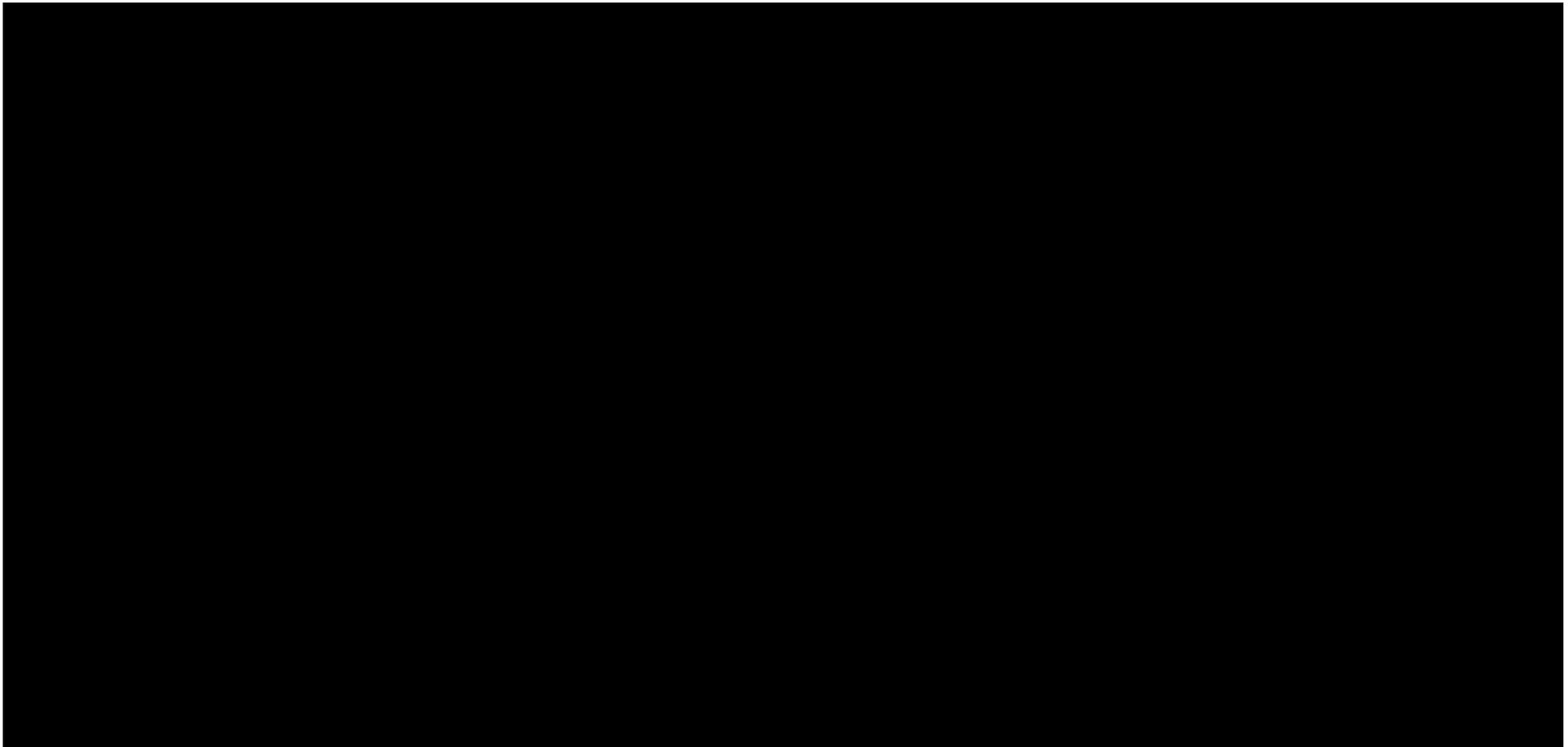
5. In September the Executive Leadership Team (ELT) formally adopted Auckland Council's sustainable procurement objectives for Panuku which align well to our Strategic Framework. Targeting these objectives will help further leverage the economic, social and environmental benefits of our projects and the products and services we procure as a business. These objectives are to:
 - Increase direct and indirect spend with Maori/Pasifika-owned businesses and Social Enterprises
 - Create quality employment and development opportunities for targeted communities
 - Increase delivery of local projects by local suppliers
 - Minimise waste
 - Reduce carbon emissions.
6. The corporate responsibility team will be working with relevant teams and individuals to roll out a work programme to help deliver these objectives.

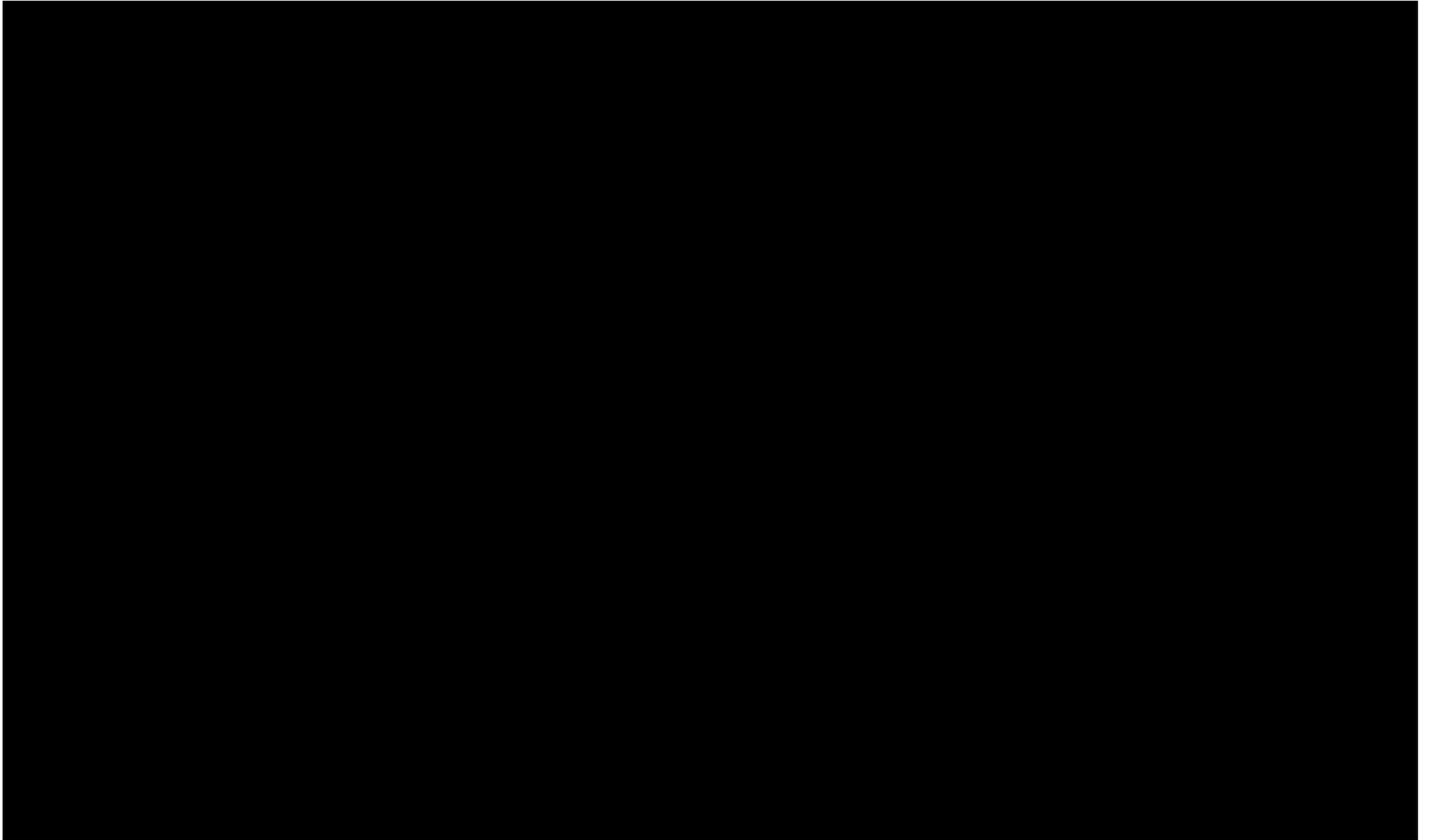
Notice of proceedings





Urban regeneration





Quarter one reporting

25. Comprehensive reporting on quarter one of 2020/2021 has been included this month. The Priority Location | Regeneration report will be provided next month.

Financial update

26. The comprehensive report covering Q1 is included as Attachment 1 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Property Management Portfolio update

27. The comprehensive report covering Q1 is included as Attachment 2 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Marinas update

28. The comprehensive report covering Q1 is included as Attachment 3 with some information withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Operational reporting

Covid-19 Crisis Management Team update

29. Now that Auckland is again at Alert Level 1, the Crisis Management Team (CMT) has been disbanded. We are continuing to remind staff to use QR codes to track your movements, wash your hands regularly, wear a mask if appropriate and stay home / get tested if you are unwell

30. A Crisis Management Response Review has been undertaken. The report has been saved in the resource centre for board directors information.

Kestrel

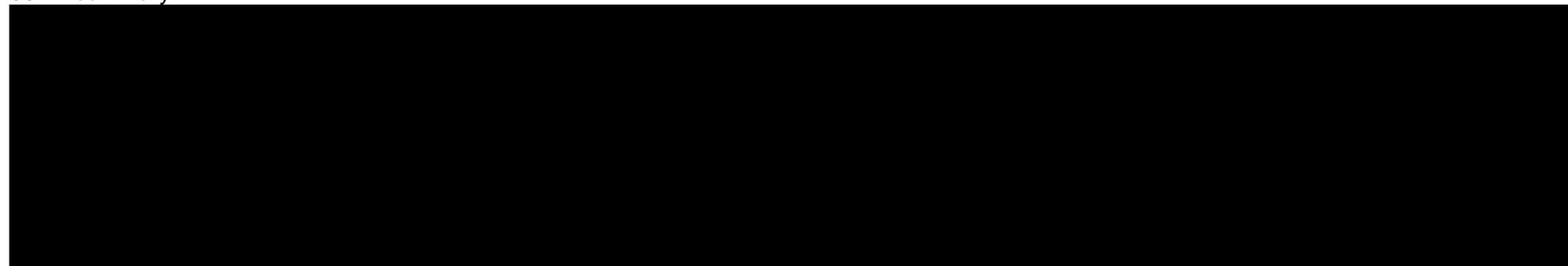
31. In 2016 the Kestrel, the last of the big double-ended Waitemata Harbour ferries still afloat, sank at its mooring in the Wynyard Quarter, ending the restoration hopes of its owner the Kestrel Preservation Society.

32. The refloated hull was then purchased by development company Darby Partners' related company BP Nominees No. 10 Limited (BPL), which has proposed restoring the vessel and it becoming the focus of Maritime Heritage in or around Westhaven or other waterfront location. At the time plans to progress these ideas did not materialise.
33. After providing some temporary berthing near Silo marina it was moved approximately 2 years ago to a mooring operated by Titans under arrangements agreed between Darby Partners, Titans, Panuku and Auckland Council. This agreement is coming to an end later this month.
34. The owner has expended time and money saving the Kestrel hull while working through options for restoration and repurposing to enable the public to experience the Kestrel as a key part of Auckland and New Zealand's Maritime History. Their longer term proposal is to restore the Kestrel as part of a wider re-use and development of a waterfront location where the restored Kestrel would be moored as part of an open space, recreation and hospitality area that is open to the public. This includes possible locations across the waterfront and other locations throughout the wider Auckland region. Darby Partners would like to discuss these options further with Panuku.
35. In the short term the first step required is to exit the Titans berth and dry the Kestrel hull. For this, a site is needed near its current location to pull the Kestrel out and allow the hull to dry for a period of approximately 9 months. Darby Partners who have asked if Panuku can assist with a site for this purpose will cover the costs of removing the Kestrel from the Titan mooring and securing the hull on a hard stand area. If we agreed to this request it would be documented through a suitable lease or licence. The Panuku property team are investigating to see if a site, that would be suitable for this activity and time frame, may be available if we wished to facilitate this outcome.
36. If a long term location for restoring and repurposing the Kestrel cannot be identified then the hull will need to be relocated at their cost following the expiry of the lease/licence.

Performance dashboards

37. The performance dashboards for September 2020 are included as Attachment 4 with some information withheld from the public under S7(2)(b)(ii) of the LGOIMA.

38. In summary:





Risk management update

39. The risk update is included as Attachment 5 with some information withheld from the public under S7(2)(b)(ii) of the LGOIMA

Acquisitions summary

40. The acquisitions summary is included as Attachment 6 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Disposals summary

41. The disposals summary is included as Attachment 7 which is withheld from the public under S7(2)(b)(ii) of the LGOIMA.

Media summary

42. We presented Panuku's Climate Change Strategy to the Environment and Climate Change Committee in September, which was covered by Stuff.

43. Stuff also ran an update on the [Emergency Budget Asset Recycling](#) status following the September Panuku Board meeting.

44. Both [Stuff](#) and the [NZ Herald](#) were interested in our work with Auckland Transport, looking into the potential of park and ride sites across the region. The debate at the Finance and Performance Committee meeting was covered by [Stuff](#).

45. As border restrictions remain in place due to Covid-19 we advised our local and pre-booked visitor vessels of changes to our marina berthage pricing for the AC36 regatta period [Sailworld.com](#) and [Stuff](#) covered the changes.

46. We helped facilitate a four-page spread on Auckland Waterfront's preparations for the America's Cup in the current issue of [Bayley's Total Property Magazine](#).

47. Panuku has revealed the design for a new neighbourhood playground in the Wiri Stream Reserve. A collaborative effort between Panuku, Manurewa Local Board and Auckland Council, the design process also included students from Wiri Central School and local community groups, with the result incorporating traditional play and rich cultural elements to celebrate the areas local heritage. Media activity was led by

October 2020

Karen Wilson of Te Ākitai Waiohū, focussing on how the playground will serve as a memorial to the life of a prominent Tāmaki Makaurau chief. Coverage included [OurAuckland](#) and [The Spinoff](#), which was also syndicated to [NZ Herald](#).

48. [The Spinoff](#) also asked us for comments for a story about the challenges of the local community connecting with Manukau's growing, changing population, which included comment from Priority Location Director – South, Richard Davison.
49. And The Spinoff's [Justin Latif](#) also approached us for a piece looking at how the Mangere Market Trust distributes its funds to the community. Panuku manages the market licence on behalf of AT.
50. Stuff has continued to follow the St Georges Lane development progress, with a story being published following the Panuku Board's decision on the negotiation process with mana whenua parties.

Ngā tāpirihanga | Attachments

Attachment 1 – Financial update

Attachment 2 – Property Management Portfolio update

Attachment 3 – Marinas update

Attachment 4 – Performance dashboards – September

Attachment 5 – Risk management update

Attachment 6 – Acquisition summary

Attachment 7 – Disposals summary

Information paper: Marinas update: Quarter one, Jul - Sep 2020

Document author: Kevin Lidgard, Head of Marinas

October 2020

Whakarāpopototanga matua | Executive summary

1. The Westhaven marina team has continued to achieve strong occupancy in all berth sizes and is pleased to report that the various alert levels of Covid19 have not noticeably increased debtor levels in Q1.
2. Silo marina occupancy remains high. The superyachts berthed at Silo marina have remained in New Zealand rather than depart for the Pacific cruising grounds and risk not being able to re-enter New Zealand without a border exemption.
3. Viaduct marina occupancy is better than expected for the first quarter. The hosting objectives and plans for the America's Cup (AC36) event programme are progressing well and being managed to adapt to the changed circumstances as a result of the border closure.
4. Westhaven has successfully transitioned to a paperless parking permit system using licence plate recognition and this has been well received by all users.

Matapaki | Discussion

Occupancy

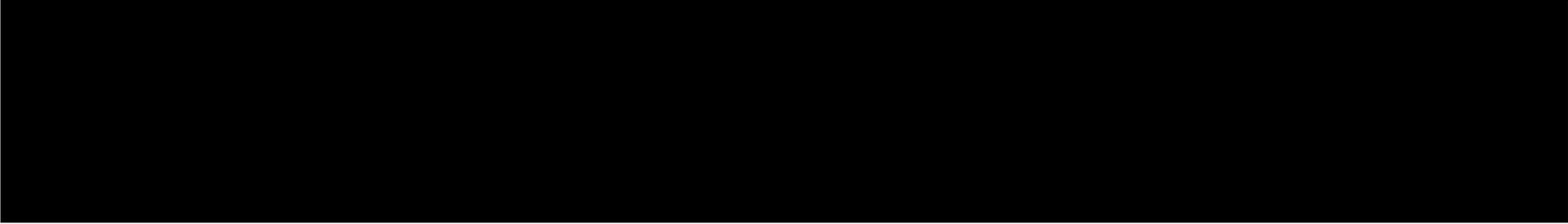
5. Westhaven marina berth occupancy has averaged 92.4%, down 1.4% when compared to the same period last year. Major projects have impacted on the availability of around 50 berths in the proximity of the works zones. The berths will be returned to the rental pool by the end of the second quarter.

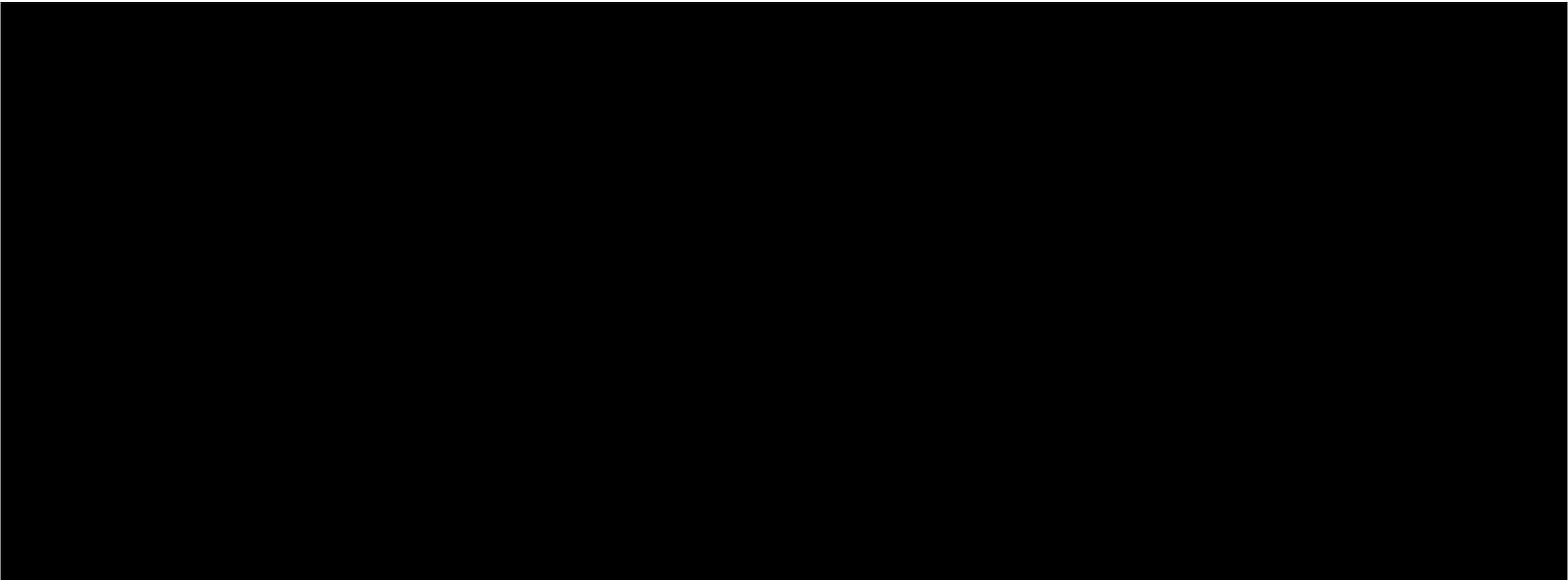
6. Silo Marina occupancy averaged 85.8% and that is up 47.8% when compared to the same quarter in 2019. The superyachts that were in New Zealand as international borders were closed have extended berth rental agreements and remained at Silo marina.
7. The Viaduct marina occupancy has averaged 74.9% up 10% compared to the same quarter in 2019. The border closure has impacted the international forward bookings and the Panuku executive is managing rental rates to retain and grow local bookings.

Projects

8. Panuku and Westhaven Marina Limited agreed to undertake maintenance dredging to remove the siltation that has occurred over the previous 10 years. Westhaven Marina Limited has taken advantage of the attractive disposal rates offered by Panuku and the dredging material has been blended with cement and disposed of within the seawall works of the Pile Berth Development.
9. Panuku is in the delivery phase of three significant waterfront regeneration projects that are impacting on a wide range of stakeholders. The impacts are being well managed through clear communication and timely responses to stakeholder concerns. The maintenance dredging at best value rates has been well received by berthholders.
10. The transition to paperless parking permits is a significant milestone as the marina team take positive actions to deliver an effective parking management system that provides accurate reports on parking and will assist the team to educate customers to support responsible and sustainable parking solutions in the future.
11. Testing of the new Marina Management System NG continued. The testing included integrating pier gate access control and paperless parking permit systems into MMS-NG.

Financial





Customer satisfaction

14. Email, newsletter, and text updates have been well received, particularly during the delivery phase of the major projects across our marinas and the Waterfront.
15. Due to limitations of the Covid-19 alert levels, the Marina Team has not been able to facilitate any stakeholder feedback sessions and this is recognised as being a priority under alert level one.
16. The Covid-19 alert levels have not allowed meetings required to amend the Westhaven Berth Licence terms to reflect existing practices within the marina. The Berth Licence terms currently do not allow for berthage of commercial vessels, liveaboard, or a "user pays" regime for utilities and services. The process will resume under alert level one.
17. All key positions are recruited, and marina operations functions are effective and providing customers with the service they expect.

Marina risks

18. Border restrictions have impacted Silo and Viaduct marina superyacht bookings for the AC36 event, and it is expected the restrictions will continue to limit the entry of foreign-flagged vessels while our border exemptions are tightly controlled.
19. Because of this, Panuku, Emirates Team New Zealand (ETNZ), and America's Cup Events (ACE) have agreed to make changes to berthage pricing rates for the Silo and Viaduct marinas over the regatta period to 31 March 2021 and to offer both a local and a visitor rate. We believe the addition of a revised local rate will open up the opportunity for more local vessels to be at the heart of the action, adding energy and excitement to the marinas and race village over the event period.
20. Panuku, ETNZ, and ACE have also taken the opportunity to offer to refund the non-refundable bond to visitor vessels that will be unable to attend due to the uncertainty of their vessel or the owner being able to enter New Zealand. The changes to rates and the refunding of the bond will have a financial impact but collectively we believe the short-term financial impact is far outweighed by the opportunity for local vessels to book berths for the event, as well as the benefits of the long-held relationships we have with our local and international vessels.

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22. There are 2 superyacht border exemptions approved and they will soon arrive at Silo marina, and 6 additional border exemption applications have been lodged with the Ministry of Health.
 23. No significant incidents occurred in the workplace this quarter and the marinas have no Health and Safety incidents to report.

Marina opportunities

24. S pier – under-utilised water space between S and T piers provides an opportunity to create additional 12m berths. There is a strong demand for these berths and construction planning is underway.
25. J sales pier is directly in front of the Marine Village and will add nine boat sales berths. A design and build process has begun with long term rental agreements in place.
26. Four 20m berths are under construction at the Z pier charter base and this work will be completed in the second quarter.
27. Good progress is being made on the relocation of the Westhaven customer service and administrative functions. The customer-facing staff will occupy space in the new Marine Village. The existing marina office building will be repurposed to accommodate the maintenance and security teams into appropriate workspaces.

Managed Portfolio

RAG Status ●

Other outcomes

RAG Status ●

Property Portfolio	Occupancy	Arrears %	Arrears \$
Commercial	95.2%	[REDACTED]	[REDACTED]
Residential	98.8%	[REDACTED]	[REDACTED]
Marina	Occupancy	Arrears %	Arrears \$
Westhaven	84%	[REDACTED]	[REDACTED]
Viaduct	75%	[REDACTED]	[REDACTED]
Silo	86%	[REDACTED]	[REDACTED]

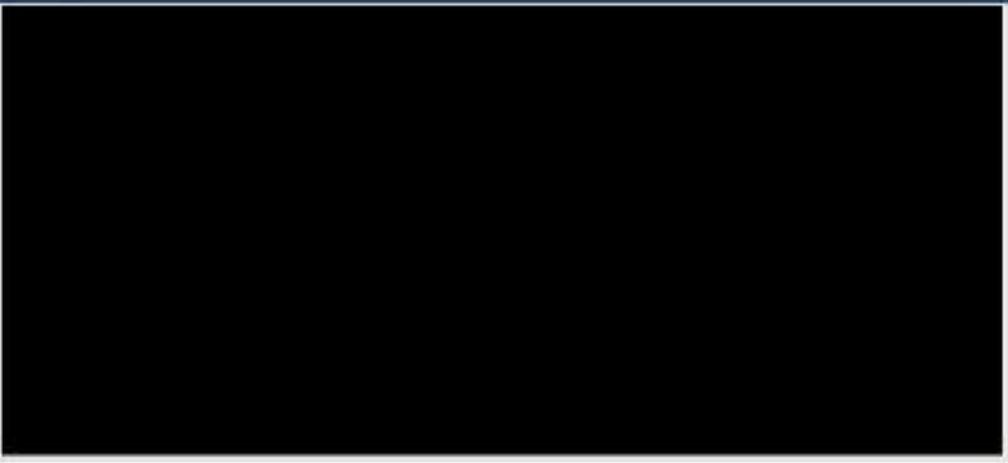
COVID-19 Rent Relief
 Commercial – Total COVID-19 rent relief for the second phase of lockdowns [REDACTED] for 31 customers. [REDACTED]
 Residential – No abatements/deferrals were required to date.
 Occupancy – No significant changes compared to last month. [REDACTED]
 Arrears [REDACTED]
 Marina – Occupancy is strong across the Marinas. [REDACTED]

Key Corporate Business Plan Targets Progress:

- Long Term Plan process: Funding confirmed within LTP timeline – The Board has approved the LTP 22-31 budget for submission to Auckland Council. This will form part of the council LTP workshop discussion on [REDACTED]
- CCO review - Implementation of Panuku CCO review actions agreed with shareholder within agreed timeline – Reported to Board on preliminary implementation actions, Sept 2020. Engaging with Council Governance to understand implementation approach.
- Sustainable Procurement Process development – The sustainable procurement process and approach was approved by ELT in September.
- Shareholder relationships - Councillor and local board relationship landscape is established, and no fewer than 10 councillor/local board meetings are attended across the programme – The Councillor and Local Board relationship strategy has been completed [REDACTED]

People & Culture

	FTE Actual	Contingent workers in FTE roles	Other contingent workers	Voluntary turnover	Sick Leave	Average Time to Hire
People	Full-time equivalent employees	Number of contingent workers in approved FTE positions	Number of other contingent workers	Annualised voluntary turnover	Percentage of time lost due to sick leave	Formal recruitment processes only



NORTH

NORTHCOTE



Total Life Cost Estimate \$120.1m

[Redacted]

FY21 Funded Projects 4/4
Programme End date - June 2031

Future Capital Investment ↑ Future Site Sales Future operational costs

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years	RAG Status			
Capital Spend	35.3M	14.4M	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
Sales Receipts	15.7M		[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
Operational Costs	3.1M	688.5K	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]

[Redacted]

Te Ara Awataha (Northcote's new greenway) - Construction of the schools' edge portion will commence in early October. This section of work is being led by Kāinga Ora and supported by Panuku. The school's edge runs alongside Northcote Intermediate and Onepoto Primary Schools and will include an outdoor classroom with a learning deck and terraced seating that will provide an open-air learning space for students. This section of work also includes daylighting a significant portion of the historic Awataha Stream.

[Redacted]

Finances - Capex spend is on track as forecasted. Opex is tracking slightly behind forecast due to COVID-19 Auckland lockdown.

TAKAPUNA



Total Life Cost Estimate \$70.9m

Future Capital Investment

5 Future Site Sales

Future operational costs

FY21 Funded Projects 8/9

Programme End Date - June 2029

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years	RAG Status		
																Jul	Aug	Sep
Capital Spend	46.8m	6.5M																
Sales Receipts	2.0m																	
Operational Costs	2.2m	557.1K																

Gasometer car park - The car park and infrastructure works are expected to be completed at the end of October. The construction contract value will likely be increased by approximately \$1.3m due to further challenges with the civil infrastructure components of the project. A paper will be presented to the Panuku Board in November for approval.

Mana whenua has gifted 'Toka Puia' as the name for the car park building. The name references the volcanic rock – 'Toka' that the spring originally flowed from 'Puia'. Takapuna of North Head flowed from a small cave in the volcanic rock of Maungauika above Te Haukapua and continued to do so until circa 1900 when the Pākehā dug a drainage channel beneath Maungauika, destroying the ancient spring.

Town Square – A workshop is being held with the local board on 29 September to discuss the public consultation results related to the concept design and the resultant changes to the design before the design is presented for approval at its 20 October business meeting. Panuku's pump track has had its stay in Takapuna extended through the school holidays and will remain until mid-October, providing a place for people to ride around on bikes, scooters and skateboards.

Innovating Streets Takapuna - Huron and Northcroft streetscape upgrade - Stakeholder engagement will commence in October with an initial flyer drop and door-knocking at businesses and homes in the surrounding neighbourhood.

Finances - The capex forecast has increased due to the increased cost to deliver the new car park. Opex spend is tracking slightly behind the forecast due to Auckland's COVID-19 lockdown restrictions.

ONEHUNGA



Total Life Cost Estimate \$121.7m

Future Capital Investment

6 Future Site Sales

Future operational costs

FY21 Funded Projects 7/14

Programme End Date - June 2050

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years	RAG Status		
																Jul	Aug	Sep
Capital Spend	24.9m	1.5M																
Sales Receipts	18.8m																	
Operational Costs	5.0m	1.3M																

Dress Smart – Lendlease met with the Technical advisory Group (TAG) to review plans for the Dress Smart development and are working with Panuku to finalise plans to submit to council for resource consent.

Onehunga Wharf - Feedback received from TAG members has been considered and incorporated into the revised master plan where appropriate. The masterplan will be presented to the Priority Location Committee and board meeting in October 2020. If approved, it will then move into the public consultation and Plan Change process.

Finances - Capex and opex budgets are tracking behind. Project schedules are being updated to reflect current issues and will be reflected in the Q1 reforecast. It is forecast at this stage that the programme will underspend in FY21 and options to mitigate this are being identified for consideration as part of the Q1 reforecast.



Total Life Cost Estimate \$57.1m

Future Capital Investment 9 Future Site Sales Future operational costs

FY21 Funded Projects 12/22
Programme End Date - June 2031

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years	RAG Status		
																Jul	Aug	Sep
Capital Spend	4.4m	1.3M																
Sales Receipts	3.4m																	
Operational Costs	1.6m	788.4K																

An update on the Unlock Panmure programme was provided to the Local Board on 1 September 2020.

A survey has been circulated to the residents and other businesses of Clifton Court (and a drop in Zoom session held) to ask for their thoughts on what should be included in the design in lieu of a workshop that had to be cancelled due to COVID-19 restrictions.

There has been a review of the direction of the Panmure programme resulting in a change in focus and areas of emphasis for the programme business case (PBC) and master plan. This is being incorporated into the relevant documents to be presented to the board. We are currently planning a workshop with Tamaki Regeneration Company to seek their feedback on our approach and thinking to date and to identify opportunities where we can work together. A temporary PLD has been engaged whilst Panuku's recruitment for a replacement is completed.

Finances - Capex and opex budgets are tracking behind. Project schedules are being updated to reflect current issues and will be reflected in the Q1 reforecast. It is forecast at this stage that the programme will overspend in FY21 [REDACTED] This will be included in the Q1 reforecast and budget addressed.

WATERFRONT

WATERFRONT



Total Life Cost Estimate \$709.1m

Future Capital Investment 0 Future Site Sales Future operational costs

FY21 Funded Projects 23/48

Programme End Date - June 2034

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years	RAG Status		
																Jul	Aug	Sep
Capital Spend	157.3m	36.2M																
Sales Receipts	33.00m																	
Operational Costs	4.7m	4.0M																

Eastern viaduct and central wharves - The Eastern Viaduct barcode repanelling is underway and due for completion mid-October 2020. Project setbacks have been primarily caused by inclement weather.

Westhaven

- **Waka Kotahi NZTA Northern Pathway** - Due to the acceleration of the programme, Panuku is considering bringing forward it's Long Term Plan funding request for the Auckland Harbour Bridge Park. This will allow for the alignment of timelines for both projects. Conversations about the Auckland Harbour Bridge Park are underway with Waka Kotahi NZTA, Watercare and mana whenua, and a draft concept has been developed by LandLab. The draft concept was presented to TAG on 25 September 2020, alongside a draft concept for the Auckland Harbour Bridge seawall upgrade.
- **Marine Village** base build is on track for an October 2020 completion date. The pump station installation (located close to Buoy Café) which commenced in July 2020, is now complete.
- **Promenade Stage 2** is on track for an October 2020 completion date. A revetment issue with the saddle pontoons is being worked through by a redesign of the pontoons, their locations, and the dredging depths. This issue will not impact on the project timelines.
- **Karakia whakawatea (blessing)** - Potential dates for when mana whenua can lead a karakia whakawatea for both the Marine Village and Promenade will be worked through at the next weekly mana whenua forum on 28 September 2020.

Wynyard Quarter

- **Park Hyatt Auckland** - A soft opening to the public took place on 15 September 2020. Fitout for level 6 and 7 continues, and is expected to be completed in October 2020. Delays have been exacerbated by supply chain and procurement issues relating to COVID-19.
- **Orams Site 18** - First stage of construction for the marine refit facility is expected to be completed end of October 2020. The Travellift, piers and seawall were also completed during August/September 2020.
- **Willis Bond** - Fit out works are ongoing for Stage 2A (Daldy Street building) and completion is expected in December 2020. Completion of Stage 2B (Beaumont Street building) is expected 31 October 2020.
- **Precinct Properties** - For Stage 3 of 10 Madden St, design has been advanced to the point where Precinct is ready to lodge their resource consent amendment subject to a final TAG meeting.
- **North Wharf Development** - North Wharf Development - Property at this location is considered a strategic asset and therefore a special consultative process needs to be followed prior to any disposal. This has commenced as part of the Long Term Plan process with Auckland Council Legal Team. A template response to enquiries from interested third parties has been prepared. The Panuku design team is working on the reference designs for the site and Panuku is undertaking vendor due diligence.

Waterfront Continued:

- **Ūrunga Plaza** was opened to the public on 4 September 2020 and Ngāti Whātua Ōrākei led the karakia whakawātea. Previously the site of the old Emirates Team New Zealand base, the transformation from industrial use to a public space is an exciting and welcomed milestone. Included within the new public space are four, nine metre totara pou whenua which have been erected on the east and west facade of the Park Hyatt Auckland. The Tōhunga Toi Ake (artists) who have created these pou are Vern Rosieur, Wikuki Kingi, Sunnah Thompson, and Lawrence Makoare. Together, the pou whenua tell the stories of Tāmaki Makaurau.
- **Vos Shed** is nearing completion, with a October 2020 completion date expected.
- **Amey Daldy Park** - Mana whenua has approved and accepted the artist concept by Railside Design for the pump station design, and the delivery of the artwork is proposed to commence early next year.
- **Wynyard Quarter draft Masterplan** - The Draft masterplan was presented to the Panuku Board on 23 September 2020 for endorsement. Work on the associated messaging is currently being done, before it is presented to the Council Planning committee in November.
- **Headland Park** – Workshops which had to be delayed due to COVID-19 are now scheduled to take place with TAG and Mana Whenua in October 2020.

WATERFRONT - AC36



Total Life Cost Estimate \$38.6m

Future Capital Investment

0 Future Site Sales

Future operational costs

FY21 Funded Projects 2/10

Programme End Date - June 2022

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years	RAG Status		
Capital Spend	21.0m	7.6M														Jul	Aug	Sep
Sales Receipts																		
Operational Costs	4.6m																	

Silo Park Extension - Panuku and Wynyard Edge Alliance (WEA) continue to work together on this project which is due for completion in November.

Super yacht Infrastructure - The completion of the super yacht berths is scheduled for 30 September 2020. The Superyacht program has been reconsidered given the impact COVID-19 has had on local and international borders. An alternative berthage pricing model has been implemented with local and visitor rates, and non-refundable bonds paid by vessels not able to attend due to border restrictions are being refunded. A drive to attract domestic vessels to the marina is now underway.

Waterfront - AC36 Continued

Tenant Relocation - The remaining works to relocate tenants (Fishing Fleet) are underway. This will be the final tenant to manage in advance of the event. ■

Event Readiness - Panuku has continued to deliver on the Host Venue Agreement (HVA) obligations, including supporting capital works to improve toilet facilities and CCTV coverage across the new spaces.

Resource Consent Implementation – Panuku is the resource consent holder and is responsible for consent compliance. America's Cup Events Limited (ACE) has remaining commitments to ensure that management plans are completed to meet consent requirements. This work is underway supported by Panuku staff.

AC36 Community Liaison Group - Panuku has facilitated a series of workshops to go through the ACE Management Plans and to seek feedback on the plans. Stakeholder engagement will be a key focus over the remaining dates in the lead up to pack in of the Village in November, and the first race on the 17th of December 2020.

Finances - The WEA is tracking to their programme. Forecasted spend for the superyacht infrastructure is in line with agreements. An increase in EAC is expected for the Silo Park extension works due to variations and changes to scope, these variations are expected to be covered by savings made through AC 36 related WEA projects such as SeaLink and the superyacht infrastructure installations.

SOUTH

MANUKAU



Total Life Cost Estimate \$145.5m

[Redacted] Future Capital Investment 8 Future Site Sales Future operational costs

FY21 Funded Projects 26/46
Programme End Date - June 2028

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years	RAG Status			
Capital Spend	5.6m	5.4M	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	Jul	Aug	Sep
Sales Receipts	121.3m		[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
Operational Costs	3.9m	1.6M	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]

[Redacted]

Small "t" transformation projects - minor works for Karoro court has now started on site.
Innovative Streets for People (ISFP) project has launched for Manukau and the team are progressing planning tasks.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

ORMISTON



Total Life Cost Estimate \$5.3m

Future Capital Investment [redacted] 5 Future Site Sales Future operational costs

FY21 Funded Projects 7/9
Programme End Date - June 2026

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years	RAG Status		
																Jul	Aug	Sep
Capital Spend	2.9m	253.0K	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Receipts	28.3m		[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Operational Costs	1.7m	141.0K	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

[redacted]
[redacted]
[redacted]

The Aquatic Centre Site (previously block B2) – council clearance has been obtained for the site to be disposed/redeveloped. This site is now called 65 Haddington Drive.

Council Library Site (Block K of masterplan) – Due to a delay with the library project temporary placemaking activity will be explored as an interim option for this land. The scope of this is planned to be confirmed by the end of October.

[redacted]
[redacted]

PUKEKOHE



Total Life Cost Estimate \$29.6m

Future Capital Investment [redacted] 18 Future Site Sales Future operational costs

FY21 Funded Projects 12/32
Programme End Date - June 2029

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years	RAG Status		
																Jul	Aug	Sep
Capital Spend	146k	976.0K	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Receipts			[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Operational Costs	322k	680.0K	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

180 Manukau Road Site Sale - Lease terms for the site has been approved by PSG. This will provide income for the programme and support local employment.

82 Manukau Road (council's Franklin service centre site) went unconditional on 21 September 2020 [redacted]
[redacted] A great step forward for Pukekohe.

[redacted]

AVONDALE



Total Life Cost Estimate \$61.6m

[Redacted]

 FY21 Funded Projects 7/9
 Programme End Date - June 2025

Future Capital Investment 2 Future Site Sales Future operational costs

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years	RAG Status		
Capital Spend	29.0m	4.7M	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	Jul	Aug	Sep
Sales Receipts	10.4m		[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]			
Operational Costs	5.4m	541.0K	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]			

The Avondale Programme Business Case and masterplan have been updated and will be presented to the board in October 2020.

1817 Great North Road – Panuku has settled with The Ministry of Housing and Urban Development, who has in turn settled with Ockham Residential. Ockham have now kicked off their marketing campaign for Aroha, the 117 unit development, 47 of which will be Kiwi build units.

Town Square Project – We are now progressing with procurement and engaging with designers to start work on this project.

Crayford Street Upgrade – We are currently looking at how we might start the street upgrade project within the current financial year. A key dependency is the need to co-ordinate the undergrounding of power lines with Vector.

Crescendo Trust – The trust is a community organisation looking to support youth development through music. They have leased one of the shops acquired for the new multi-purpose facility for a studio which is opening on the 15 October 2020.

Placemaking – The pump track will be returning to Avondale at the end of October and will be on site for the summer, this follows on from an extended stay at Takapuna.

Finances - Capex and Opex spend in Avondale remains behind forecast. We are expecting Capex spend to improve in the coming months with the contract for the design of the town square now able to proceed.

HENDERSON



Total Life Cost Estimate \$49.8m

Future Capital Investment 5 Future Site Sales Future operational costs

FY21 Funded Projects 16/24
Programme End Date - June 2027

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years	RAG Status		
Capital Spend	12.5m	2.9M														Jul	Aug	Sep
Sales Receipts	7.0m																	
Operational Costs	2.5m	763.5K																

Alderman C40 Site Sale – Agreement with Auckland Council regulatory team has been reached in regard to the required esplanade reserve. This is the key outstanding issue for the subdivision and we now expect consent to be granted shortly.

Works on 2-6 Henderson Valley Road (Laidlaw College site). There has been ongoing issue with asbestos on 2-6 Henderson Valley Road which has slowed the pace of work. The contaminated material has now been removed and the project is on track for completion in November 2020.

Innovating Streets Project – this project (which aims to improve safety and connectivity in the main street) is progressing with the project being set up and funding agreements prepared.

Te Puna market (Falls Carpark) has successfully reopened.

Finances - Capex and opex spend remains below forecast. 2-6 Henderson Valley road, following some delay, is progressing at speed which will improve the Capex outlook. The progressing of other capital projects now a key focus of the team.

REGIONAL

AT ASSETS



Total Life Cost Estimate \$6.2m

Future Capital Investment

2 Future Site Sales

Future operational costs

FY21 Funded Projects 1/6

Programme End Date - June 2028

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years
Capital Spend	0.0K	180.0K													
Sales Receipts															
Operational Costs	429k	75.0K													

RAG Status		
Jul	Aug	Sep

Following a workshop that was held with the Finance and Performance Committee on 2 September 2020, the programme strategy was approved at the subsequent Finance and Performance Committee meeting held on the 17 September 2020.

The Programme Business Case will be presented at the November board meeting.

Internal resources required to deliver that project are being kept to a minimum and carefully managed to ensure the programme stays within budget.

CORPORATE PROPERTY



Total Life Cost Estimate \$2.1m

Future Capital Investment

4 Future Site Sales

Future operational costs

FY21 Funded Projects 0/5

Programme End Date - June 2025

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years
Capital Spend	1.4m	0k													
Sales Receipts	14.6m														
Operational Costs	0k	0k													

RAG Status		
Jul	Aug	Sep

Overall, the Corporate Property Disposal Programme is tracking to schedule. Panuku has completed five of the seven transactions, with two settled.

82 Manukau Road, Pukekohe (former Franklin District Council office) the sale went unconditional on 21 September 2020

HAUMARU



Total Life Cost Estimate \$43.5m

[Redacted]

FY21 Funded Projects 5/7
Programme End Date - June 2027

Future Capital Investment 2 Future Site Sales Future operational costs

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years	RAG Status			
Capital Spend	24.4m	799.0K															Jul	Aug	Sep
Sales Receipts																			
Operational Costs	1.6m	121.0K																	

21 Henderson Valley Road, Henderson - The sale settled on 25 September 2020.

27 - 31 Greenslade Crescent, Northcote (Greenslade Village, Housing for Older People) [Redacted]

[Redacted] Plans are in place for engagement with elected members.

33 Henderson Valley Road, Henderson (Wilshire Village) - Ignite Architects completed their final inspection on 17 September 2020 as part of the defects liability period close out.

Finances - The programme has forecast \$704k capex and \$119k opex [Redacted]

[Redacted]

PROPERTY OPTIMISATION



Total Life Cost Estimate \$9.6m

[Redacted] Future Capital Investment 3 Future Site Sales Future operational costs

FY21 Funded Projects 4/4
Programme End Date - June 2029

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years	RAG Status		
Capital Spend	1.7m	982.2K	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	Jul	Aug	Sep
Sales Receipts	3.5m		[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]			
Operational Costs	314k	452.5K	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]			

Meadowbank Community Centre - The developer has submitted a revised concept design plan [Redacted] [Redacted] It is currently being considered by council's Community Services and Service Strategy and Integration (SS&I) teams to ensure it meets the identified criteria and design outcomes. [Redacted]

Clonbern Road Carpark - The redevelopment project is underway with geotech work set to begin in October 2020, a month later than previously reported which is due to COVID-19. Safety works have been completed on site following the demolition of the car park structure. This includes the installation of a safety barrier and boundary fence.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

SUPPORTS



Total Life Cost Estimate - \$15.8m

[Redacted] Future Capital Investment 6 Future Site Sales Future operational costs

FY21 Funded Projects 13/16
Programme End Date - June 2027

	Pre FY21	FY21 Budget	FY21 Actuals	FY21 EAC	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	Outer years	RAG Status			
Capital Spend	9.1m	955.9K	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	Jul	Aug	Sep
Sales Receipts			[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Green]	[Green]	[Green]
Operational Costs	1.2m	727.7K	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]

The Supports Programme Delivery Plan will be presented to the October Board meeting for approval.

Hobsonville - At its 17 August 2020 meeting, PGG approved a change request to include the following three Hobsonville projects into the scope of this programme: Airfields stage 2 Avanda, Airfields stage 3, Megalot 5 & 6 (including Wasp Hangar). The funding for these projects has also been transferred to the programme.

Negotiations are progressing with [Redacted] over the disposal of Megalot 5 & 6, which includes the Wasp Hangar.

198 Dominion Road, Mount Eden (council owned property) - A decision from the Environment Court setting out the final proposed mitigation proposals and position on noise and vibration issues is expected by early October 2020. While we await that decision a go to market strategy is being formulated.

[Redacted]

10-22 Totara Avenue, New Lynn (council owned properties, including off street car parking) - The exclusive negotiation period with Infracore expires on 31 October 2020. A sale and development agreement is currently with their board for approval. Once approved it will come to the Panuku Board. [Redacted]

[Redacted]

[Redacted]

83B Godley Road, Green Bay (a vacant site) - The subdivision of the site has now been completed and all 13 titles now issued. House construction is progressing well and is scheduled to be completed by December 2022.

[Redacted]

[Redacted]

Information paper: Risk management update

Document author: David Middleton, Risk Manager

October 2020

Whakarāpopototanga matua | Executive summary

1. The purpose of this report is to update the Panuku Board on risk management activities including:
 - Updating the Top Risks
 - Ongoing Covid-19 response
 - Lessons Learnt from phases 1 and 2.

Matapaki | Discussion

2. Attached is the Top Risks Register and reflects the current views of the ELT. The current risks remain stable with the residential property market remaining surprisingly buoyant, although uncertain.
3. The offices have been well prepared for the return to work and social distancing requirements. The government's announcement on 5 October that Auckland will go to alert level 1 as from 2359 on the 7 October will ease office accommodation and de-restrict meeting rooms.
4. The Risk Manager released the draft Lessons Learnt Summary from Covid-19 phases 1 and 2 lockdown for comment. Following feedback from the CMT, the document has been loaded into the board resource centre as information. Considering the event is totally unprecedented with very few staff having any crisis management experience, the CMT handled the event well. Overall, the staff continue to manage well the requirement for working from home.

October 2020

Ngā tāpirihanga | Attachments

- Top Risk Register October 2020

Decision paper: Financial Year 20/21 transaction strategy

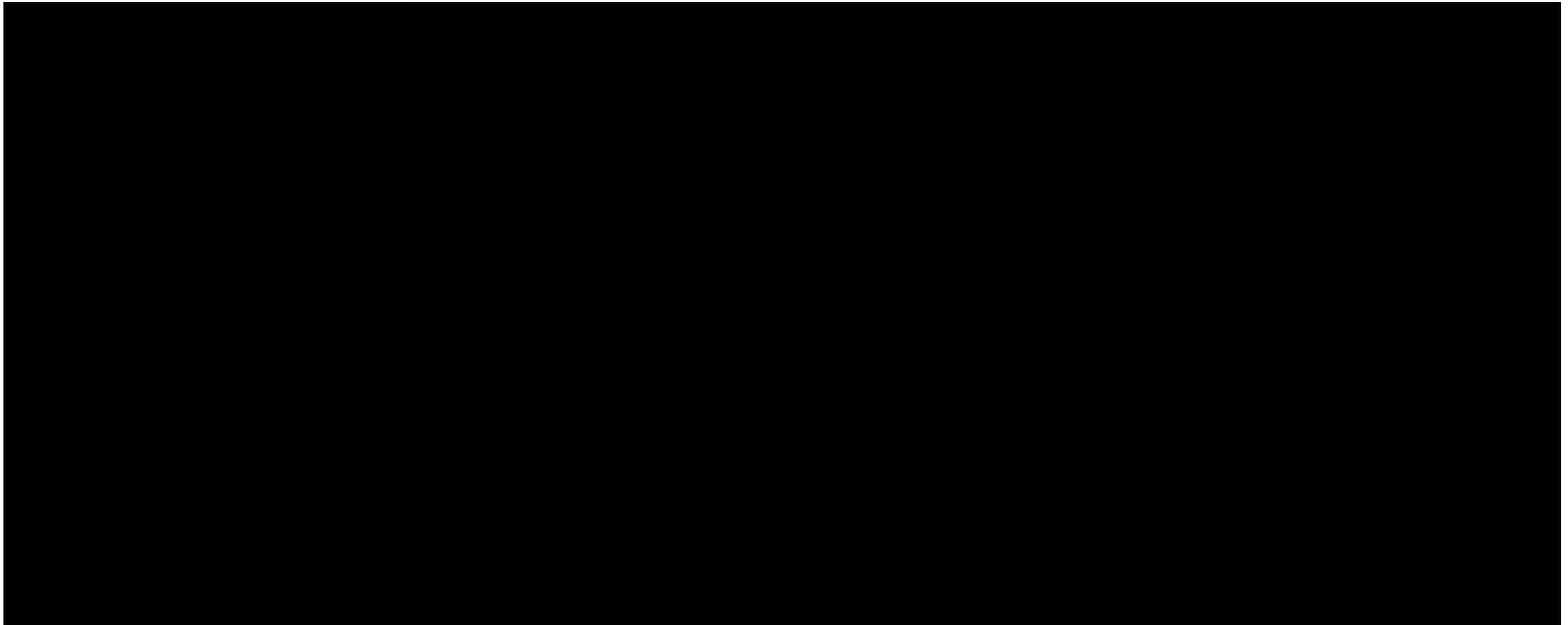
Author: Allan Young, General Manager Development

October 2020

Ngā tūtohunga | Recommendations

1. That the Panuku Board notes

a. an individual go-to-market strategy will be prepared for each of the below properties for board approval in FY20/21:

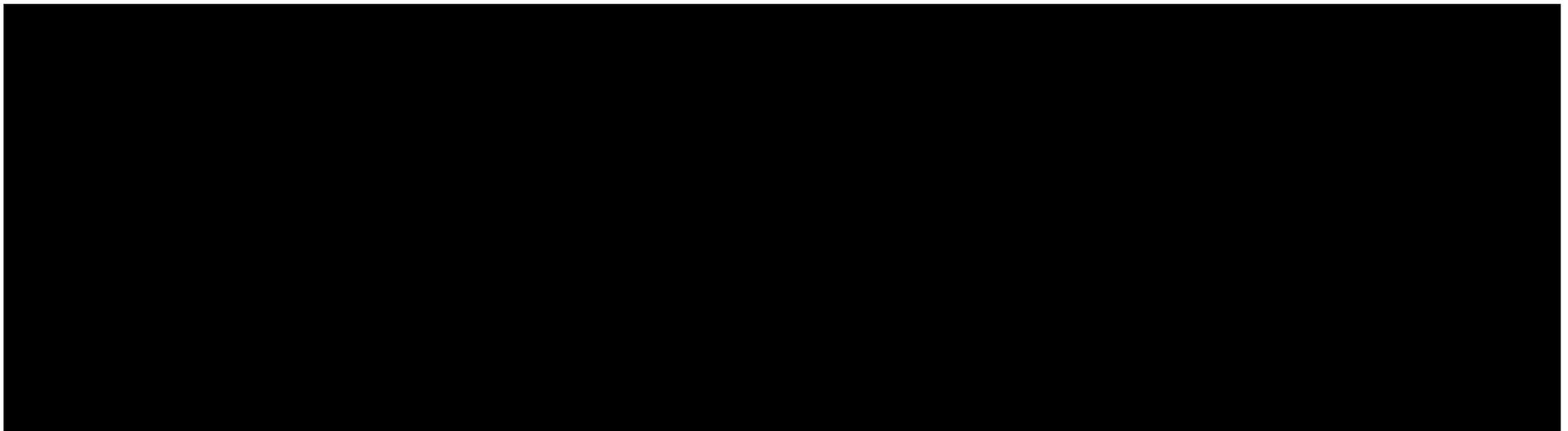




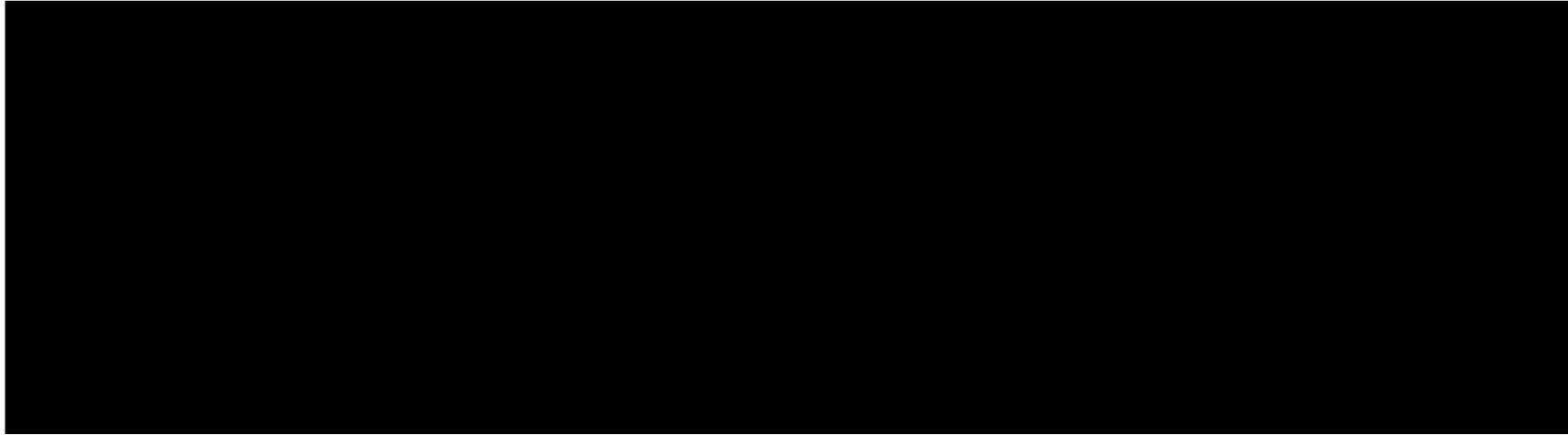
b. the strategy will outline the design and other strategic outcomes being sought for each property.

2. That the Panuku Board

a. approves the sale of the following properties, which contribute to Panuku's Statement of Intent targets related to the council's general assets sales, to be transacted by the Chief Executive under delegation.



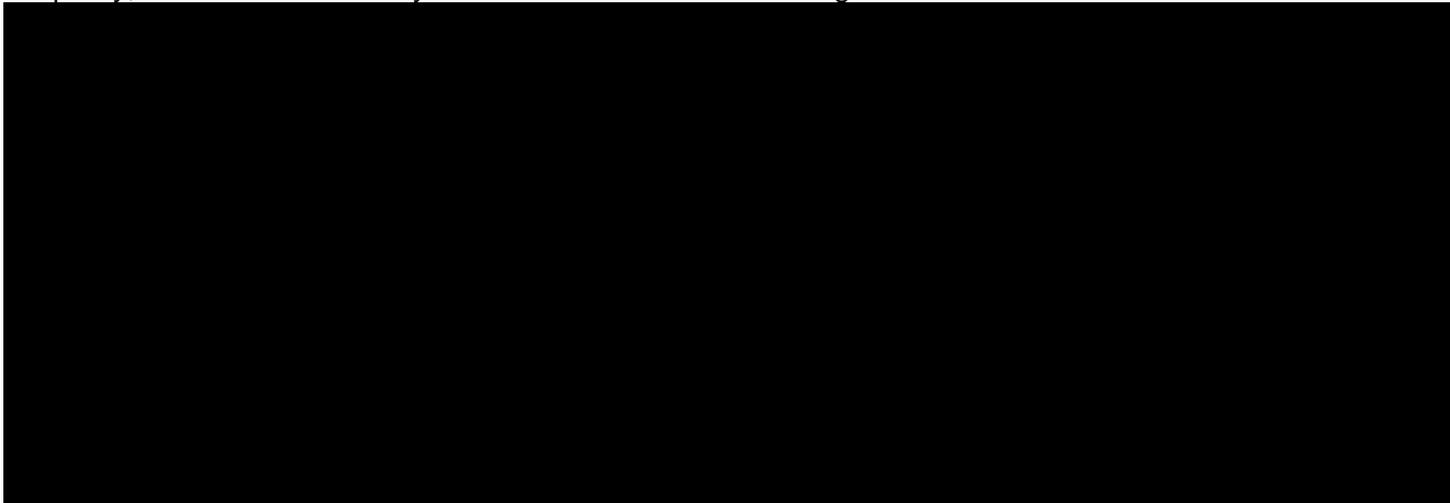




b. notes that design outcomes on the individual sites will be determined by Unitary Plan controls.

3. That the Panuku Board

a. approves that the following sites are negotiated on an exclusive basis, as allowed by the Panuku Selection of Development Partners policy, and are transacted by the Chief Executive under delegation:



Whakarāpopototanga matua | Executive summary

4. A key feature of Panuku's property disposal portfolio is its diverse nature and the varying outcomes that are sought to be achieved. This paper outlines the current financial years divestment strategy for the approximately 54 properties Panuku will take to the market or transact on an exclusive basis. There are effectively five categories that the properties can be categorised in, they are:
 - General Asset properties that are of low complexity and where no specific outcomes are required, and value is maximised to ensure that Panuku achieves its annual target for capital receipts of \$24 million to council. These properties will be transacted under delegation to the Chief Executive.
 - Support - properties that fall outside the transform and unlock locations but still in the majority have essential design outcomes that are to be achieved. For those properties where design outcomes are required, these will be subject to a go-to-market strategy board paper and approval.
 - Reinvestment - properties that are predominantly within the Transform and Unlock locations where essential design outcomes are sought and there is likely a commercial value trade off in open market value to achieve these outcomes. For these properties a specific board paper is prepared setting out a go-to-market strategy and confirmation of the essential outcomes for board approval.
 - Optimisation - properties where the council has a property that is underutilised or is no longer fit for purpose where the proceeds of the sale will be invested into a new council facility. This will be an increasing area of focus for council as it looks to leverage its portfolio given current capital constraints.
 - Haumarū - properties within the Haumarū portfolio where the value of the site is to be maximised so that the funds can be reinvested into new Haumarū housing stock that is fit for purpose.
5. The residential market is currently buoyant with a shortage of listings, an increasing level of confidence in the sector and continuing historic low interest rates. Lending figures indicate that first home buyers and investors are active, first home buyers lending in August was up 46%, investors up 42% compared to August 2019. How long these conditions remain is uncertain, as outlined in the September 2020 'Property Market update' board paper.
6. Land values have remained stable. If the residential market continues its current trend, then developers will have increasing confidence in obtaining presales to satisfy bank funding requirements to enable construction to commence. The market for the support, general asset and Haumarū properties should be strong given their value and with low intervention outcomes, mean that values should be able to be maximised.

7. Properties within the Transform and Unlock locations for the current financial year are a mix of sites, those that involve typologies that are "market ready" as such three level walk ups and terrace housing, these are predominantly outside town centres. Those sites within town centres are potentially more challenging given the desire to have mixed-use developments, requiring activation on the ground floor with apartment typology on the upper levels. As advised in the June 'Partnership approach to development' board paper, ground floor activation in mixed use developments will be challenging given the current retail environment. Alternate forms of activation may need to be considered.

[REDACTED]

9. There are a number of properties within the general asset sales category where the most appropriate or only purchaser is an adjoining owner. These properties are of limited interest if at all to the open market. There are approximately eight to be transacted with a value range of between \$55,000 to \$1.1 million. These require board approval to transact on an exclusive basis and it proposed for properties below \$50,000 only one valuation will be required.

[REDACTED]

[REDACTED]

12. A schedule of the properties to be transacted this financial year in the individual categories is attached as Attachment One.

Horopaki | Context

[REDACTED]



14. A summary of the individual properties is included as Attachment Two.
15. The total quantum of the properties listed is more than the business plan target, this provides flexibility to ensure that the business plan target is met if some properties do not transact.
16. Each financial year the board is provided with a summary of those properties that are likely to be transacted in that year along with a high-level summary of the outcomes to be sought. This process has evolved in sophistication and for the current year we are seeking that board also approves:
 - a. a number of properties that can be dealt with on an exclusive basis due to their nature where the only likely buyer is an adjoining owner.
 - b. notes that the general assets sale properties that do not require design outcomes are to be transacted under existing delegations to the Chief Executive, in line with the board delegated authority policy.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
March 2020	Delegated Authority Policy	Approved
June 2020	Partnership Approach to Development	Endorsed
July 2020	Asset Sales and Pre-paid leases List	Approved

Matapaki | Discussion

17. The approach to marketing sites with design outcomes has always been cognisant of market feedback and how it will respond to the outcomes from both a delivery and commercial perspective.
18. With changing market conditions, engagement with the market is of critical importance and premarket engagement is an integral part of Panuku's preparation process before the property is marketed. The process provides valuable feedback on our outcomes and, where appropriate, helps tailor our approach to how the property is presented.
19. Prior to the property being released to the market, a go-to-market strategy is approved by the Panuku Board.
20. There are a number of properties that Panuku transacts that form part of the general asset sales target. These do not have prescribed outcomes and are transacted by the disposal team which forms part of the development directorate. They are subject to an open market process to ensure that value is maximised via a competitive process.
21. These properties have been assessed as part of disposal process to confirm if there are opportunities to add value or seek design outcomes prior to their allocation to the general asset sales target.
22. With uncertainty in the residential market on-going, engagement with the market is critical to ensure Panuku is aware of market trends and how this will impact on our business targets.
23. There are currently two main views as to the market's direction. One that the market is repricing due to low interest rates, a low level of listings and investors seeking a higher yield than bank deposit rates. The other that the current level of activity will be short lived once the impact of the removal of wage subsidies and increasing unemployment flows through the wider economy. This will play out over the next three to six months with the Christmas period being critical as to consumer confidence.
24. Panuku is well placed to respond to changing market conditions with the board endorsing the June 2020 'Partnership approach to development' paper.

Hiraunga | Implications

25. This section outlines all relevant implications for Panuku.

Ngā ritenga ā-pūtea | Financial implications

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

27. Changing market conditions are noted and form part of the usual market risk Panuku faces in taking property to market. Panuku's ongoing market engagement and the endorsement of the June 2020 'Partnership approach to development' provides mitigation

Tauākī whakaaweawe Māori | Māori impact

28. Commercial opportunities are presented to iwi as part of our disposal process.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

29. Stakeholders in relation to the transaction strategy are managed by the GM Development, GM Assets & Delivery and GM Community & Stakeholder Relations.

Ngā whakaaweawe rauemi | Resourcing impacts

30. Resourcing the transaction strategy has been accounted for within approved business cases, using existing headcount within the Assets & Delivery and Development teams.

Tauākī whakaaweawe āhuarangi | Climate change impacts

31. Climate change is likely to subject the Auckland area to hotter temperatures and more frequent flooding and drought. We are seeking to future-proof our communities by accounting for climate change, factoring adaptation and resilience into the creation of buildings and spaces. Our infrastructure and developments will be designed to cope with warmer temperatures and extreme weather events.

32. Climate change impacts will be addressed in the individual go-to-market strategy papers to be presented to the board. It is intended that design outcomes will help alleviate climate change.

Ngā koringa ā-muri | Next steps

33. The board will receive go-to-market papers for approval for those properties where design outcomes are sought.

34. General asset sale properties will be transacted under delegation by the Chief Executive.

Ngā tāpirihanga | Attachments

Attachment 1 - Schedule of the properties to be transacted

Attachment 2 - Summary of the individual properties

Attachment 3 - Property Profiles (resource centre)

Ngā kaihaina | Signatories

Allan Young, GM Development

Marian Webb, GM Assets & Delivery

David Rankin, Chief Executive (acting)

Decision paper: Unlock Avondale Programme Business Case

Author: John Carter, Priority Location Director - West

October 2020

Ngā tūtohunga | Recommendations

1. That the Panuku Board:

- a. Approve the Programme Business Case for the Unlock Avondale priority location programme including the ongoing investment in the programme, noting that this is subject to Auckland Council Long Term Plan and confirmation of ongoing funding through reinvestment.
- b. Approve the following projects and initiatives for the financial year to 30 June 2021:
 - i. Detailed design of the Avondale Town Square with close co-ordination with the design of the adjoining Auckland Council Community Facilities' multi-purpose community facility.
 - ii. Progress the sale of the Avondale Central site [REDACTED]

- vii. Approve placemaking, engagement and communications relating to the enabling of the above development, acquisitions, public realm and capital investment projects which engages the community and builds resilience for change for the financial year to 30 June 2021.
- c. Note that the investment requirements of \$4.6m CAPEX and \$640k OPEX and the baseline programme milestones for FY21 were approved as part of the July 2020 Portfolio Investment decision paper.
- d. The Unlock Avondale Programme is subject to the following:
 - The annual programme funding and the programme milestones approved in June 2020, as part of Portfolio investment decision paper
 - Auckland Council Long-term Plan funding decisions for the FY22-24 period
 - Panuku Board decisions on proposed Development agreement terms for individual property transactions, as per delegations.

Whakarāpopototanga matua | Executive summary

- 2. This paper seeks formal approval of the Programme Business Case (PBC) for the Unlock Avondale priority location programme.
- 3. The PBC sets out the annual 5 case business plan and includes the Avondale Tomorrow Supporting masterplan. The strategy seeks to "Build on Avondale's great accessibility, train station, schools and community to create a strong vibrant centre in which a growing community want to live, work and play."
- 4. The programme business case seeks formal approval to continue to fund the implementation of the Unlock Avondale Programme to complete the implementation of the planned urban development and strategic outcomes for this priority location. This business case provides the evidence base for an informed investment decision and seeks formal approval to invest over the next 6 years from FY20/21:
 - \$34m CAPEX
 - \$4m OPEX
- 5. There has been \$23.2m of Strategic Development Fund (SDF) investment in Avondale. In total the programme forecasts a total of \$50.7m of land sales within the HLPP boundary. \$20.4m of sales have already been achieved (including \$13.09m of SDF repayment).

6. Panuku investment in the programme looks to build on the significant progress already made and remains focussed on enlivening the heart of the town centre, delivering quality residential development, improving connections, and supporting the town centre.
7. The Avondale Tomorrow Supporting Masterplan has been developed to ensure the implementation of this strategy and to guide co-ordination between the key partners involved in the development of Avondale.

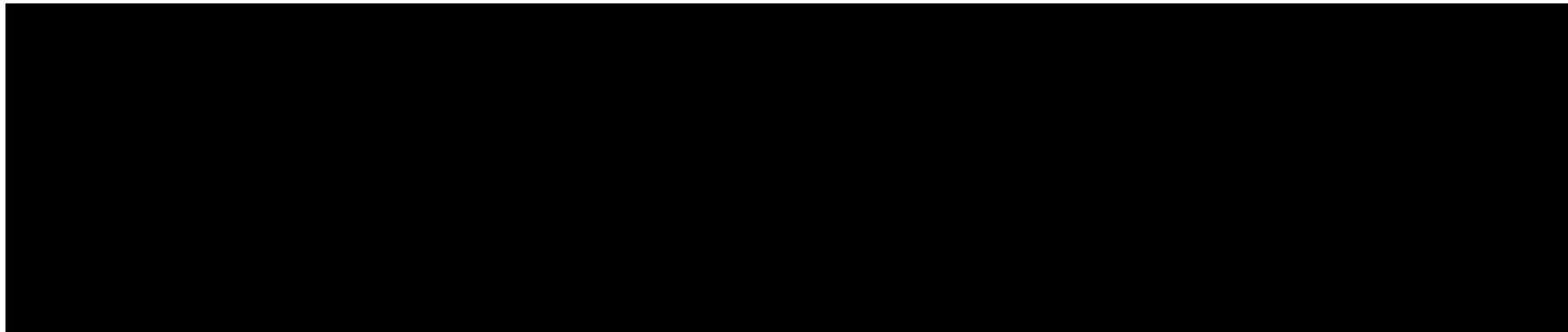
Masterplan - Spatial delivery plan



8. The Avondale Tomorrow Supporting masterplan is an agreed plan between key stakeholders and partners including Kāinga Ora. It sets out a clear direction on all existing projects and development sites and has been instrumental in encouraging high quality development outcomes. Given that the Avondale Strategic Development Study led by Kainga Ora is underway it is not proposed to progress the current

supporting masterplan further. This includes further consultation with mana whenua and the community as having two overlapping masterplanning exercises within these forums would be inefficient and confusing.

9. The next stage of investment is focused on completing the town centre acquisitions, seeking a development partner(s) for the Avondale Central development opportunity, progressing the detailed design of the town square, improving the connection to the train station and supporting town centre vitality.



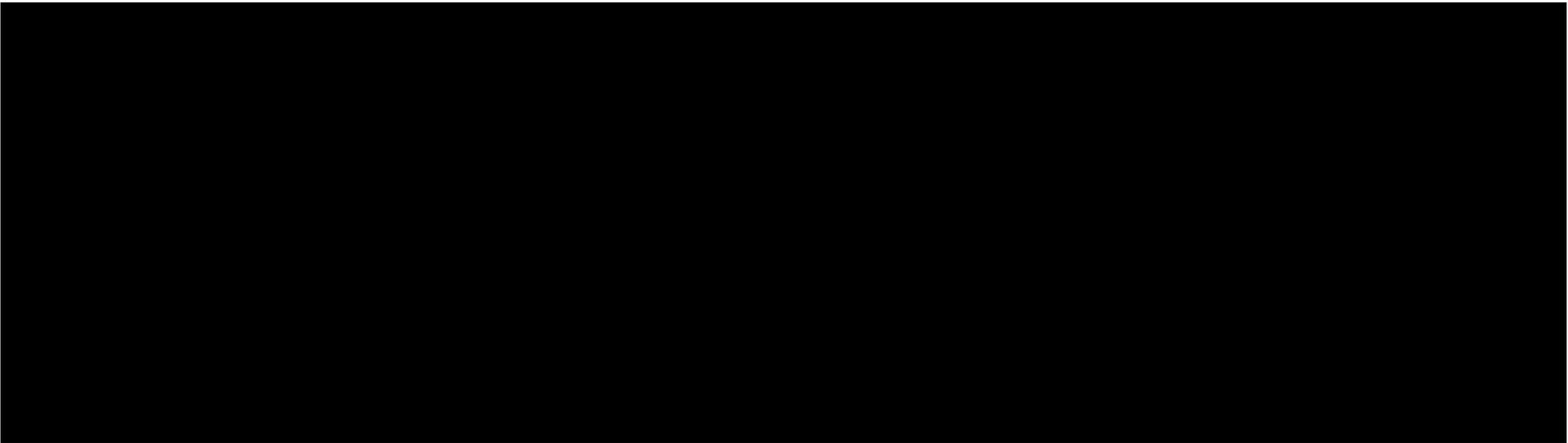
12. The intended overall non-financial outcomes and benefits of this programme are:

- Approximately 1000 new sustainable homes catering for a broad range of housing choices.
- New or upgraded public space including a 1,500sqm new town square.
- New connecting roads to improve connectivity and spatial form within the town centre
- An improved connection between the town centre and train station
- New commercial and retail space to enliven the heart of the town centre

Horopaki | Context

13. Auckland has a major opportunity to revitalise and intensify the suburb of Avondale. Unlocking Avondale will be driven by a focus on the town centre and on working with developers to build quality residential neighbourhoods. There is capacity within the current scope of the project to deliver 1000 new homes, most of which will be directly enabled by Council and/or Crown. For the people of Avondale, it means they have greater housing choice and will be able to enjoy a more vibrant town centre, improved open spaces and purpose-built community facilities.
14. The town centre lies in a strategic location with good infrastructure, services and facilities. The area has a number of large development ready sites and market demand for different housing types including terraces and apartments. Avondale Train Station is an important transport asset; it supports redevelopment by providing convenient access to the city's rail network.
15. As the city's regeneration agency, Panuku Development Auckland (Panuku) will play a lead role in the urban renewal of Avondale. We will use surplus council land and strategic acquisitions to create the momentum for change. This will support the vitality of the centre and the growth of local business.
16. Panuku will work with the council to relocate and update community facilities and will improve public spaces and connections. Working with the community, our placemaking team will help deliver the vision of a strong vibrant centre in which a growing community wants to live, work and play. We will build on Avondale's positives including good accessibility, the train station, schools and community.
17. Panuku will work in partnership with the Crown and other stakeholders to deliver on both the Government's and council's shared priorities for increased affordable housing, along-side high quality urban development and better social, cultural and environmental outcomes. This can be achieved through working together on strategic planning work including the masterplan and leveraging and co-ordinating investments and developments for a place-based approach to regenerating Avondale at scale.





23. Previous Panuku Board and council engagement and decisions are set out in Attachment D.

Matapaki | Discussion

Strategic outcomes

24. The Unlock Avondale programme will follow Panuku policies, strategies and guidelines as agreed by the Panuku Board.

Portfolio context

25. Panuku has been mandated by Auckland Council to deliver on its commitment to prioritise urban redevelopment. Panuku will achieve this through investment in the priority locations programmes of work that will facilitate urban redevelopment and public good activities.

26. Panuku investment in a location is for a variety of purposes, which will vary depending on the location and its requirements. The table below details the investment profile over the planned life of the programme.

Table 1: Unlock Avondale; projects investment type

Investment type	Description	Low, Med, High
Unlock	Investment that has to happen to unlock development opportunities on Panuku sites. This includes: <ul style="list-style-type: none"> – Strategic acquisition of development sites – infrastructure to service future growth in the area 	High
Catalyse	Investment that is important to stimulate/advance change in a location by others and is expected to bring about significant change that would not happen within desired timeframes without this project	High
Support	Creates additional non-financial (social, environmental, cultural, economic) value by creating new or significantly improved community assets to support a growing population	High
Lead	Demonstrates leadership in relation to strategic outcomes and innovation. We expect some value trade-off. The project seeks to influence practice and outcomes in the wider market and has some element of replicability. This investment is often a property value write-down	Med
Critical	Urgently required to address risks such as maintaining level of service delivery, harm to people due to H&S issues, negative environmental impact or other or required due to legislative, regulatory, contractual and other requirements	Low
Growth	Facilitates business growth by providing new, expanded facilities	Med
Reputation	Significant public and political interest and support for the project, with significant reputation impact if the project is not carried out	Med

Progress to date

27. To date this programme has delivered:

- Sale of land to Ockham Residential to enable the construction of 72 market apartments at 24-26 Racecourse Parade (sold - completed)
- Sale of land to NZ Housing Foundation for the construction of 33 new affordable homes at 1 Trent Street (sold - completed).
- Sale of land to Kāinga Ora to enable the development 102 new apartments at 96 St George Street (sold - under construction).
- The sale of land to the Ministry of Housing and Urban Development to enable Ockham Residential to construct 117 market/affordable at 1817 Great North Road (sold - consenting and marketing stage).
- The sale of land to Kāinga Ora to enable the construction of 162 mixed tenure housing at 18 Elm Street and securing on option over a strategic site at 10 Racecourse Parade (sold - planning stage).
- Confirmation of the preferred site for the new council multipurpose facility and acquisition of three of the four sites required for this facility.
- Signing of contracts for the design of the town square.
- Developing a strong partnership with Kāinga Ora which includes an agreement around housing mix, collaboration and joint masterplanning.

Hīraunga | Implications

28. This section outlines all relevant implications for Panuku.

Ngā ritenga ā-pūtea | Financial implications

29. The programme makes the following financial assumptions:

- That funding will be made available through the LTP process to enable the construction of the new town square by Panuku and the new multi-purpose community facility by Auckland Council
- That residential development will proceed in line with development agreements and the current Kāinga Ora development programme.

- That there is enough operational expenditure available to support ongoing change initiatives in the location.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

30. Key risks to the programme are:

- a. Market and economic factors and the impact of COVID-19 - Development and infrastructure projects will be subject to market and economic forces that govern investment decisions. Any adverse market conditions will limit both public sector and private sector ability to invest. The current economic climate already presents a number of challenges across the next three years; the impacts of COVID-19 and the pace of the recovery and return to “normal” presents a number of uncertainties that will need to be proactively managed prior to and following approval of this business case.

- c. Health and safety - The Panuku approach to health and safety risk is guided by the Contract Management framework (CMF). The Panuku CMF (health and safety) will be required during the selection, engagement, monitoring and evaluation of consultants, physical work contractors, developers, and third parties carrying out work for, on behalf of and in tandem with Panuku.

Ngā whakaaweawe rauemi | Resourcing impacts

31. The programme anticipates 3.5 FTE of internal resource over the next 12 months, comprising development and project managers, and expertise from Panuku’s centres of excellence.

Ngā koringa ā-muri | Next steps

32. The Programme will continue to be delivered in conjunction with the following partners:

- Māori and Mataawaka

October 2020

- Council Group partners: Whau Local Board, Community Facilities and Auckland Transport
- Kāinga Ora.

33. Implementation will continue in line with the approved programme with progress reported to the board quarterly and monthly oversight by the management assurance functions: Portfolio Governance Group (PGG) and Programme Steering Group (PSG).

Ngā tāpirihanga | Attachments

- A. October 2020 Unlock Avondale Programme Business Case Overview
- B. October 2020 Unlock Avondale Programme Business Case (resource centre)
- C. Avondale Tomorrow - Supporting Masterplan August 2020 (resource centre)
- D. Previous Panuku Board and Auckland Council engagement and decisions (resource centre)

Ngā kaihaina | Signatories

Ian Wheeler, Chief Operating Officer

David Rankin, Chief Executive (acting)

Unlock Avondale

Programme Business Case Overview

September 2020

CONFIDENTIAL DRAFT

Build on Avondale's great accessibility, train station, schools and community to create a strong, vibrant centre where the growing population wants to live, work and play.



AROHA

Strategic Context

Location Overview

Avondale has a lot going for it, location, proximity to town, and excellent public transport - but has suffered badly from a long history of underinvestment.

Avondale is ready for a change, and our progress so far shows that our partners and the private sector are more than ready to join us. We have accomplished much already, and more is to come. Funding has been confirmed for the new multipurpose community centre and town square which will rejuvenate the heart of Avondale. We have recently sold 1817 Great North Road to the Ministry of Housing and Development to enable an affordable / market development by Ockham. They are advertising apartments for sale already. We have a positive, close working relationship with Kāinga Ora who are progressing their plans for housing developments and are committed to delivering a mix of housing types and tenures. There is interest in the vacant site Panuku owns on Great North Road.

COVID presents a challenge to the regeneration of Avondale as it increases uncertainty and introduces additional funding constraints. It also makes our work more important than ever. We feel we have positive momentum and a new future for Avondale is just around the corner.

What we've achieved already:

SET APARTMENTS CONSTRUCTED

SOLD 1817 GREAT NORTH ROAD

PROGRESSED NEW TOWN SQUARE AND MULTIPURPOSE COMMUNITY FACILITY

GREAT NORTH ROAD SHOPS ACQUISITION PROGRESSING

TOWN CENTRE PLACEMAKING

TRENT STREET AFFORDABLE HOUSING BUILT

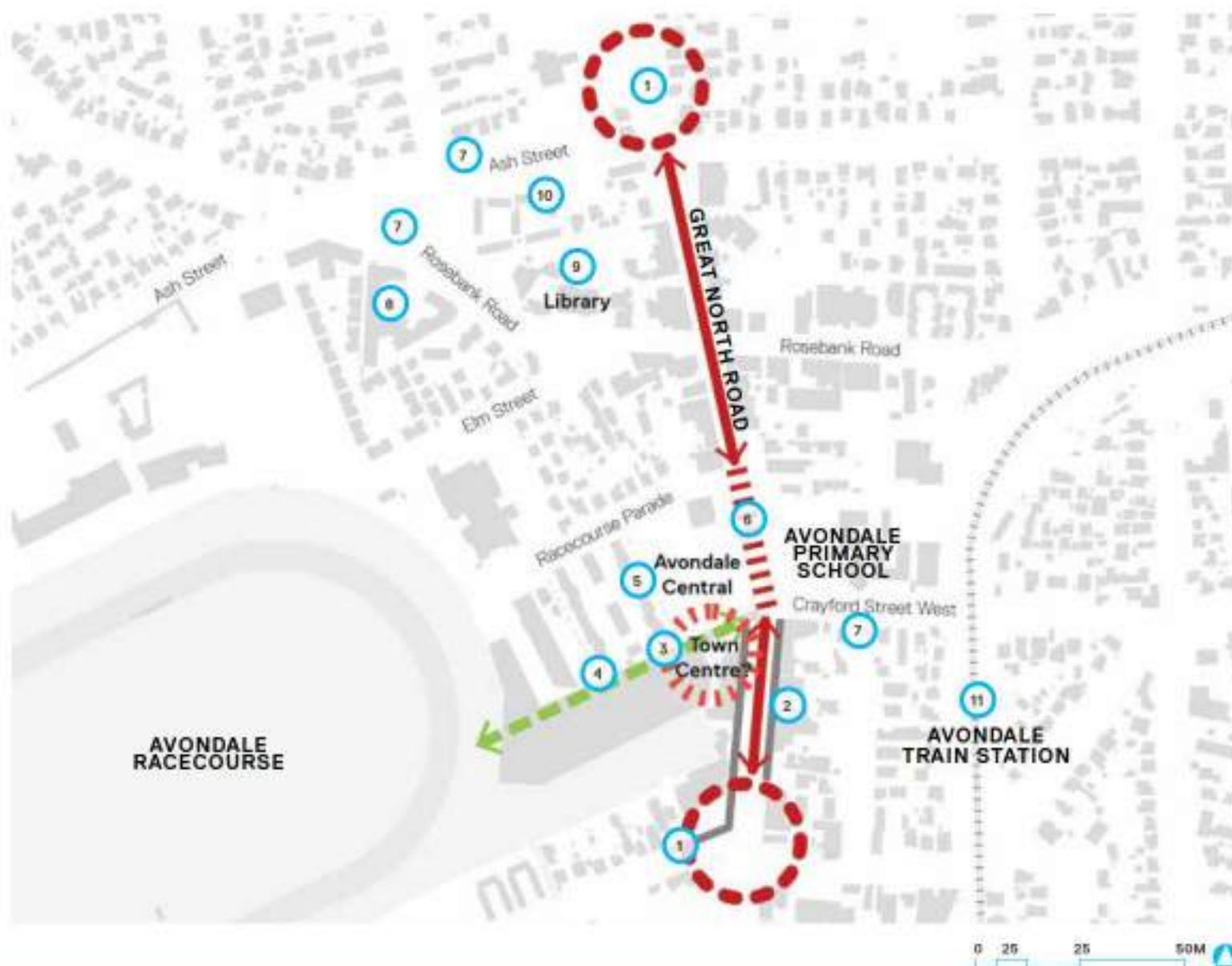
PUMP TRACK

SOLD 18 ELM STREET

Problem definition

Avondale has a robust urban structure, with many of the qualities of a successful traditional main street. However, there are a number of challenges facing the town centre; understanding and addressing these are fundamental for regenerating Avondale.

- 1 The entry points to the main street are not well defined and are dominated by car movement.
- 2 Significant stretches of Great North Road are poorly defined and dominated by parking.
- 3 The town square is ill defined and not overlooked. It is small, does not generate activity and can feel unsafe.
- 4 The open space is of limited quality, not overlooked and hard to access. The shops on Great North Road block access to Avondale Central Reserve.
- 5 The Avondale Central site is empty, which defines the centre of Avondale.
- 6 There is a significant gap in the main street - effectively creating two 'halves' of Great North Road.
- 7 Local roads have limited pedestrian crossing facilities.
- 8 Block sizes are large, with limited connections through them.
- 9 The existing community facility is not on the main street and is located at the edge of the town centre. It is disconnected from the central area of retail activity, town square, train station and bus routes, and outdoor spaces.
- 10 Existing neighbouring housing developments on 3-5 Community Lane are reaching the end of their lifespan and are of a limited quality.
- 11 The train station is centrally located, but pedestrian access to it is poor and the station would benefit from an upgrade.



Strategic Case

Regeneration approach

GOALS	KEY MOVES
 <p>Stimulate local growth, investment and innovation</p>	 <p>Enliven the heart of Avondale town centre to bring new life to underused land, upgrade the town square and develop a multi-purpose community facility.</p>
 <p>Enhance and restore the natural environment</p>	 <p>Foster the growth of local businesses to increase the vitality of the centre by attracting new residents and investment into Avondale.</p>
 <p>Sustainable, enabled, connected community</p>	 <p>Strengthen connections within the town centre to improve the physical links between the town centre and activity hubs, including the train station and cycleways.</p>
 <p>Liveable communities</p>	 <p>Create high-quality residential neighbourhoods with mixed tenure and typologies through the development of council-owned land and working with other landowners, including the Crown.</p>



Masterplan - Overview diagram

LEGEND

-  Multi purpose community facility
-  Public realm upgrades
-  Public open space upgrades
-  New development and buildings
-  Other green space

-  1 1817 Great North Road
-  2 3-5 Community Lane
-  3 93-99 Rosebank Road (Library and Community Centre Site)
-  4 1843 Great North Road
-  5 Corner Rosebank Road & Elm Street
-  6 18 Elm Street Residential Development
-  7 Great North Road enhancement (inc Connected Communities programme AT)
-  8 Avondale Central - mixed use development
-  9 Council Sports Fields (leased) in Racecourse
-  10 Multi purpose community facility
-  11 Upgraded Crayford Street
-  12 10 Racecourse Parade

- | | |
|--|---|
|  Avondale Racecourse |  Avondale Market |
|  Post Office |  Wheau Hall (former) |
|  St Ninian's Church |  Telephone Exchange |
|  Page's Building |  Former Police Station |
|  Excelsior Chambers |  Former Masonic Lodge |
|  Hollywood Theatre |  Former Maternity Home |
|  Coach Builder |  Site of Avondale Stable |



Masterplan - Spatial delivery plan

Projects completed

- A 26 Racecourse Parade (The Set Buildings)

Short-term projects (FY21)

- 3 Great North Road Enhancement
- 4 Upgraded Crayford Street
- 5 18 Elm Street (Kāinga Ora)
- 6 1817 Great North Road (MHUD/ Ockham)
- 8 3-5 Community Lane (Kāinga Ora)

Medium-term projects (FY22-24)

- 1 Multi Purpose Community Facility (Community Facilities)
- 2 Town Square Lane & Playground
- 7 Avondale Central Site
- 9 Corner Rosebank Road & Elm Street
- 10 10 Racecourse Parade

Long-term projects (FY25+)

- 11 95 - 99 Rosebank Road (Library & Community Centre)
- B 1845 Great North Road (Ted Manson)



LEGEND	
	Proposed Indicative Development Blocks
	Proposed public realm
	Open Space
	Complex Project
	Development Site Sales
	Project by other agencies

Delivery plan

PRIOR
FY2020
2020

FY21
2021

FY22
2022

FY23
2023

FY24
2024

FY25
2025

FY26
2026

FY27
2027

FY28



1. Multi Purpose Community Facility
2. Town Square Lane & Playground
3. Great North Road Enhancement
4. Upgraded Crayford Street

Capital Investment



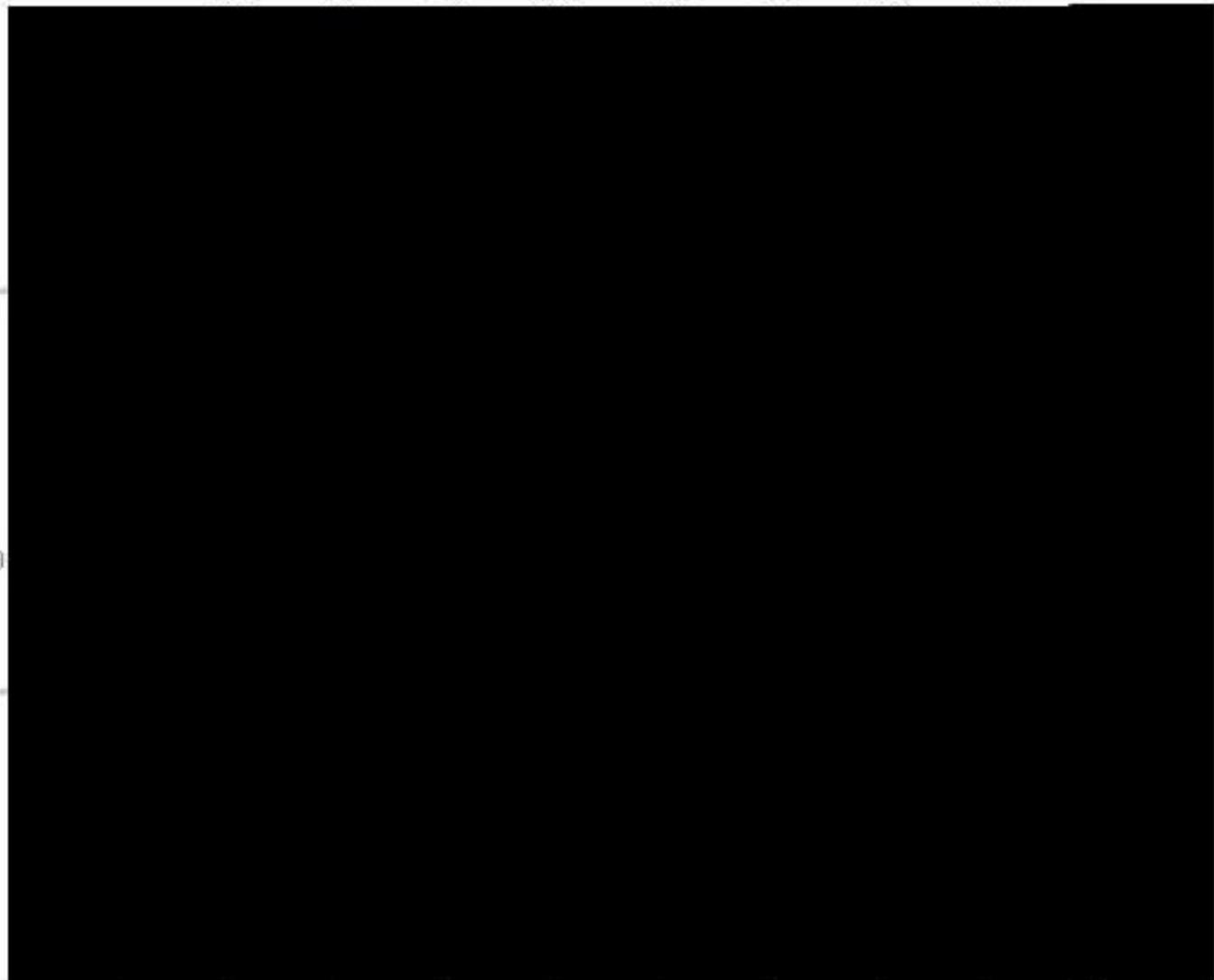
5. 18 Elm Street
6. 1817 Great North Road
7. Avondale Central Site
8. 3-5 Community Lane
9. Corner Rosebank Road & Elm Street
10. 10 Racecourse Parade
11. 93 - 99 Rosebank Road (Library & Community Centre)

Net Sales



00. Placemaking & Programme costs

Operational Costs



Commercial Context

Market Condition

Covid-19 represents a huge challenge for the global community including New Zealand. For Avondale the following implications of Covid-19 have been identified:

1. Market and economic factors and the impact of COVID-19 - Development and infrastructure projects will be subject to market and economic forces that govern investment decisions. Any adverse market conditions will limit both public sector and private sector ability to invest. The current economic climate already presents a number of challenges that will need to be proactively managed prior to and following approval of the business case.

2. Avondale Central - This is particularly the case in regard to progressing development on the Avondale Central site. There remains uncertainty about land prices and developer activity which could both impact our ability to successfully deliver an appropriate return on a site acquired utilising the Strategic Development Fund and to take up the option on the adjoining site at 10 Racecourse Parade which is at pre-agreed value of \$12.3m.

3. Avondale already suffers from weak tenancy demand and an over-provision of retail space, likely further deterioration of the retail market will lead to lower rents, a weaker tenant offering in the main street and potentially more vacant premises.

The extent and impact of these issues will likely become clearer over time.

Kickstarting the regeneration of Avondale will enable a cycle of supply and demand to be created that will deliver new homes. The subsequent increase of the local population will create a local market

for the town centre. This encourages investment and raises quality, in turn making Avondale a more desirable place to live and increasing demand for homes. This cycle, supported by Panuku and its stakeholders, will lead to the regeneration of the town centre and community.

Existing

Currently Avondale town centre is not a strong attractor to the area and has experienced significant decline. In particular ⁽¹⁾

- Only 6.5% of retail spend available in Avondale is spent in the town centre.
- There has been a 50% reduction in employment across a range of sectors since 2000.
- There is a 10% retail vacancy rate
- Overall tenancy quality is low

Future state

- The Unlock Avondale project will result in a significant increase in residential dwellings with a 5min walking distance of the town centre. This will increase the number of people who can walk to the shops, and the activity in the centre.
- Investigations are underway to address the low rate of retail spend in the area and consider how the use of landholdings can improve the retail offering, creating more activity, vitality and interest in the town centre. Improving the quality of the public realm will be one approach to improving the shopping experience.

- Release of development sites leads to development of new additional homes
- Investment in public realm and community infrastructure
- Increased certainty of development outcomes
- A new destination retail offer



⁽¹⁾ Avondale Town Centre Economic Assessment, Property Economics, May 2019

Finances

SDF Acquisitions

Net Site Sales

LTP Capex

LTP Opex

Partner Funding



Programme Benefits

Success Factors

- There is a wide range of new, high quality housing stock with a mix of housing choices
- A new multi-purpose community facility becomes the civic heart of Avondale and can meet future growth
- A sunny, sheltered, flexible town square that provides the community with a space to come together and celebrate
- Upgraded Avondale Central Reserve is connected to the main street
- Avondale town centre is future-proofed with improved connections that focus on pedestrians, cyclists and public transport
- A redeveloped Avondale Central precinct brings activity to the main street
- Thriving main street – with activity from one end to the other along a continual retail edge; and vibrant street life with a focus on outdoor dining
- The Whsu River is recognised as a defining feature of Avondale

Outcomes & Benefits



References

This programme overview draws on the following detailed supporting information:

1. Panuku, Unlock Avondale High Level Project Plan, 2017
2. Auckland Council, Auckland Plan 2050
3. Auckland Council, Auckland Unitary Plan Operative in Part, 2020
4. Auckland Council, Auckland Urban Design Manual
5. Auckland Council, Whau Local Board Plan, 2017
6. Auckland Council, Avondale Town Centre Action Plan, 2013
7. Panuku Unlock Avondale Programme Business Case 2019
8. Panuku, Avondale Tomorrow Supporting Masterplan, 2020
9. Whau Local Board/Motu Design, Our Future Avondale 2019
10. Housing Demand Analysis, Urban Advisory 2019
11. Avondale Town Centre Economic Assessment, Property Economics, 2019

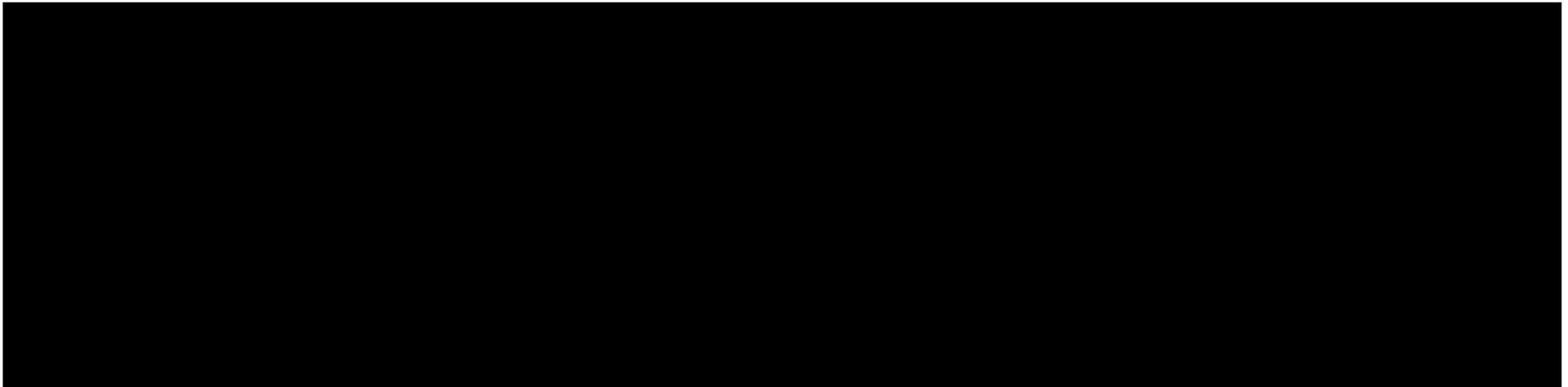
Decision paper: Unlock Papatoetoe Programme Business Case

Document authors: Jacob Marshall, Strategic Project Manager; Richard Davison, Priority Location Director-South

October 2020

Ngā tūtohunga | Recommendations

1. That the Panuku Board...
 - a. Note that the Unlock Papatoetoe programme has \$50k CAPEX and \$210k OPEX approved as part of the Portfolio Investment Funding Allocation 2020/21 to progress the programme, including completion of the Wallace Road carpark and sale of 3 St Georges St and 91 Cambridge Terrace.
 - b. Endorse the overall Programme Business Case refresh, enabling the programme and its projects to continue to plan and implement projects, noting that annual allocation of funding is subject to Auckland Council Long Term Plan (LTP) funding and annual Panuku Portfolio Investment:



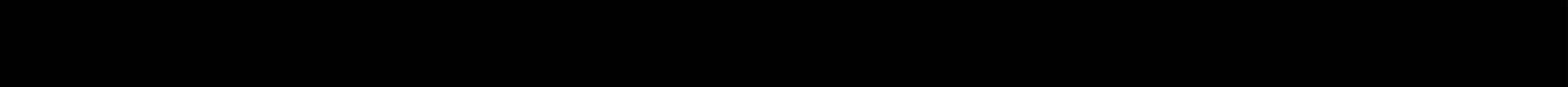
- i. A whole of programme life forecast of \$28.4m in gross site sales, of which \$12.0m had already been received by the end of FY20 against \$7.38m of costs incurred, including accounting for Strategic Development Fund repayments for transacted sites.
 - ii. a forecast of \$17.5m of net programme proceeds of sale over the life of the programme.
- c. Approve the following related projects and initiatives to continue to progress through FY21 and into FY22:
- Site disposals, subject to Panuku Board approval of proposed development agreement terms
 - i. 91 Cambridge Terrace (The Depot)
 - ii. 3 St George Street (St George's Lanes)



- Public realm investment planning for
 - iii. Stadium Reserve Upgrade and Access Works project
- Place-based activation, engagement and partnering
 - iv. Continuing to support the Papatoetoe Food Hub
 - v. Tenant relocation supported where required due to site redevelopment
 - vi. Community garden support
 - vii. Redevelopment site gap filling as required
 - viii. Interim Stadium Reserve activations

d. The Unlock Papatoetoe Programme is subject to the following:

- Confirmation of annual programme funding and the programme milestones in June 2021, as part of a future Portfolio investment decision paper
- Auckland Council Long-term Plan funding decisions for the FY22-24 period
- Panuku Board review of the programme during FY22 if required.

- 
- Panuku Board decisions on proposed development agreement terms for individual property transactions, as per delegations.

e. notes that the comments made by the Priority Location Committee (PLC) at its meeting on 9 October 2020 will be reflected in amendments of the Old Papatoetoe Masterplan as it continues to be refined over the coming months. The Masterplan will also include a review by the Panuku Technical Advisory Group (TAG) and seek stakeholder input. The PLC will be updated as the masterplan evolves.

Whakarāpopototanga matua | Executive summary

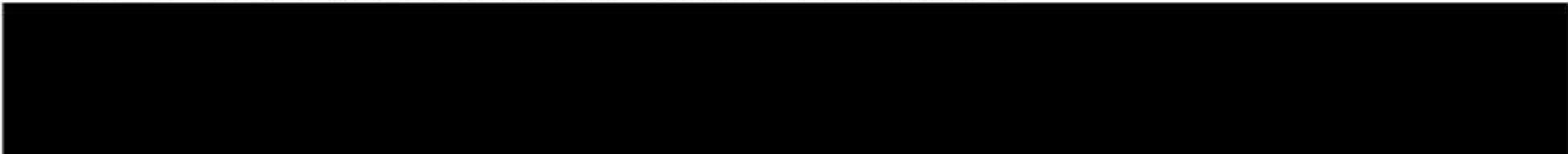
2. This paper seeks formal endorsement of the FY22-31 Programme Business Case (PBC) update for the Unlock Old Papatoetoe priority location programme.
3. The PBC sets out the annual 5 case business plan integrated with a draft master plan to consult with council partners and key stakeholders in the Papatoetoe community. It sets out the challenges and opportunities facing the town centre that the programme seeks to address. The Unlock Old Papatoetoe programme provides the platform to create an affordable, urban village centre that supports a successful, thriving town centre, a walkable urban neighbourhood with more affordable housing choices and a socially connected, diverse and resilient community. The Programme Business Case Overview (PBCO) sets out the spatial, land use and activity, timing and phasing dimensions, of how we plan to achieve our strategic objectives over time. We will work closely with our stakeholders and partners, to achieve our vision for Old Papatoetoe of:
 - i. An affordable Urban Village: assisting New Zealanders into sustainable housing choices
It will be a popular place to live, to shop, for people to meet and enjoy themselves, while providing the services and facilities the community needs.

4. The PBC and PBCO have been prepared in order to seek funding to continue implementation of the Unlock Old Papatoetoe Programme for FY22. Endorsement will give mandate to the scope, scale and content of the programme and will ensure continued progress towards the delivery of key aspirations in the High-Level Project Plan (HLPP) which set out the vision and objectives of the regeneration programme. The HLPP was approved by the Ōtara-Papatoetoe Local Board, Ward Councillors and Panuku Board in 2017.
5. The proposed site redevelopments and public realm investment initiatives have been shaped by the Panuku led masterplanning, existing spatial plans and the Unlock Papatoetoe HLPP regeneration objectives. Options have been investigated to ensure the programme is staged and phased in a realistic and achievable way that is reflective of market conditions.
6. Staff are continuing to refine the Unlock Old Papatoetoe programme and are in the process of preparing an Old Papatoetoe supporting masterplan document, which will incorporate feedback received by the PLC in early October. A TAG review is scheduled for November, as well as key stakeholder consultation and development partner input. The PLC will be updated as the masterplan document is refined. The document will capture all key spatial and place information and demonstrate how all the spatial elements come together through our urban regeneration programme.
7. The Unlock Old Papatoetoe programme proposes:
 - a. Eight property redevelopments to facilitate the accelerated delivery of approximately 260 dwellings and 3,000sqm of retail/commercial gross floor area, some in mixed use arrangements, with a focus on facilitating assisted ownership housing schemes;
 - b. Four public realm enhancement projects to improve local amenity, connectivity and attractiveness for current and future residents. These projects will provide wider community benefit and act as a catalyst for additional private investment as well as unlock development potential of existing Panuku sites and include: A road extension, playground, potential co-located community hub and potential new local sports fields and associated interface and integration works with the Allan Brewster Recreation Centre.
 - c. A programme of placemaking initiatives based on council whanau collaboration and with Ōtara-Papatoetoe Local Board endorsement and focused on the ongoing support of the Papatoetoe Food Hub as the key placemaking activity.

Note: completed and sold projects include the newly upgraded Papatoetoe Mall with 10 shops, a new 3,800sqm New World supermarket and a 200 space carpark.

8. To achieve this, the programme has proposed to progress in four broad phases of activity, continuing the current momentum and credibility over time:
 - i. 0-3 years – attracting commercial and retail opportunities (FY17-20) (completed)

- ii. 3-5 years – catalysing affordable housing choices and enabling new amenity in the town centre (FY21-24)
- iii. 5-8 years – Housing and ongoing amenity delivery (FY24-27)
- iv. Year nine and beyond – Community Services co-location and Panuku exit (FY28+).



10. The financial case below is for future years only and is forecasted for FY22-31



11. The intended overall financial and non-financial benefits realised for the programme will be:

- [Redacted]
- [Redacted]
- 6 enabling infrastructure projects (2 completed).

- 8 site sales/development sites unlocked (2 completed).

13. The intended overall non-financial “opportunity” benefits of this programme are:

- Up to 260 new sustainable dwellings in the form of terrace housing and low-rise apartments, a mix of social, affordable, accessible and market homes
- Up to 3,000 sqm and refurbished commercial and retail space, all within the centre
- Target of 27,000 sqm of upgraded public realm (connections, public and civic space).

Outcomes & Benefits



Horopaki | Context

14. Old Papatoetoe town centre is a traditional railway village that has recently celebrated its 150-year anniversary. The town centre faces several challenges that include competing nearby, larger retail centres and online retail, declining amenity and safety perceptions as well as

declining housing affordability. A lot of its original civic functions and heritage buildings still survive but some of the long-established commercial, retail and sporting activities have moved away from the old town centre to Hunters Corner (new Papatoetoe) or other surrounding areas. However, there are also many future opportunities that include improving access to jobs and transport connections through the existing Papatoetoe train station and bus/train services, proximity to the new Puhinui interchange station and new active linkages and laneways around the town centre. Old Papatoetoe is known for its distinctive character and unique sense of place, it offers a good range of local amenities, and has a community supportive of change. It is located on the southern train line with a station at the western end of the centre. It also has good access to many nearby employment hubs such as the airport, Manukau, East Tamaki, Penrose and Middlemore.

15. Old Papatoetoe is an affordable suburb relative to many other parts of Auckland, with slightly higher than average home ownership rates (2018) in spite of lower median household incomes. Median house prices are significantly lower than the Auckland-wide house price median, in part due to the higher proportion of smaller homes i.e. 1 and 2 bedroom units in the area.
16. However, the ability for an average household to afford a home in the area has declined over time. The community is ethnically and culturally diverse with over 100 ethnicities identified in the latest Census.
17. Panuku's regeneration programme for Unlock Old Papatoetoe facilitates opportunities for more people to live close to the centre to create an affordable, urban village and support improved services, retail, community interaction and vibrancy. Over time urban redevelopment could attract over 500 more people living in and around the centre.
18. By taking a carefully staged approach, Unlock Old Papatoetoe will:
 - a. improve links to new Puhinui interchange station – which once complete will enable a 10- minute bus journey to the airport and enhance public transport connections across the south.
 - b. develop the housing sites available, bringing more people in and provide new, sustainable housing choices (including affordable and accessible housing options). The programme will continue to ensure future affordable housing options and choices by working closely with Community Housing Providers (CHPs), Iwi, Kainga Ora and others to provide a mix of different housing tenures such as assisted ownership schemes.
 - c. invest in amenity improvements to increase attractiveness of centre to residents, developers/investors and businesses.
 - d. work with council group and community on releasing further sites for housing, through optimisation of council service sites, and ensure services are improved to suit the needs of the growing population.

- e. Explore opportunities to support Maori, Pasifika and local businesses and suppliers in the delivery of the programme, helping to create employment and business opportunities.

19. Our development approach for implementation will:

- a. Staged delivery to match market demand

The initial stages will be focussed on the land parcels adjoining Cambridge Terrace and through site connections will be ensured by a series of pedestrian laneways to Saint George Street. Later parcels will become available once statutory controls are overcome. This approach ensures that the amenity of the centre is enhanced in the initial stages, supporting a broader market appeal before the later stages commence.

- b. Focus on diverse housing choices (tenure, typology, price, quality)

The market demand for more diverse housing stock, in particular apartments, in this location is largely untested. In the early released sites, it is anticipated that the focus will be on compact terraces, which is in keeping with the scale and character of the existing centre and apartments up to four levels in height. It is anticipated that demand for apartments should increase in this location, with the strong benchmarking for quality and value established for the Saint George's Lanes site and the delivery of public realm outcomes.

- c. Deliver the flagship site early– St George's Lanes

This is the largest site (1.14ha) in the programme and will deliver up to a quarter of the overall programme yield. The site is very close to the main street, the recreation centre and adjoins the town hall. There are also existing through site links that are sought to extend to enable pedestrian connections through the development site. As the premier strategic site, the focus will be on facilitating new attractive housing choices, including affordable market and assisted home ownership and some social housing.

- d. Ensure amenity and connectivity are timed with housing delivery

- An upgraded public realm and co-ordinated community infrastructure is essential to enable the continued progression of the residential development programme. It will ensure the ability to release sites, support community buy in and create an atmosphere that supports investment and buyer confidence.
- The proposed extension of Cambridge Terrace as a tree lined boulevard adjoining landscaped public space and connecting Puhinui Station in the South to Saint George Street in the North through a series of pedestrian lanes will further increase the residential appeal of the centre and strengthen site values across Panuku land holdings in this town centre.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
April of 2017	Unlock Papatoetoe HLPP	Panuku Board approval for budget to commence aspirations for Papatoetoe Town Centre
June 2018	Unlock Papatoetoe Programme Business Case	Panuku Board approved Papatoetoe as part of a wider portfolio.
June 2020	St George's Lanes Site Sale go to market	Panuku Board approval of go to market strategy and essential outcomes
June 2020	[REDACTED]	Panuku Board approval of go to market strategy and essential outcomes

Matapaki | Discussion

Portfolio context

20. Panuku has been mandated by Auckland Council to deliver on its commitment to prioritise urban redevelopment. Panuku will achieve this through investment in the priority locations programmes of work that will facilitate urban redevelopment and public good activities.
21. Panuku investment in a location is for a variety of purposes, which will vary depending on the location and its requirements. The table below details the investment profile over the planned life of the programme.

Investment type	Description	
		✓✓✓
Unlock	Investment that has to happen to unlock development opportunities on Panuku sites. This includes: - infrastructure essential to make a site more marketable	✓✓

	- infrastructure to service future growth in the area	
Catalyse	Investment that is important to stimulate/advance change in a location by others and is expected to bring about significant change that would not happen within desired timeframes without this project	✓✓✓
Support	Creates additional non-financial (social, environmental, cultural, economic) value by creating new or significantly improved community assets to support a growing population	✓✓
Lead	Demonstrates leadership in relation to strategic outcomes and innovation. We expect some value trade-off. The project seeks to influence practice and outcomes in the wider market and has some element of replicability. This investment is often a property value write-down	✓
Critical	Urgently required to address risks such as maintaining level of service delivery, harm to people due to H&S issues, negative environmental impact or other or required due to legislative, regulatory, contractual and other requirements	
Growth	Facilitates business growth by providing new, expanded facilities	✓
Reputation	Significant public and political interest and support for the project, with significant reputation impact if the project is not carried out	

Progress to date

22. To date this programme has delivered:

- A High-Level Project Plan
- The completion of a new 10 shop outdoor mall and walkway [REDACTED]
- The facilitated upgrade of a new supermarket, plaza and 200 space carpark [REDACTED]
- [REDACTED]

- Partnership with the New Zealand Housing Foundation to deliver an 8 unit duplex development through a shared ownership scheme [REDACTED]
- A positive working relationship with the Otara-Papatoetoe Local Board
- A programme business case, an overview document including a masterplan graphic and financial forecasts
- Low scale activations over the period including the successful Papatoetoe Food Hub initiative.

Hīraunga | Implications

Ngā ritenga ā-pūtea | Financial implications

23. The programme makes the following financial assumptions:

- That the property market will be support sales of property in a timeframe that supports the reinvestment programme, and that sufficient capital funds are available for the amenity upgrades.
- SDF remains available for acquisitions when the programme identifies it is required.
- It may be challenging to repay the SDF within the expected timeframes.
- New projects or partnering opportunities will seek funding from the Programme Steering Group as the need arises.
- Land values have been based on the ratings database. Changes in the market will impact land values achieved.
- Upcoming individual project business cases that are approved in line with the board delegations to the Chief Executive will provide greater detail and financial forecasting for each project in the programme.
- 2017 CV's have not accounted for Covid-19 impacts, demolition, complex lease arrangements and any road widening or public works that may need to be undertaken as part of the regeneration activity.

- That there is sufficient operational expenditure (OPEX) available to support ongoing planning as well as potential small partnering initiatives in the location.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

24. Key risks to the programme are:

Name	Impact	Rating	Mitigation	Owner
COVID-19 related programme delays	Delay to programme Reprioritisation of workplan and required funding.	High	Revert to online meetings/skype Engagement via social pinpoint Early PSG and Board engagement	Priority Location Director – South
Confirmation of key investment projects	Deferral, rescoping or cancellation of projects	High	Provide proactive support to other parts of the council group to support their processes, ensuring that projects have staff allocated to assess proposed Panuku projects e.g Community Hub, Cambridge Terrace Extension, Playground.	Priority Location Director – South
Appropriate procurement processes for suppliers' capabilities	Project leads come from various functional teams and have varying levels of strength in procurement. This leads to a range of issues such as extended timeframes for preparing contract processes. Some suppliers are unable to participate in the regeneration as they are unable to meet the criteria to become a council accredited supplier.	High	Work with the procurement team to prepare new processes to enable some smaller suppliers to participate in the regeneration. Hire part time procurement support to aid Project Leads to complete the necessary processes within the agreed timeframes.	COO, Manager Corporate Support, Purchasing & Administration

Lack of resourcing at the right time	Lack of appropriate resourcing for design, project management, strategy workstreams and procurement support may result in a possible delay to the programme	High	Early communication to function managers for future workflow. Endorsement to seek external services where appropriate Hiring of new procurement and project management support staff	GM Design Head of Capital Delivery. GM Corporate Services
Proposed property sequence and disposal timeframe affected by current property market conditions	Unable to sell properties Programme delays or changes Cost of holding properties	Medium-High	Monitor market conditions Make decisions based on market conditions Phased release of site sales Agile decision making around staging of projects. Proactive engagement with potential development partners	Manager Development-South
Mana Whenua Partnering	There could be delays to sites sales and projects depending on the nature of the interest or the scale of their feedback.	Medium-High	Proactive communication, info sharing and increased engagement at the mana whenua forum	Priority Location Director – South

Ngā whakaaweawe rauemi | Resourcing impacts

25. The programme anticipates a maximum of 2-3 FTE of internal resource achieved across 12+ part time staff over the next 12 months (which will change as phases of projects develop), including programme leadership and support, development and project leads, planners, designers, placemaking, engagement and communications.

Tauākī whakaaweawe āhuarangi | Climate change impacts

26. Climate change is likely to subject the Auckland area to hotter temperatures and more frequent flooding and drought. We are seeking to future-proof our communities by accounting for climate change, factoring adaptation and resilience into the creation of buildings and spaces. Our infrastructure and developments will be designed to cope with warmer temperatures and extreme weather events.

27. The development of new sustainable homes in and around the Papatoetoe town centre, along with the provision of easy, safe and attractive walking and cycling routes, will reduce reliance on private motor vehicles, reducing emissions and enables low carbon lifestyles. To ensure that Papatoetoe is developed in a way that is low carbon and resilient in the face of a changing climate, the programme will
- Support development partners to deliver housing that meets minimum 6 Homestar rating to ensure housing is good quality, warm, dry, and more efficient buildings. Panuku is also developing an approach for delivery of lower carbon commercial buildings and public realm.
 - Advocate for the sustainable design of commercial and mixed-use developments in Papatoetoe, meeting either Green Star standards or utilising the Panuku Commercial Building Standards which are currently under development.
 - Encourage public realm projects to include green infrastructure, increased tree cover and water sensitive design principles to promote ecological and biodiversity values and minimise flood risk.

Ngā koringa ā-muri | Next steps

28. The Programme will continue to be delivered in conjunction with the following partners:

- Mana Whenua iwi/hapū: Te Ākitai Waiohua and Ngai Tai Ki Tamaki (noting any additional interest to partner will be welcomed)
- Council group partners: Auckland Transport (road extension), Community Facilities (community hub, sports fields project).

29. Staff are continuing to refine the Unlock Old Papatoetoe programme and are in the process of preparing an Old Papatoetoe supporting masterplan document. This will incorporate feedback received by the PLC in early October, a TAG review scheduled for November, as well as key stakeholder consultation and development partner input. The PLC will be updated as the masterplan document is refined. The document will capture all key spatial and place information and demonstrate how all the spatial elements come together through our urban regeneration programme.

30. The combination of the Programme Business Case and masterplan documents will clearly articulate our vision and aspirations for Old Papatoetoe while also ensuring that it is a deliverable programme and that we have the right resources over the coming years.

31. As sites are taken to the market they will be accompanied by Essential Outcomes and Design Guides which will address site specific outcomes and the relationship of the site to achieving the overall masterplan.

October 2020

32. Implementation will continue in line with the approved programme with progress reported to the board quarterly and monthly oversight by the management assurance functions: Portfolio Governance Group (PGG) and Programme Steering Group (PSG).

Ngā tāpirihanga | Attachments

Attachment 1: Programme Business Case Overview

Attachment 2: Unlock Papatoetoe Programme Business Case (resource centre)

Ngā kaihaina | Signatories

Ian Wheeler - Chief Operating Officer

David Rankin - Chief Executive (acting)

Unlock Old Papatoetoe

Programme Business Case
Overview

September 2020



Assisting New Zealanders into housing

Old Papatoetoe will be a popular place to live, to shop, for people to meet and enjoy themselves, and will provide the services and facilities the community needs.

**Panuku
Development
Auckland**
An Auckland Council Organisation



Strategic Case

Location Context

Old Papatoetoe is a South Auckland suburb located to the north-west of Manukau Central, and 18 kilometres southeast of Auckland CBD. It is located on the southern train line with a station at the western end of the town centre. It also has good access to many nearby employment hubs such as the airport, Manukau, East Tamaki, Penrose and Middlemore.

Old Papatoetoe township (Unlock Old Papatoetoe project area) is a traditional railway village that has recently celebrated its 150-year anniversary. A lot of its original civic functions and heritage buildings still survive but some of the long-established commercial, retail and sporting activities have moved away from the old town centre to Hunters Corner (new Papatoetoe) or other surrounding areas.

The suburb is characterised by lower density, detached single homes and whilst the median house price is significantly below the Auckland-wide median, the ability for an average household income to afford a home in the area has declined over time.

What we've achieved so far:



SUPPORTING THE PAPATOETOE FOOD HUB INITIATIVE



PAPATOETOE MALL AND PLAZA



SALE OF 89 CAMBRIDGE TERRACE IN PARTNERSHIP WITH NEW ZEALAND HOUSING FOUNDATION



PAPATOETOE MALL, SUPERMARKET AND CAR PARK UPGRADE



GO TO MARKET FOR THE DEPOT SITE AT 91 CAMBRIDGE TERRACE



LOCAL BOARD UPGRADE OF CHAMBERS BUILDING

Strategic Case

Problem Definition

ILM overview

Visitor competition from neighbouring town centres

40% Old Papatoetoe long-established commercial, retail and sporting activities have moved away from the old town centre to Hunters Corner (new Papatoetoe) or other surrounding areas.

Lack of housing diversity & growing unaffordability

40% House prices in Papatoetoe are growing rapidly. The influx of new and more affluent residents puts pressure on the housing market. It can produce inflated rents and prices that can displace many existing low-income households and community networks.

Fragmented urban form

20% The popularity of private automobile has dominated development decisions in Old Papatoetoe. The community are often unwilling to explore their public realm and local service offerings because pedestrian connections are interrupted and unsafe.

Hunters Corner - (new) Papatoetoe with larger retail outlets and competing service offerings makes Old Papatoetoe perceived as the less important centre. Old Papatoetoe is often mistaken as Hunters Corner, but it has a point of difference needing to be emphasised.

Puhinui Station Interchange with walking/cycling distance from Old Papatoetoe area - currently has unattractive connection for cycling and walking.

Over-supply of formal and informal surface car-parking undermining sustainable transport and urban amenity, creating discontinuation of footpaths and connections:

- Underutilised carpark space
- Reserve land hidden from public use
- Reserve poorly activated
- Key Council buildings - poorly connected

Road barrier between town centre and key amenity, such as recreation and the train station. Unsafe environment for pedestrians and congested traffic occurrence.

Blank walls lacking a sense of safety.

Illegible and disconnected lanes



Strategic Case

Regeneration Approach

Goals Key moves

Attract private and public investment to boost urban village characteristics



Use selected council sites to strengthen the identity of Old Papatoetoe centre and differentiate activity and use from neighbouring town centres.



Promote the town's distinctive attributes by celebrating its historic landmarks and unique sense of place.



Invite residents to be involved in managing the life of their urban village for local community activities and events to create new collective memories.

Encourage a diverse housing mix



A diversity of housing choices in terms of typologies, sizes, price points and tenure.



Attract affordable housing options, provided by a range of providers, and some typology, tenure and other market options.

Improve pedestrian connections & safety



Upgrade pedestrian legibility, connect missing parts of pedestrian network and enhance safety of existing street network.



Improve public spaces for more community-oriented activities: BBQ, small events, gardening and children's play in safe environment.



Encourage community and visitors to travel by train at Old Papatoetoe Train Station and utilise cycling network to connect to Puhinui Station

Our strategic levers



Commercial strategy



Public good investment



Placemaking



Masterplan - Spatial delivery plan

Projects underway or completed

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

Short-term projects (FY22-24)

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

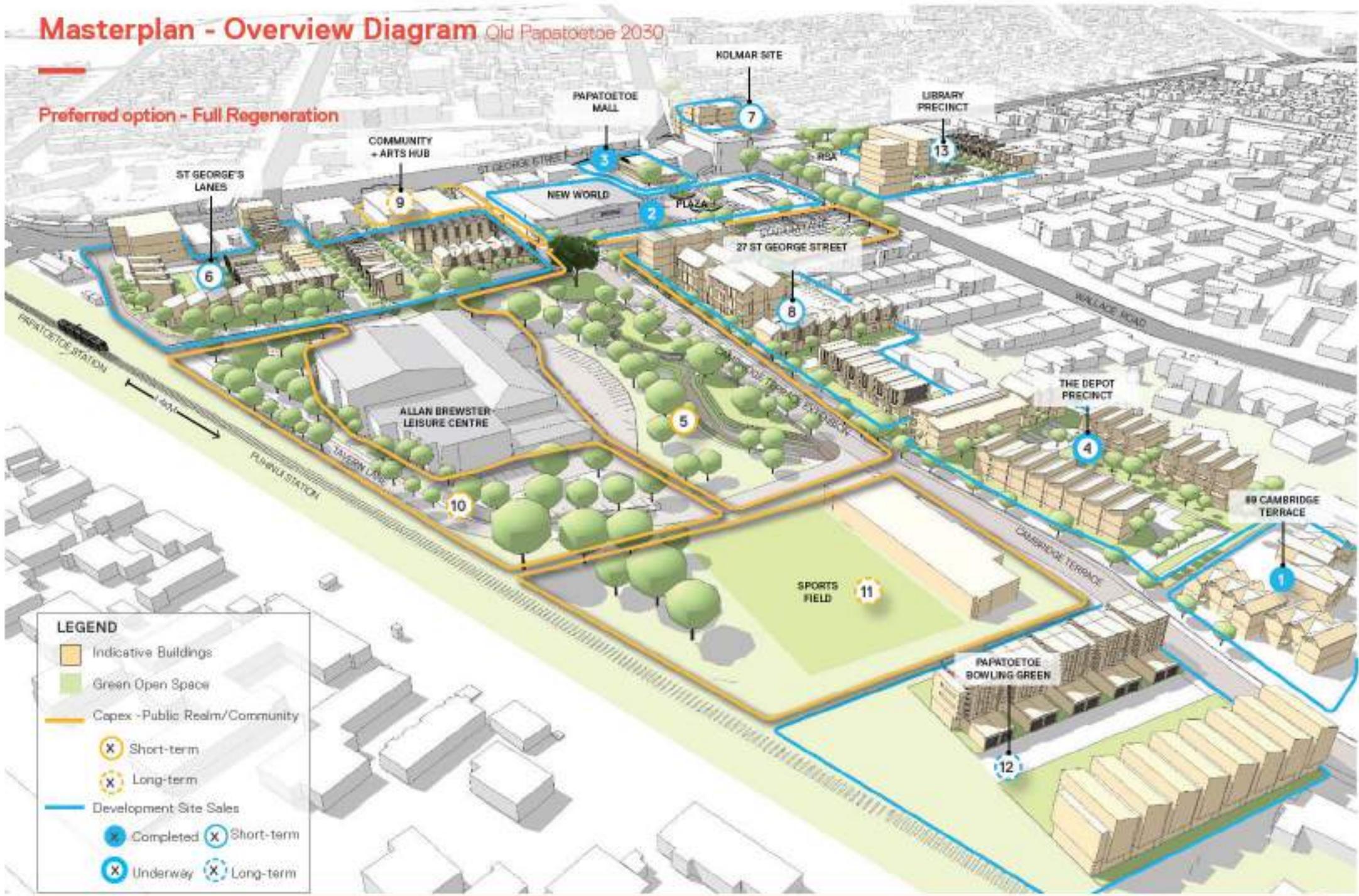
Long-term projects (FY25+)

- 9 Co-located community facility (Community + Art Hub)
- 10 Stadium Reserve + Tavern Lane + Papatoetoe Sport Field interface - phase 2
- 11 Papatoetoe Sports Field
- 12 86 Cambridge Terrace (Bowling green-partial sale)
- 13 107 and 109 St George St (Library optimisation)



Masterplan - Overview Diagram Old Papatoetoe 2030

Preferred option - Full Regeneration



Delivery plan

Project Name	PRIOR	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28		
	FY2020	2020	2021	2022	2023	2024	2025	2026	2027		
 <ul style="list-style-type: none"> 5 Stadium Reserve upgrade and access work - phase 1 9 Co-located community facility (Community + Art Hub) 10 Stadium Reserve +Tavern Lane + Papatoetoe Sport Field interface 11 Papatoetoe Sports Field 											
	Capital investment										
	 <ul style="list-style-type: none"> 1 89 Cambridge Terrace 2 Supermarket and carpark 3 Papatoetoe Mall 4 91 Cambridge Terrace - The Depot 6 3 St George St (St George's Lanes) 7 98 St George and 15 Kolmar Streets (Kolmar Site) 8 27 St George St (netball and gardens) 12 86 Cambridge Terrace (Bowling green-partial sale) 13 107 and 109 St George St (Library optimisation) 										
		Net Sales									
		 <ul style="list-style-type: none"> Placemaking & Programme costs 									
Operational Costs											

Commercial Case

Market Condition

Residential

The demand for housing in Old Papatoetoe continues to grow. The average house price has risen to \$737,857 (3 bedroom), with growth rate of 12 per cent per annum. This makes the median price for the Papatoetoe area significantly lower than the Auckland-wide median (\$845,000 – 3 bedroom).

There is evidence of more intensive typologies than the traditional family housing starting to occur in the area with developments by Kainga Ora and private developers.

Retail and commercial

Demand for the newly re-furbished retail spaces within the new Papatoetoe Mall and on St George Street and office sector employment growth has remained subdued.

It is expected that the demand for retail will increase over time with the increase of population in Old Papatoetoe and improved pedestrian linkages with the new Puhinui Station to the south, supported by Auckland Council's investment in the public realm and community facilities. However, future growth is likely to be limited to smaller spaces within mixed use buildings.

1 Staged delivery to match market demand

Development opportunities will be staged and phased in a realistic way that is reflective of market conditions, plus with limited community disruption.

3 Ensure amenity and connectivity are timed with housing delivery

An upgraded public realm and co-ordinated community infrastructure are an integral part of the programme that will assist in attracting investors and future residents and increase the vitality and attractiveness of the centre.

2 Focus on delivering diverse housing choices

Early development projects will test the demand for more diverse housing stock (tenure, typology, price, quality).

4 Deliver the flagship site early– St George's Lanes

Expected outcomes for St George's Lanes site include public links connecting the main street with Stadium Reserve, Allan Brewster Leisure Centre and Papatoetoe Town Hall makes it advantageous to start early.

Delivery Approach

Projects underway or completed



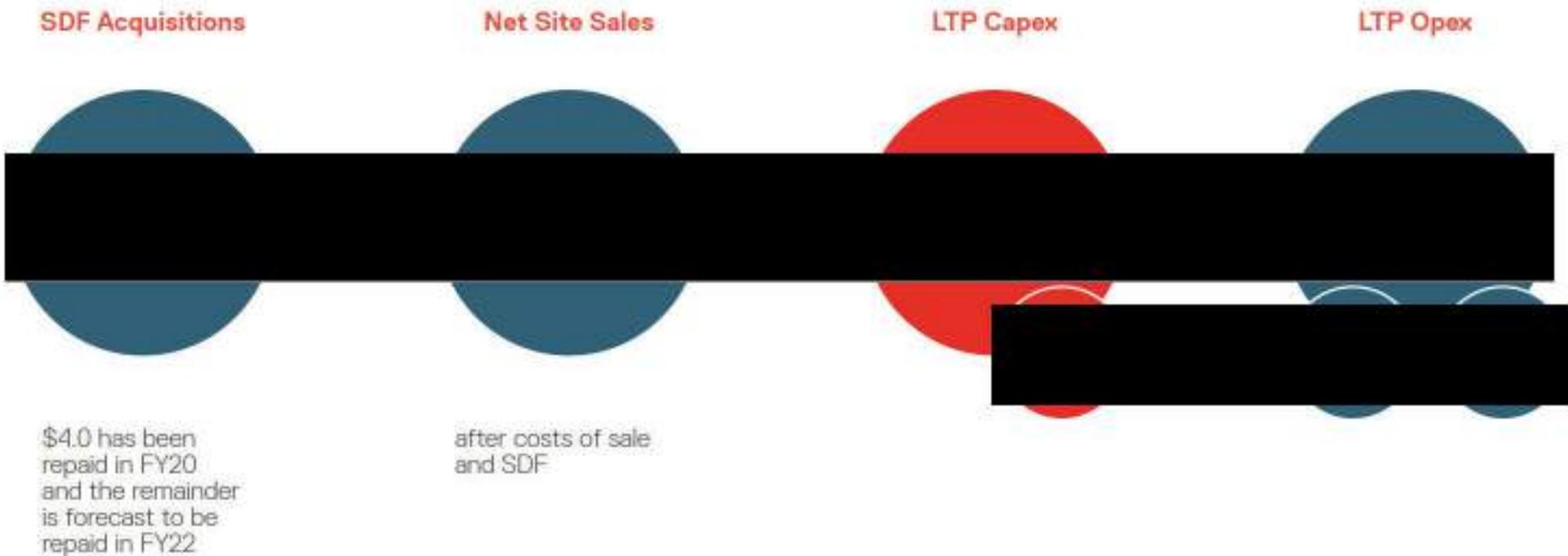
Short-term projects (FY22-24)



Long-term projects (FY25+)



Financial Case



Economic Case

Critical Success Factors

1. HLPP goals

- Attract private and public investment to boost urban village characteristics
- Encourage a diverse housing mix
- Improve pedestrian connections

2. Achievability

- Sufficient demand for land and housing from the market in the project area, strong interest from suitable development partners, support from key stakeholders and public realm initiatives are feasible and supported by council agencies

3. Potential value for money

- Private investment demonstrates confidence in the future of the area, funding able to be obtained from Council or other sources, Council approval of updated investment proposals and public realm initiatives are financially feasible and supported by council agencies.

4. Affordable

- Funding able to be obtained from Council or other sources, maximise financial return and development potential for existing centre's infrastructure and amenity and Council approval of updated investment proposals, sufficient financial return to invest in public realm projects.

5. Supplier capacity and capability

- Delivery on schedule and within budget, development partners with proven capability to ensure optimal design and construction of high-quality developments and grow local capacity through procurement and enable a Panuku exit strategy to be implemented.

Outcomes & Benefits



Outcomes

- 1 Old Papatoetoe celebrates its unique sense of place and complements its surrounding neighbourhoods.
- 2 The community is a diverse mix of ages, background, incomes and housing tenures.
- 3 A safe, walkable and attractive public realm.

References

This programme overview draws on the following detailed supporting information:

1. Auckland Council. Auckland Plan 2050 (2018) <https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-plans-strategies/auckland-plan>
2. Auckland Council. Auckland Plan 2050 (2018) <https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-plans-strategies/auckland-plan>
3. Ōtara-Papatoetoe Local Board Plan (2017) <https://www.aucklandcouncil.govt.nz/local-boards/all-local-boards/Documents/otara-papatoetoe-local-board-plan>
4. Ōtara-Papatoetoe Area Plan (2014) <https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-plans-strategies/place-based-plans/Otara-papatoetoe-area-plan>
5. Ōtara-Papatoetoe Greenways Plan (2017) https://www.aucklandcouncil.govt.nz/local-boards/otara_papatoetoe_draft_greenways_plan
6. Community Facilities Network Action Plan (2019) <https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/community-social-development-plans/community-facilities-network-action-plan>
7. Parks and Open Spaces Strategic Action Plan (2013) <https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/parks-sports-outdoor-plans/Documents/parks-open-spaces-strategic-action-plan>
8. National Policy Statement on Urban Development (2020) <https://www.mfe.govt.nz/publications/towns-and-cities/national-policy-statement-urban-development-2020>
9. Barfoot & Thompson, March 2019 Suburb report <https://www.barfoot.co.nz/market-reports/2019/march/suburb-report>
10. City Rail Link, NZTA (2020) <https://www.nzta.govt.nz/planning-and-investment/nz-upgrade/auckland-package/auckland-rail/>
11. Puhinui Station Interchange (n.d.) <https://at.govt.nz/projects-roadworks/airport-to-botany-rapid-transit/puhinui-station-interchange/>
12. RIMU, REINZ figures (2019) <https://www.reinz.co.nz/residential-property-data-gallery>
13. Statistics New Zealand Census (2018) <https://www.stats.govt.nz/>
14. Auckland Property Market Analysis, CBRE September 2020
15. Auckland Region Climate change projections and impacts, NIWA (2018) <http://www.knowledgeauckland.org.nz/assets/publications/TR2017-030-Auckland-region-climate-change-projections-and-impacts>
16. Green Star Communities Submission Guidelines v1.1 2016

Decision paper: Transform Manukau 9 Osterley Way

Author: Christine McLennan, Development Manager; Richard Davison, Priority Location Director-South

October 2020

Ngā tūtohunga | Recommendations

1. That the Panuku Board...



- b. Notes the development will assist with the delivery of wider strategic outcomes as outlined in the Manukau High Level Project Plan (HLPP) through the inclusion of the following Essential Panuku Outcomes:
 - i. Homestar 6 rated dwellings, with a minimum of 1.75 points under the 'universal design' criteria required
 - ii. Minimum site density 6,400m² GFA or 115 dwellings, whichever is the greater
 - iii. Activated street frontages to Osterley and Amersham Way
 - iv. Quality design, including high quality facade treatment to create interest, especially on the lower levels onto Amersham and Osterley Way.
- c. Delegates authority to the Chief Executive to execute the sale and purchase agreement on terms and conditions generally in accordance with those outlined in this paper upon the satisfactory conclusion of the process.

Whakarāpopototanga matua | Executive summary

2. Since the approval of the High-Level Project Plan (HLPP) in 2016 and the Framework Plan in 2017, Panuku has initiated, built and maintained key relationships with multiple crown entities with the objective of attracting new investment into the area.
3. These early years of advocacy, collaboration and strong awareness building on the opportunities and needs present within Central Manukau crystallised with the joint master planning and business case completed by the Crown and Panuku during 2018 and 2019.

5. The site is located on the corner of Amersham and Osterley Way. Both of these streets are defined as key local streets for activation under the Framework Plan. A number of high activity generating food and beverage outlets are located on Amersham Way, diagonally opposite the site within the Scentre shopping centre. The proposed development supports continued ground level street activation through the provision of retail and commercial space. The location of the residential entry on the corner of the two streets, also supports foot traffic in the area.
6. Dealing exclusively with development partners is covered in Panuku's Selecting Development Partners Policy. This policy allows Panuku to engage directly with the partners to enable effective strategic partnerships involving sales to achieve shared objectives. The [REDACTED] proposal meets the requirements of by presenting a real and present opportunity in support of Key Move 2 Creating a Vibrant Heart inclusive of 'substantial intensive residential development' under the 2017 Framework Plan.
7. [REDACTED] his outcome supports housing diversity by introducing accessible one and two bedroom apartments in a suburb characterised by detached residential housing, supporting the housing outcomes set out in Panuku's guidance paper on "Housing Mix for Precincts and Panuku Sites".
8. The Panuku Design and Place team have produced a design brief detailing the essential outcomes required from the site sale and the project alignment with the Manukau HLPP, these are included in full as Attachment 2 and include:
 - -Active and glazed frontage to ground level on Osterley Way and Amersham Way
 - -Principal pedestrian entries to the building to be provided off Osterley Way and Amersham Way with a canopy to Amersham Way street frontage
 - -Minimum density of 115 apartments or 7,000m2 of GFA.
9. [REDACTED] have provided an initial concept plan for the site that has been reviewed and is supported by Panuku's design team. The Panuku design team will complete additional reviews through the design documentation stages. The developed design proposal will also be taken to the Technical Advisory Team (TAG) for review, prior to submission of the resource consent.

- [REDACTED]
12. The site was approved for sale by the Auckland Council Finance and Performance Committee on 19 May 2016 (Resolution number FIN/2016/80).

Horopaki | Context

13. The Transform Manukau framework plan identifies the lack of housing choice as a key barrier to realising strategic outcomes:

'Manukua Central lacks the critical mass of residential activity that would give it interest, activity and life around the clock. It is divorced from nearby residential areas in the south, and these areas lack housing choice. Within the Transform project area detached three-bedroom family homes are the norm, limiting affordable options and choices for students, new migrants, social housing, young professionals and retirees.'

14. Transform Manukau Programme Business Case (PBC) establishes a delivery objective of 1,100 additional residential units in Central Manukau over the next ten years. According to 2013 Census there are approximately 642 people living in Central Manukau, with 0% of this housing being social. The current market supply of units is significantly less than the targeted number in the business case and this is unlikely to change in the near future.
15. In 2018, an economic analysis report was completed by PwC. It identified the need for market intervention in support of development activity in Manukau Central for urban renewal to meet Panuku investment priorities. The analysis indicated that, given current market conditions, the aspirations of the PBC are unable to be met without significant additional public sector funding.
16. In late 2018, Colliers on behalf of Panuku Development Auckland took the sites approved for disposal in Manukau to market for expression of interest. In response, Panuku received a number of expressions of interests from developers, [REDACTED] regarding the sites including 9 Osterley Way. [REDACTED]
17. [REDACTED] achieve the outcomes as sought under the HLPP and PBC. The common objectives were summarised as follows [REDACTED]

18. The site is currently used for car parking and is managed by Auckland Transport and Auckland Council Corporate Property. The removal of the AT car parking designation #1814 is a condition of the [REDACTED] Purchase and Sale contract is required prior to construction commencement in February 2022 at the earliest. Panuku is actively progressing the land transfer with AT.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
September 2019	FY 19/20 Divestment Strategy	Strategy [REDACTED]
August 2019	Enhanced Business Case Programme Overview PBC Summary - Manukau - Final	Target delivery objective of 1,100 additional residential units in Central Manukau over the next ten years.
June 2019	Project Execution Plan for Manukau Regeneration	Crown and Panuku joint objectives and programme.
July 2018	Selecting Development Partners Policy	Direct approach approved under certain conditions
May 2016	High Level Project Plan	Site Sale approved -Resolution number FIN/2016/80
March 2017	Framework Plan	Establishes Osterley and Amersham Way as Key pedestrian streets

Matapaki | Discussion

19. The Panuku development objectives for 9 Osterley Way as set out in the Unlock Manukau High Level Project Plan (HLPP). A Key Move under the Framework Plan is “creating a vibrant heart” enabled by ‘substantial intensive residential development’.

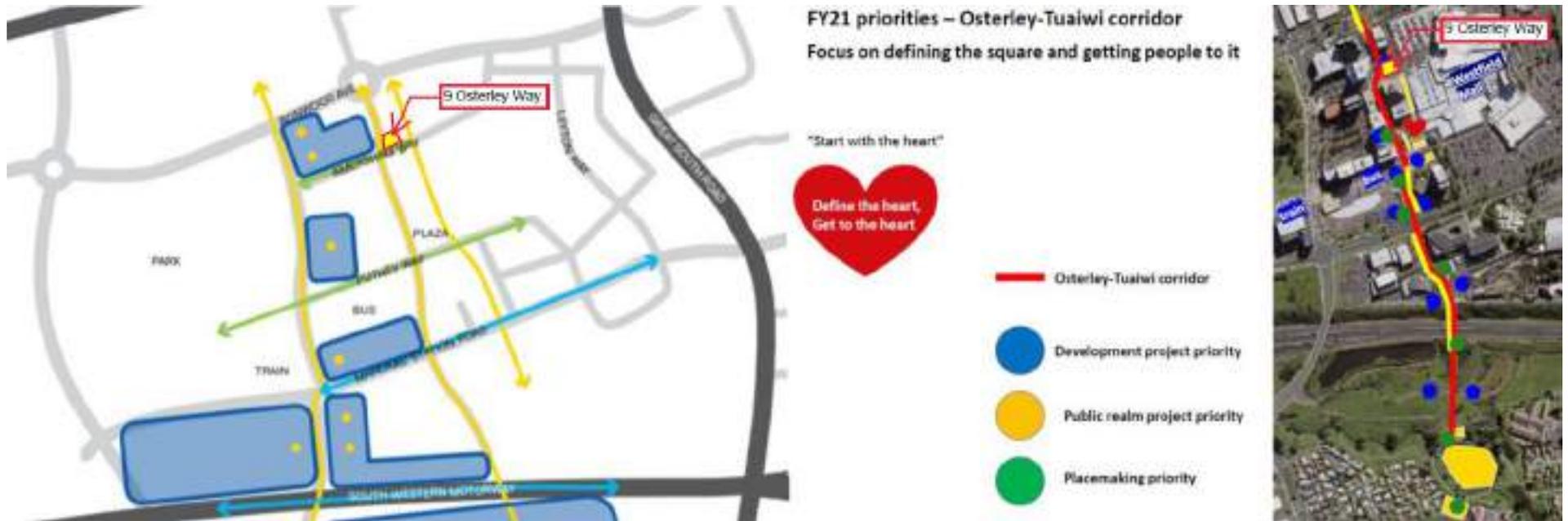


Figure 2 High Level Project Plan and Preliminary Masterplan theme development

20. The intention is to activate Osterley Way as a central spine through the precinct. The building at 9 Osterley will form a key corner building defining the intersection of Amersham Way, as shown in Figure 2.

21. A masterplan for Manukau Central was included in the November 2019 update of the Programme Business Case for Manukau. An update to the masterplan has now commenced & is due to be completed in early 2021.



Figure 3 PBC Masterplan

22. Strengthening activation and pedestrian amenity on Osterley and Amersham Way will form a core strategy in the development of the master plan and the proposed Panuku required Essential Design Outcomes for the site are consistent with these outcomes:

- Provide retail active and glazed frontage to ground level on Osterley Way and Amersham Way
- Ensure principal pedestrian entries to the building to be provided off Osterley Way and Amersham Way
- Vehicular access off Osterley Way
- Canopy to Amersham Way street frontage

- Provide high quality facade treatment to create interest, especially along the lower levels and on the corner of Amersham and Osterley Ways. Provide architectural response to view from Karoro Court (entry, or architectural termination)
- Balcony balustrades and surrounds should provide privacy for residents' property whilst encouraging a high-quality visual building aesthetic.

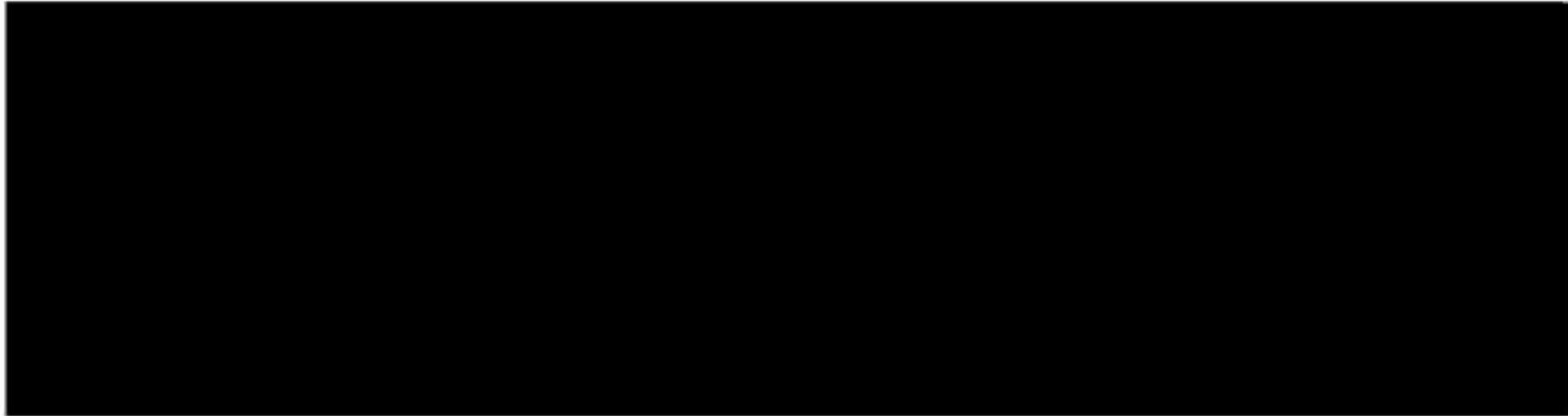
Hīraunga | Implications

23. Panuku has regularly engaged with the Manurewa Local Board and the Ōtara-Papatoetoe Local Board in regard to the proposed site sale. The local boards support housing facilities as a future use for the site. Panuku will continue to update the local boards on progress and outcomes.

Ngā ritenga ā-pūtea | Financial implications

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

Risk description	Mitigation measure	Risk owner
[Redacted content]		



Tauākī whakaaweawe Māori | Māori impact

27. Iwi parties have not been contacted in regard to the site, [REDACTED]

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

28. The key stakeholders are Auckland Transport and the two local boards that share the Transform Manukau boundary: Manurewa and Ōtara-Papatoetoe.

29. There are sixty-two existing car parks on the site, forty six are managed by Auckland Council Corporate Property and sixteen are managed by Auckland Transport (AT) on a month by month lease. [REDACTED]

30. The Ōtara-Papatoetoe Local Board have been kept informed of the sale process and are aware that the outcomes sought from the sale align with the High Level Project Plan which is supported by the local board.

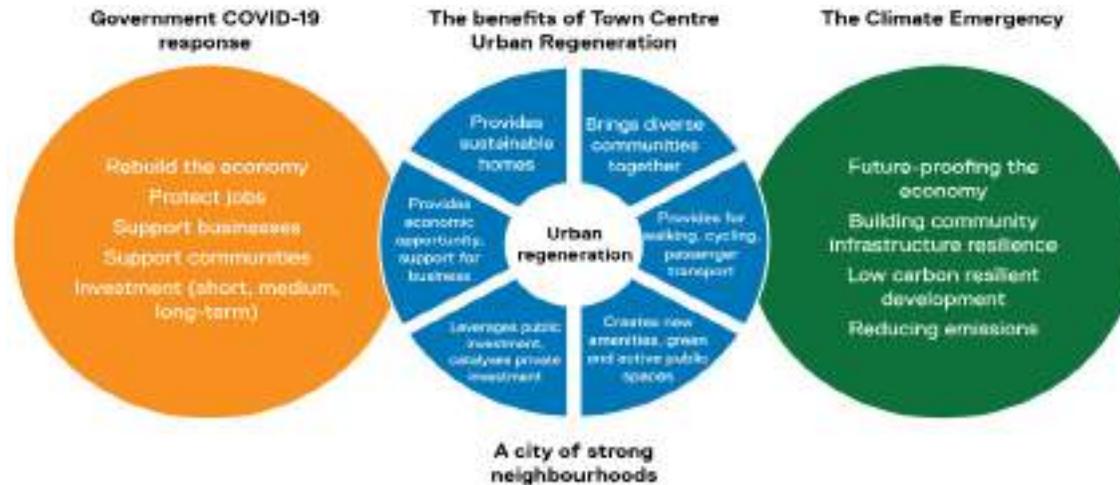
Ngā whakaaweawe rauemi | Resourcing impacts

31. The project will be resourced by a development manager and a designer through the sales process and the development agreement period, thereby ensuring benefits realisation.

Tauākī whakaaweawe āhuarangi | Climate change impacts

32. The location of the site within Manukau Central allows the optimisation of current and future investment in transport, civic, retail and educational infrastructure.

33. The following diagram explains the benefits of urban regeneration in Manukau and the climate action needed to support a transition to a low carbon future in the current context of Covid-19.



34. The unique set of constraints surrounding Covid-19 have seen local neighbourhoods re-structured as centres for living and working.

35. Panuku's climate objectives are supported by the requirement for the developer to adopt Homestar, with a minimum of 6 star rating required.

Ngā koringa ā-muri | Next steps





Ngā tāpirihanga | Attachments

Attachment 1 The Site

Attachment 2 -Essential Outcomes and Design Guides (resource centre)

Ngā kaihaina | Signatories

Allan Young, GM Development

Ian Wheeler, Chief Operating Officer

David Rankin, Chief Executive (acting)

Attachment 1 - The Site



Decision paper: Unlock Northcote acquisitions

Author: Gary Jackson, Portfolio Specialist; Kate Cumberpatch, Priority Location Director-North

October 2020

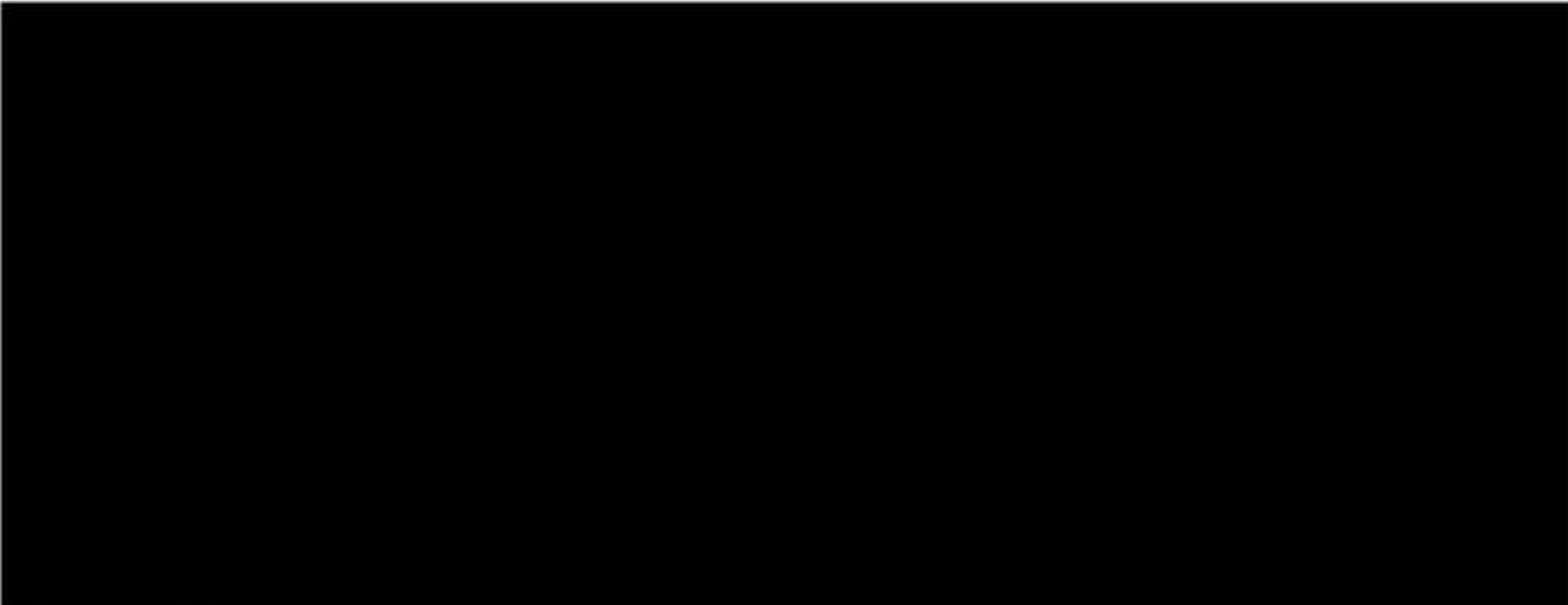
Information contained in sections of this report that should be treated as confidential, as releasing it would prejudice the commercial position of Panuku or Auckland Council. In terms to Section 7 of the Local Government Official Information and Meetings Act 1987, Auckland Council Property Limited is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

- would be likely to prejudice or disadvantage the commercial position of council s7(2)(h).

Ngā tūtohunga | Recommendations

Whakarāpopototanga matua | Executive summary

2. To unlock its regeneration potential Northcote was chosen as a priority development location by Panuku.
3. Specific development objectives as part of the strategic planning for Northcote are identified and set out in the Unlock Northcote High Level Project Plan (HLPP), and further distilled through the Unlock Northcote Framework Plan.



Horopaki | Context

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
24 February 2016	Unlock Northcote HLPP: Panuku Board Decision Paper	Approved by the Board
10 March 2016	Unlock Northcote HLPP: Auckland Development Committee Resolution	Auckland Development Committee (AUC/2016/23) endorses the HLPP, Panuku as Auckland Council's lead

		delivery agency in Northcote, and granted authority to Panuku to transact a range of properties
26 October 2016	Panuku Board Information Paper	Draft Framework Plan endorsed for discussion with the Kaipātiki Local Board
30 November 2016	Unlock Northcote Framework and Engagement Plans: Panuku Board Decision Paper	Approved by the Board
14 December 2016	[REDACTED]	Approved by the Board
13 March 2017	Unlock Northcote Programme Business Case: Panuku Board Decision Paper	[REDACTED]
6 June 2017	Information Paper: Use of Urban Renewal Tools by Panuku	Endorsed by the Planning Committee (PLA/2017/59)
29 September 2017	Delegation Instrument ACDI2017/335	Delegation of powers and duties under the Public Works Act 1981 to Panuku to acquire and dispose of land while acting within its urban renewal mandate
17 October 2018	Changes to Northcote HLPP	Supported by the Kaipātiki Local Board (KT/2018/203)
27 November 2018	Changes to Northcote HLPP	Approved by the Planning Committee (PLA/2018/136)
29 January 2019	Unlock Northcote programme update: Panuku Board Information Paper	Update to the Board on the Unlock Northcote programme of work including proposed next steps and key milestones
29 January 2019	[REDACTED]	[REDACTED]

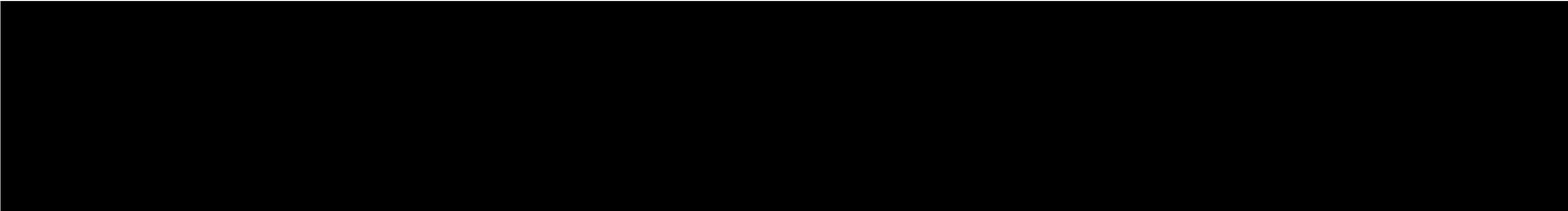
27 February 2019	[REDACTED]	[REDACTED]
27 February 2019	Unlock Northcote Masterplan: Panuku Board Decision Paper	Board approves the publication of the summary benchmark masterplan and its socialisation with stakeholders and potential delivery partners
19 March 2019	[REDACTED]	[REDACTED]
12 June 2019	Northcote Enhanced Programme Business Case	Approval of investment, projects and initiatives
23 September 2020	Unlock Northcote Programme Business Case	Approved by the Board

Matapaki | Discussion

Unlock Northcote: urban renewal and High Level Project Plan (HLPP)

10. Northcote represents a major urban renewal opportunity for Auckland. To unlock its regeneration potential Northcote was chosen as a priority development location by Panuku.
11. Urban renewal and development objectives as part of the strategic planning for Northcote are identified and set out in the [Unlock Northcote High Level Project Plan](#) (HLPP). The HLPP builds on a history of planning and initiatives to redevelop and rejuvenate Northcote. The HLPP was approved by Auckland Council Development Committee in March 2016 (Resolution AUC/2016/23).
12. The adoption of the HLPP mandates Panuku to lead the urban renewal of Northcote. The HLPP identifies goals around desired outcomes for housing, the environment, the community, access and the town centre.

Benchmark Masterplan and HLPP extension



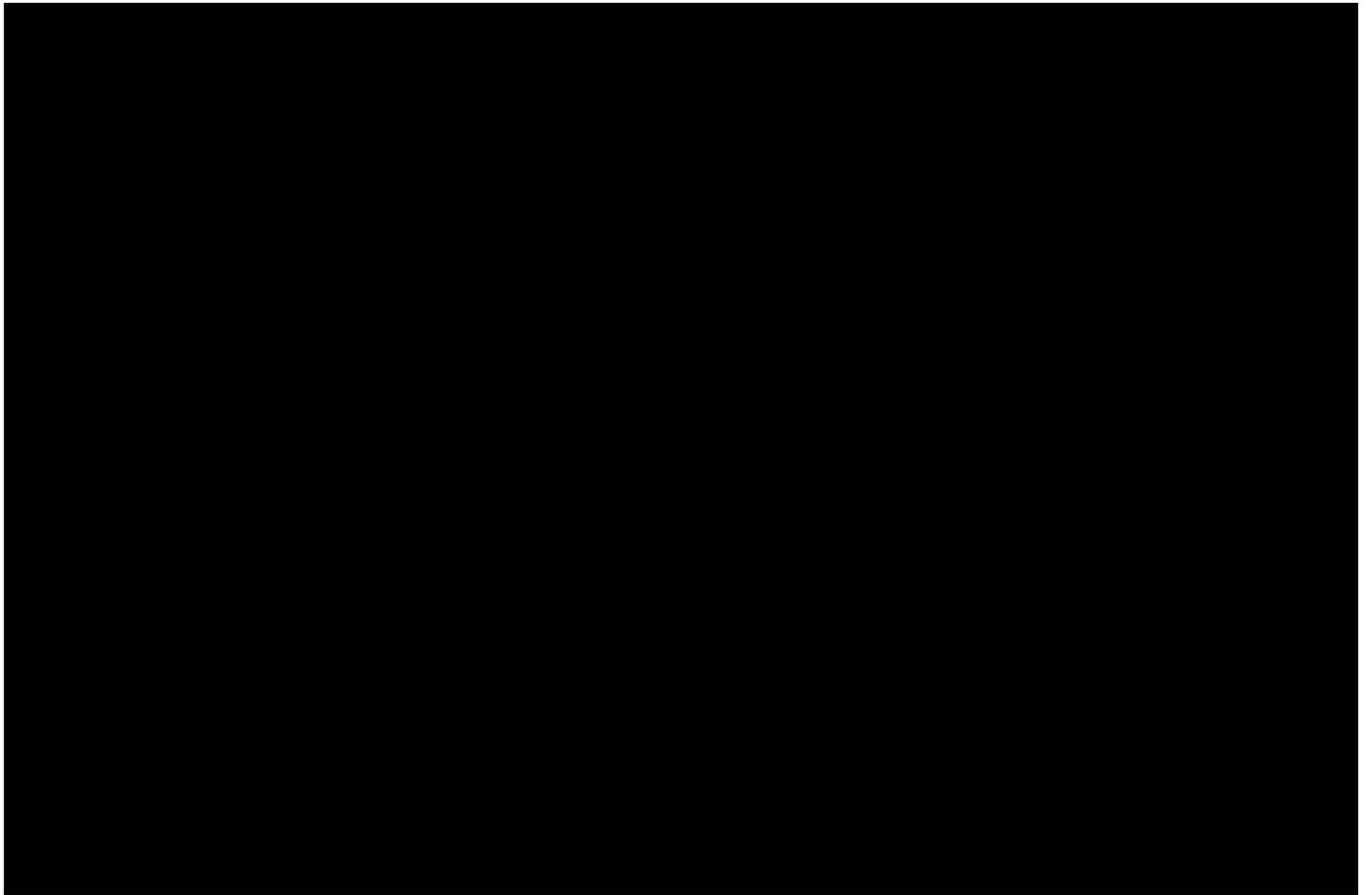


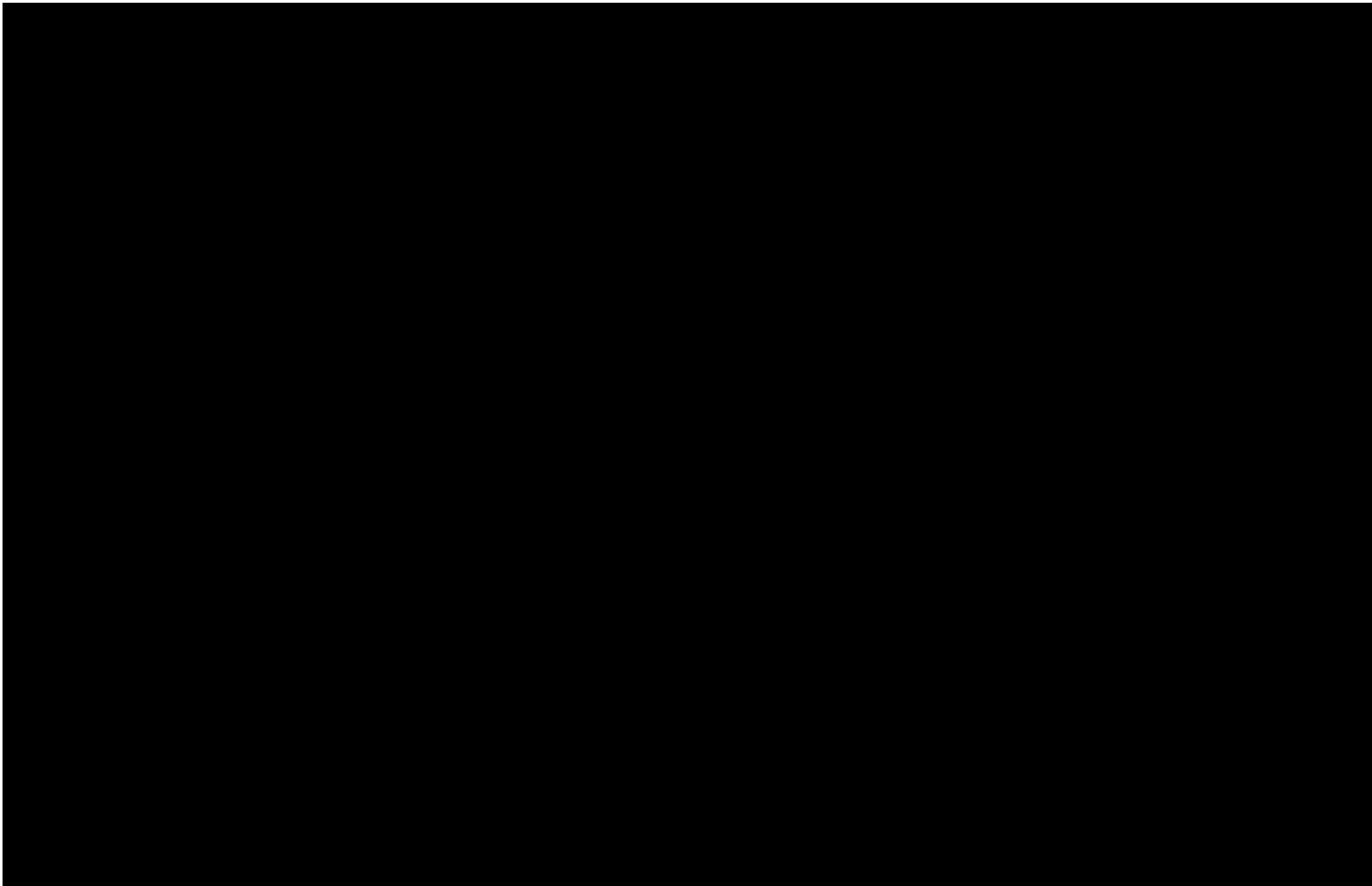
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Panuku acquisition programme

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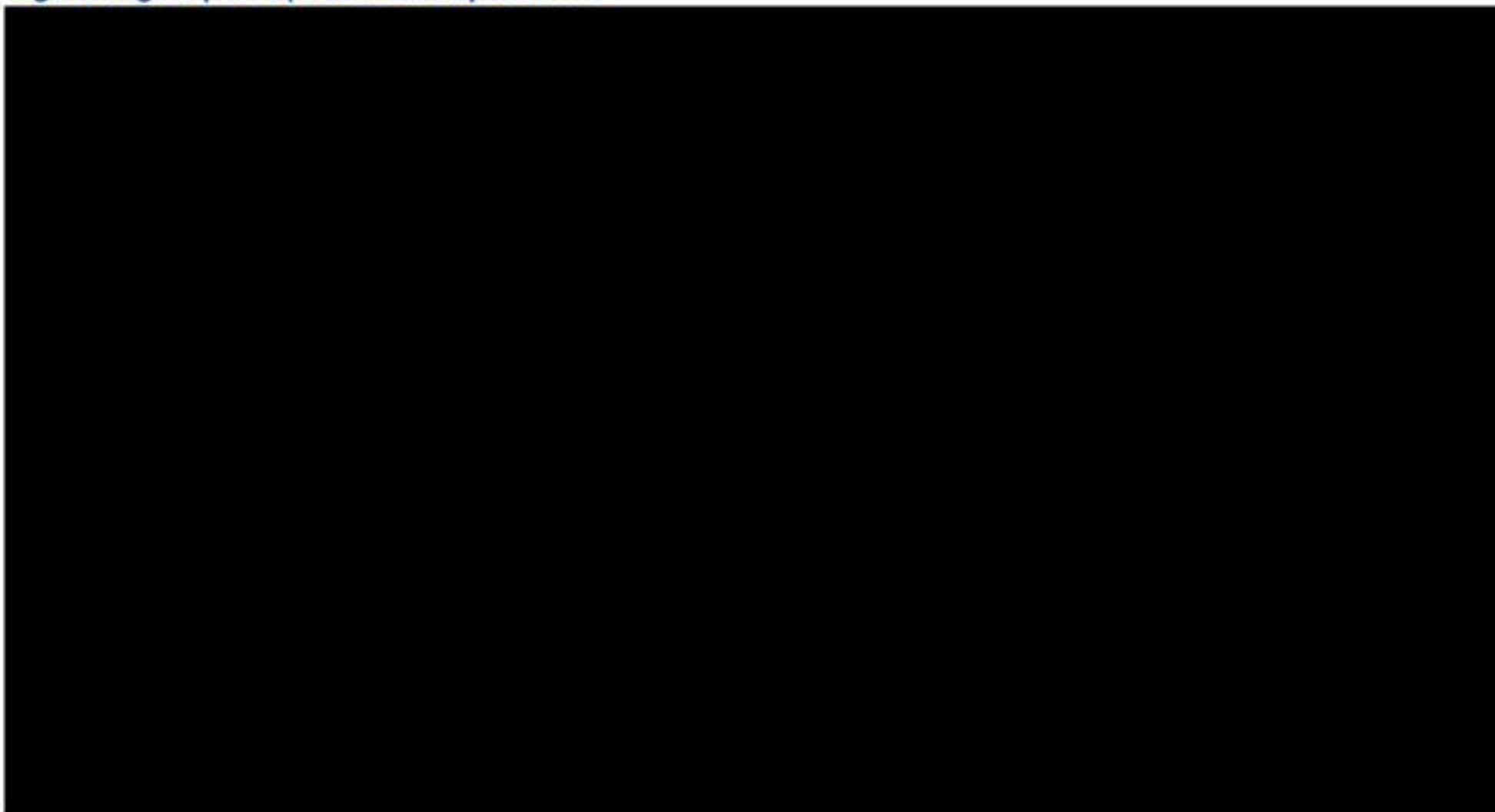


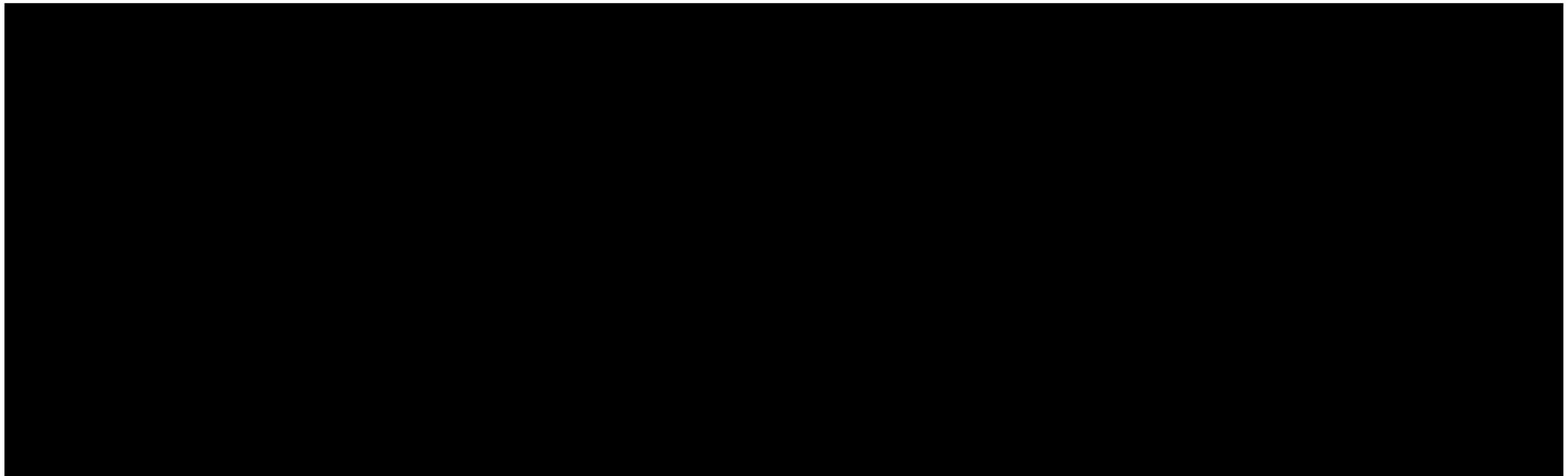




Hīraunga | Implications

Ngā ritenga ā-pūtea | Financial implications

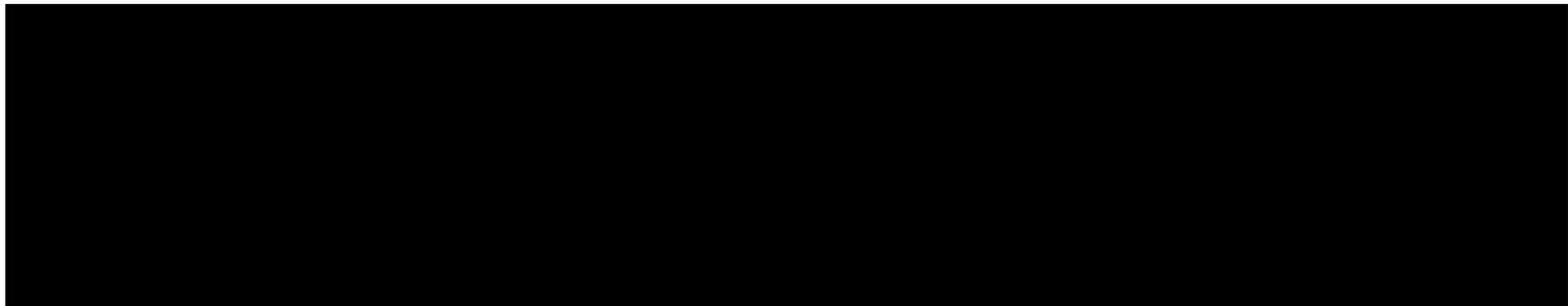


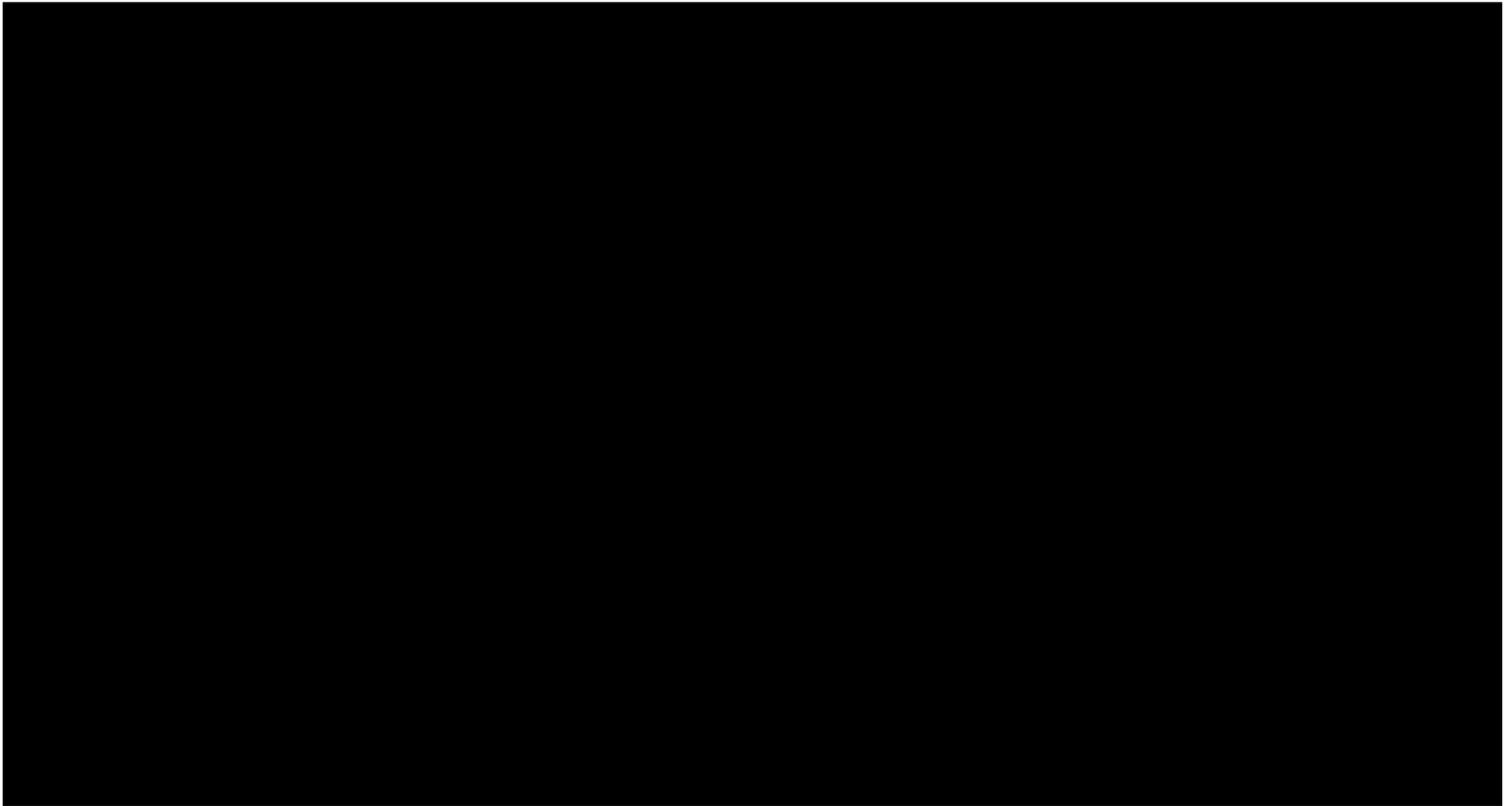


Tauākī whakaaweawe Māori | Māori impact

61. Engagement with iwi is ongoing at a programme level.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts





Ngā kaihaina | Signatories

Ian Wheeler, Chief Operating Officer

David Rankin, Chief Executive (acting)

Decision paper: Supports Programme Delivery Plan

Author: Marian Webb, GM Assets & Delivery (acting)

October 2020

Ngā tūtohunga | Recommendations

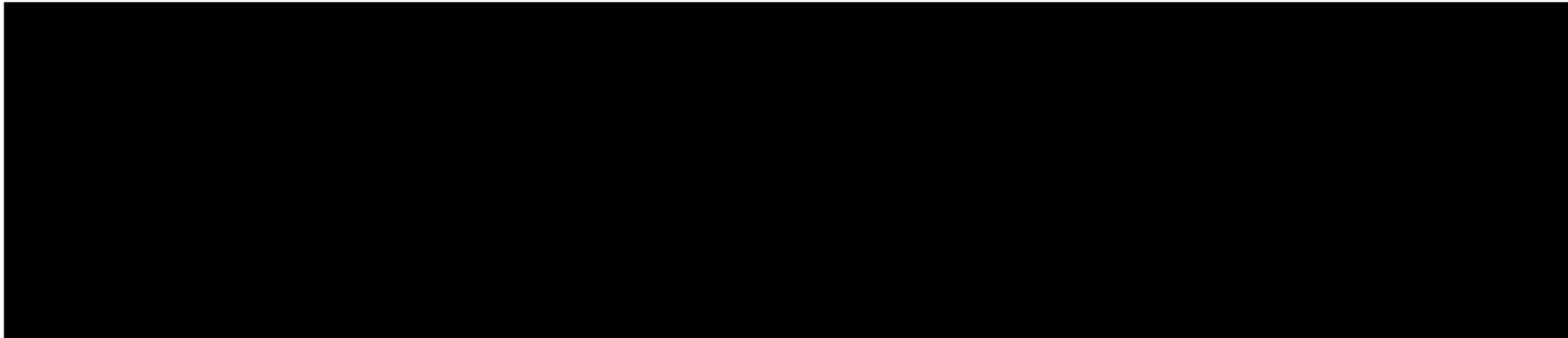
1. That the Panuku Board...

a. Approve:

- i. The Programme Delivery Plan for the Supports programme.
- ii. In principle, to the ongoing investment in the programme, noting that the programme compliments the assets sales programme, with funds generated contributing to council debt and council LTP projects, following Panuku costs of sale being netted off the sales proceeds.

b. Approve the following related projects and initiatives for the next twelve months:

- Site disposals, subject to Panuku Board approval of proposed go to market strategy and transactional terms





c. Note the following related projects have been previously approved by the Panuku Board and are in delivery:

- i. Lots 4 &5 Flat Bush School Road, Flat Bush
- ii. 20 Link Crescent and D'Oyly Reserve, Whangaparoa
- iii. Airfields Stage 2 - Avanda
- iv. Civic Administration Building development agreement
- v. 83B Godley Road, Green Bay.



e. Note that the Supports Programme is subject to the following:

- Panuku Board review of the programme in 12 months.
- Panuku Board decisions on proposed transactional terms for individual property transactions, as per delegations.

Whakarāpopototanga matua | Executive summary

2. This paper seeks formal approval of the Programme Delivery Plan for the Supports programme that is described in the supporting overview summary and full programme delivery plan which are available in the resource centre.
3. Intensification is a key driver in the Auckland Plan. Panuku supports housing demands by enabling development on council owned land. We do this by selling council's surplus land with associated site-specific development outcomes.
4. The Supports Programme Delivery Plan comprises of surplus council sites located across the region outside our Transform and Unlock priority locations that are clear candidates for intensification and medium density development outcomes.
5. Determination of inclusion of a site is on a case by case basis. Currently, there are a number of legacy Auckland Council Property Limited (ACPL) properties that are in delivery. Additionally, a number of properties have been added to the pipeline recently as a result of Auckland Council's Emergency Budget.
6. The approach taken in this Programme Delivery Plan is to ensure that all projects within the scope of this programme follow the Panuku project management framework (PMF) and recognise that Panuku is responsible to achieve site sales with associated site-specific development outcomes.
7. The overall benefits of this programme are:
 - Catalysing development in a location
 - Quality development by the private sector will be actively promoted through Panuku having direct influence over site redevelopment encompassing strategic and commercial outcomes
 - Intensification of land use, particularly residential, which in many cases will have a positive impact on town centres
 - Freeing up of a wide range of undercapitalised development opportunities, either on full sites or in part sites.
8. Any capital investment in the programme will be offset by the cost of sale.

Horopaki | Context

9. The Supports programme is different to Panuku's priority location programmes in that it is regional in nature, dealing with sites that are located across Auckland, all of which have differing characteristics.
10. Unlike a priority location programme, the nature of this programme of work does not lend itself to the creation of a high-level project plan (HLPP), framework plan or programme business case (PBC). In order to ensure the right level of oversight and investment decision making in the current fiscally constrained environment a programme delivery plan has been produced for this programme which will follow the same approval process as a programme business case.
11. The approach taken in this Programme Delivery Plan is to recognise that Panuku is responsible to achieve site sales with associated site-specific development outcomes where the project activities in themselves make only a marginal difference to the functioning of the area, but nevertheless contribute to the provision of housing and, occasionally, additional community outcomes.
12. Recent economic realities have promoted a critical review of expenditure across council in order to reduce or slow down capital and operational outlay and optimise investment decisions. Auckland Council's Emergency Budget has necessitated a greater focus on the realisation of value from assets that are surplus to requirements.
13. There are a number of principles that guide this programme of work including:
 - facilitating development through the controlled sale of land, or by removing constraints and barriers that the private sector might otherwise struggle to overcome
 - leveraging off council owned land and working with external development partners
 - generating latent value from the sale of assets deemed surplus to requirements
 - facilitating housing and /or urban regeneration.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
2 October 2020	Supports Delivery Plan	Presentation to the Priority Location Committee

Matapaki | Discussion

Portfolio context

14. Once a site is declared surplus to requirements by the council Finance and Performance Committee it is considered for inclusion in the scope of this programme. The review process entails a determination of what, if any, development outcomes can be achieved on the site. All sites identified for inclusion in the scope of this programme will have a site-specific Essential Outcomes Brief that will identify either a mixed-use development, commercial development or housing. This programme compliments the assets sales programme with funds generated contributing towards fund council debt and council wide LTP capital projects.
15. A development manager is assigned as project lead to each site and will seek to ensure the identified development outcomes are realised.
16. Dependent on the degree of complexity of the development outcomes being sought, and the level of stakeholder support, the development of a support site may take between one to three years to deliver including statutory clearance. Similarly, development of surplus council assets will be highly dependent on both the prevailing market forces and the overall commercial attractiveness of the site to the market.
17. The programme will follow Panuku policies, strategies and guidelines as agreed by the Panuku Board.
18. Panuku investment in this programme is resource only and the level of input will vary depending on the development outcomes being sought. The table below details the investment profile over the planned life of the programme.

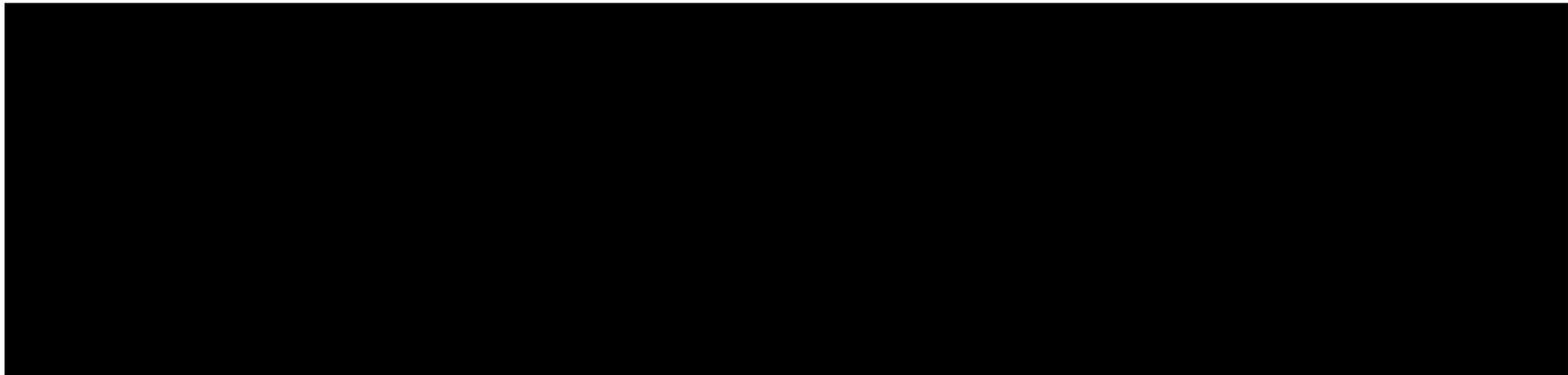
Investment type	Description	
		✓✓✓
Unlock	Investment that has to happen to unlock development opportunities on Panuku sites. This includes: <ul style="list-style-type: none"> • infrastructure essential to make a site more marketable • infrastructure to service future growth in the area 	✓
Catalyse	Investment that is important to stimulate/advance change in a location by others and is expected to bring about significant change that would not happen within desired timeframes without this project	✓✓✓
Support	Creates additional non-financial (social, environmental, cultural, economic) value by creating new or significantly improved community assets to support a growing population	

Lead	Demonstrates leadership in relation to strategic outcomes and innovation. We expect some value trade-off. The project seeks to influence practice and outcomes in the wider market and has some element of replicability. This investment is often a property value write-down	
Critical	Urgently required to address risks such as maintaining level of service delivery, harm to people due to H&S issues, negative environmental impact or other or required due to legislative, regulatory, contractual and other requirements	
Growth	Facilitates business growth by providing new, expanded facilities	✓✓
Reputation	Significant public and political interest and support for the project, with significant reputation impact if the project is not carried out	✓✓✓

Progress to date

19. To date this programme has delivered:

- The sale of a site to facilitate a 13-lot residential sub-division in Green Bay. The sub-division has been completed and the titles issued with 13 new homes will be completed in December 2022.



Hīraunga | Implications

20. This section outlines all relevant implications for Panuku.

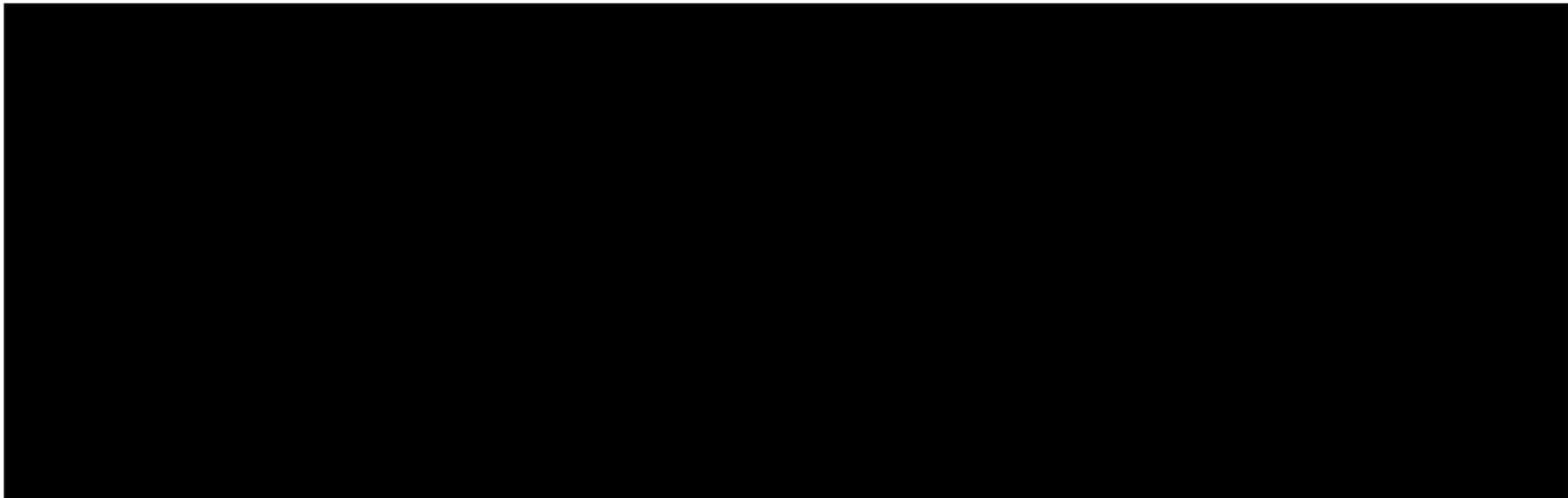
Ngā ritenga ā-pūtea | Financial implications

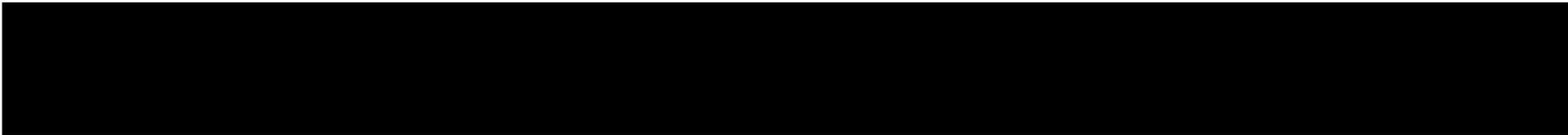
21. The programme makes the following financial assumptions:

- That the property construction market and housing development remains a strong investment proposition in the current market
- That there is sufficient operational expenditure (Opex) available to support this programme until it can be offset by the cost of sale.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

22. Key risks to the programme are:



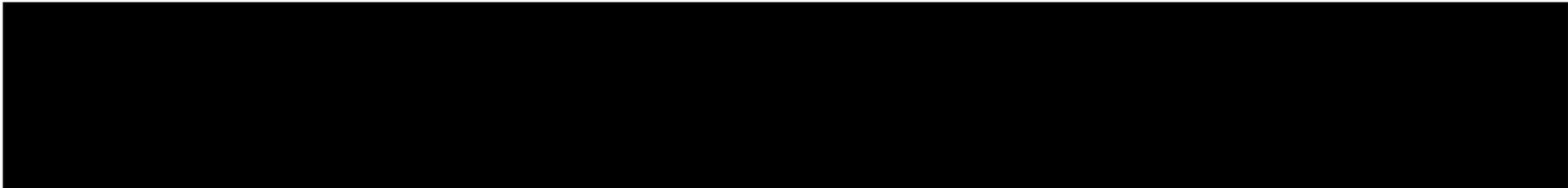


Tauākī whakaaweawe Māori | Māori impact

23. Panuku acknowledges through the principles of Te Tiriti o Waitangi and the importance of land to Māori that a collaborative partnership with the 19 Mana Whenua in development across the region is essential. Panuku recognises we have a number of specific commitments in our SOI relating to working with Māori. Two specific commitments are to work towards shared strategic outcomes and enabling Māori commercial development opportunities. Panuku will endeavour to enable commercial developments partnerships where possible with mana whenua across the Supports programme

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

24. The Programme delivery plan will continue to be delivered in conjunction with the following partners:

- 
- Council Group partners: CCO/ External Partnership teams
 - Development partners 

Ngā whakaaweawe rauemi | Resourcing impacts

25. The programme anticipates utilising a minimum of 40% of 7 FTE of internal resource over the next 12 months, comprising development and project managers, and expertise from Panuku's centres of excellence.

Tauākī whakaaweawe āhuarangi | Climate change impacts

26. The Supports programme encourages the development of underutilised sites within the urban area, close to transport links. Increasing the density of housing will result in reduced carbon emissions through improved utilisation of existing infrastructure. Panuku has adopted a

minimum standard of a Homestar 6 rating for all homes, resulting in warmer, drier and more energy efficient buildings and is developing an approach for delivery of lower carbon commercial buildings and public realm.

27. Climate change is likely to subject the Auckland area to hotter temperatures and more frequent flooding and drought. We are seeking to future-proof our communities by accounting for climate change, factoring adaptation and resilience into the creation of buildings and spaces.

Ngā koringa ā-muri | Next steps

28. Implementation will continue in line with the approved programme with progress reported to the board quarterly and monthly oversight by the management assurance functions: Portfolio Governance Group (PGG) and Programme Steering Group (PSG).

29. As sites are taken to the market they will be accompanied by Essential Outcomes and Design Guides which will address site specific outcomes and the relationship of the site to achieving the overall masterplan.

Ngā tāpirihanga | Attachments

Programme Delivery Plan Overview (resource centre)

Full programme delivery plan (resource centre)

Ngā kaihaina | Signatories

Marian Webb, GM Assets & Delivery

David Rankin, Chief Executive (acting)

Decision paper: Supports Sites C & D Totara Ave, New Lynn

Author: Adam Sadgrove, Property Development Manager

October 2020

Ngā tūtohunga | Recommendations

1. That the Panuku Board

a. Approve



iii. the delegation to the Chief Executive (acting) to execute the Development Agreements for the above sites.

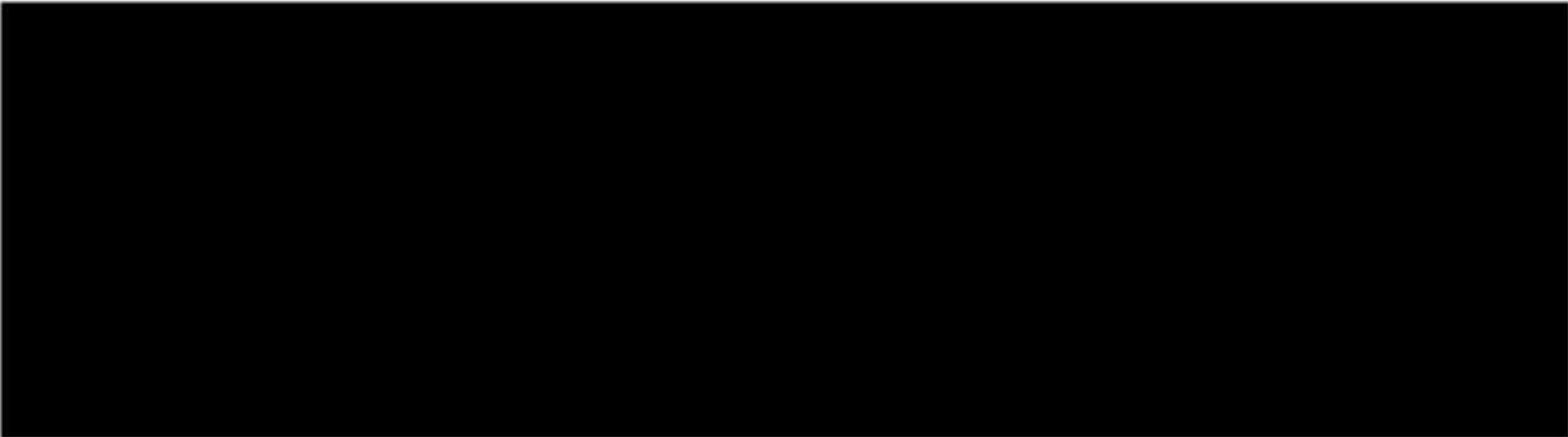
b. Endorse the essential outcomes as below for these sites:

- i. Compliance with the Guiding Principles as recorded in the Joint Venture Development Agreement signed 28 October 2010, between the Auckland Council (council) and Infratil Infrastructure Property Limited (Infratil)
- ii. The development to be undertaken in accordance with the Panuku New Lynn Merchant Quarter sites C & D Design Brief dated February 2020
- iii. Remedial and preservation works to the heritage B Scheduled OAG's building that the OAG's façade (including not less than 2-metre return) is incorporated as part of the development
- iv. the provision of at least 150 residential units across the two sites

- v. completion of the projects within four years of settlement. November 2025 for site C and June 2027 for D
- vi. minimum of Homestar 6 accreditation for all residential units.

Whakarāpopototanga matua | Executive summary

2. In accordance with the Joint Venture Development Agreement signed on October 2010, council granted Infratil the option to purchase and develop the land.
3. Negotiations have spanned several years with numerous development proposals prepared and considered. Agreement has been reached with Infratil for the purchase of sites C & D (site plan in Attachment A), commercial terms have been agreed and the draft sale and development agreements prepared.
4. [REDACTED] The concept has been reviewed and endorsed by the Panuku Design team.
5. The concept will be reviewed by Panuku's Technical Advisory Group (TAG) before the resource consent is formally lodged to satisfy Panuku's essential outcomes brief.
6. [REDACTED] The purchase price aligns with the two independent market valuations prepared by Colliers and JLL. The valuations do not take into consideration the Panuku essential outcomes including the cost and requirement to retain and incorporate the OAG's façade into the redevelopment of the property.
7. [REDACTED]
8. A required outcome in the development agreement provides that the heritage B scheduled OAG's building is to be remediated and preserved in order that the façade may be incorporated into the redevelopment of site C. This follows extensive consultation with the community through the Whau Local Board. [REDACTED]



Horopaki | Context

- 14. Negotiations with Infracore have proceeded in accordance with the Joint Venture Development Agreement. Commercial terms have been agreed that enable the site to be developed as intended.
- 15. With the subdivision from the New Lynn Library completed, new titles have been issued for sites C & D. Thus, were ready and able to transact.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
28 October 2010	Joint Development Agreement	Agreement signed by Waitakere City Council and Infracore Infrastructure Property Limited. Providing the framework for the Development of Merchant Quarter in New Lynn
19 October 2012	Variation Agreement	Transferring the entity from Waitakere City Council to Auckland Council

21 December 2014	Finance and Performance Committee minute FIN/2014/79	Approving 10- 22 Totara Avenue (part site C) land for disposal
23 May 2017	Finance and Performance Committee minute FIN/2017/57	Approving 3 Memorial Drive (balance site C and D) land for disposal
7 February 2018	Project Initiation Plan	PCG approved the additional CAPEX to complete the disposal of sites C & D in accordance with the Joint Development Agreement
7 June 2018	Project Initiation Plan	Approved the preparation of a Project Business Case and additional OPEX funding that to explores scenarios for site C, including the heritage OAGs building, makes a case to proceed with the preferred option for consenting, subdivision, and release of the site. secure additional OPEX funding to cover propping of unsafe building and traffic management around same building.
16 August 2018	Low Complexity Business Case	Retain and incorporate the OAG's building, Complete Subdivision of site, Conclude negotiations with Infratil for the purchase of subject sites.

Matapaki | Discussion

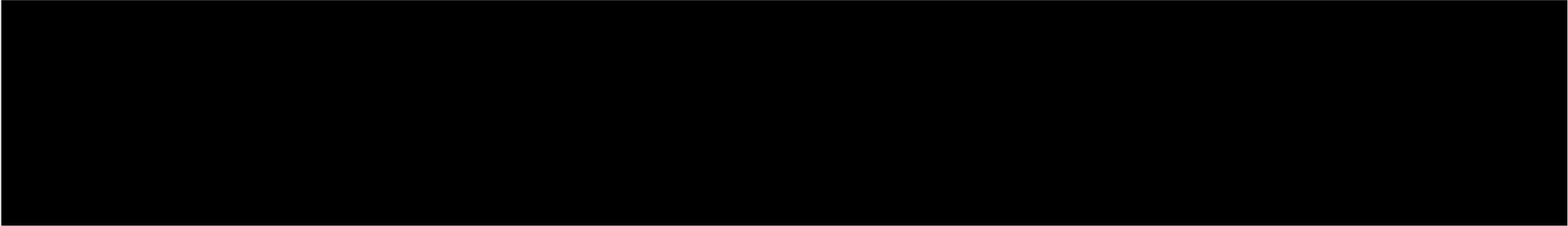
16. Auckland Council granted Infratil the option to purchase sites C & D as part of the Merchant Quarter Joint Development Agreement (JDA) dated 28 October 2010.
17. The development of sites A and B has been successfully completed by Infratil. The development included 133 residential units, a medical centre, 300 carparks and 15 retail units
18. The properties were approved for disposal by the Auckland Council Finance and Performance Committee in December 2014 and May 2017 respectively.

19. Panuku completed the subdivision under the Resource Management Act with certificates of title issued for sites C & D in May 2020.
20. Following protracted negotiations spanning several years, commercial terms have been agreed subject to respective board approvals.

- 
22. Given Covid-19 pandemic and the resulting changes in market conditions, it is likely land values will be one of the first asset classes to reduce in value.
 23. The development agreements have been prepared in conjunction with Infratil and certified by respective legal counsels.

- 
25. The Panuku Design team provided a concept design review in June 2020. The review confirmed the concept to be a well-considered design which meets the Panuku expected outcomes for the site. Under the terms of the development agreement, Panuku has the ability to review and approve the resource consent designs.
 26. The concept will be reviewed by Panuku's TAG (presentation scheduled for November 2020) prior to consent lodgement to satisfy our quality requirements.
 27. Through the consenting process this project will trigger the council's requirements for independent urban design panel review,   In line with the Alliance Framework refresh TAG is to be deployed as the independent panel through the consenting process to maintain consistency.
 28. The OAG's building is a category B listed heritage building located on the corner of Totara Ave and McCorquindale Lane (part site C). The building was subject to considerable storm damage in January 2018. Due to public health and safety requirements this has required propping and traffic management measures in place for the adjacent roads to remain open at a cost of \$9,500 per month.
 29. We have reviewed options on the OAG's with an independent consultant team ranging from demolition to a full restoration. We have consulted with council stakeholders including Heritage, Regulatory and the Whau Local Board. We have obtained feedback from the New Lynn Protection Society and the New Lynn Business Association.

30. The option to demolish the OAG's is assessed at \$400,000 (excluding consenting risk). Council's heritage team do not support demolition, preferring retention, restoration, and reuse. It therefore will be very difficult to obtain Resource Consent for this option.
31. The option of a full restoration of the OAG's to building code is assessed at \$3.6m.
32. The preferred option as identified in conjunction with the council stakeholders is for the OAG'S façade to be repaired and incorporated into the site C redevelopment. It is assessed to be at a cost in the order of \$1.4m subject to final design and obtaining clarification as to the works required to bring the structure up to building code. A business case approved in August 2018 supported this preferred option.
33. From the proceeds of sale \$1.4m will be retained by Panuku to cover the cost to retain and incorporate the OAG's building façade into the proposed development on site C. The agreement provides that Panuku will reimburse the developers reasonable costs incurred in carrying out the remedial works up to a maximum of \$1.4m (excluding GST). With costs paid against approved invoices certified by the independent Quantity Surveyor through out the development of stage 1 (site C).



Hīraunga | Implications

37. Release of sites C & D for redevelopment by Infracore supports the Panuku Business Strategy 2017-2020 through facilitating:
 - High quality urban redevelopment of a strategic brownfield location in selected town centres and transport nodes
 - Investment in these locations through collaboration with the private sector
 - An increase in housing supply
 - The improvement of employment and businesses

- Also support Panuku strategic outcomes, including creating value from assets and demonstrating business leadership
- Facilitating housing intensification next to the New Lynn train station.

Ngā ritenga ā-pūtea | Financial implications

38. The net proceeds of the sale will be directed back to the council.
39. The cost to repair, preserve and include the OAG'S façade in the development of the site is to be funded from the proceeds of the sale. The agreement includes a cap whereby the contribution will be no more than \$1.4m excluding GST. With costs paid against approved invoices certified by the independent Quantity Surveyor through out the development of stage 1 (site C).
40. Panuku is paying a monthly fee of \$9,500 + GST to prop up the OAG's building along with traffic management in place for the adjacent roads to remain open to a single lane of traffic. Upon settlement circa November 2021 the propping and traffic management will become the developer's responsibility.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

Tauākī whakaaweawe Māori | Māori impact

43. Mana whenua were advised of the exclusive negotiations with Infratil when the properties were cleared for disposal in May 2017.
44. The Essential Outcomes include a requirement whereby the Developer will need to apply Te Aranga Māori design principles as confirmed through an engagement process with Mana Whenua.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

45. Informal engagement with the local board took place in over three works shops in February and March 2017. The Whau Local Board resolved at its 22 March 2017 business meeting that it endorsed the proposed disposal of sites C & D, subject to the expectations that

Panuku ensure good urban design outcomes are achieved for the anticipated mixed use development, which compliments the wider urban regeneration in New Lynn.

46. Panuku have continued to inform Whau Local Board and Ward Councillors as to the progress with negotiations in accordance with the Joint Development Agreement following the formal clearance by the Finance and Performance Committee in May 2017.

Ngā whakaaweawe rauemi | Resourcing impacts

47. Works to complete the project will be funded from forecasted capital and operational expenditure within the Support Programme Business Case allocated for 2018/2021.
48. It is anticipated that a part time Development Manager will be required to support the Sale and Development agreement and monitoring process until December 2026.
49. Panuku Māori Outcomes team are to provide guidance to the Development Partner on the engagement process with Mana Whenua in design input.
50. The Concept Design is to be presented and reviewed by the Panuku TAG Panel to be co-ordinated by the Panuku Design and Place team. The Concept Designed endorsed by Design and Place is to be presented to TAG at the end of November 2020.
51. The Design and Place Team will be involved in reviewing the plans through the evolution of the design to confirm alignment with the Design Brief.
52. Panuku Asset Management will continue to manage the sites until settlement.

Tauākī whakaaweawe āhuarangi | Climate change impacts

53. Housing intensification in this location close to the New Lynn train and bus station will enable utilisation of the public transport system.
54. The homes are to be designed and developed to Homestar 6 Rating. Providing a mechanism to facilitate warmer and healthier homes. Under this rating system the contractor will be required to demonstrate they are monitoring their waste to see that materials are recycled. The development Partner is to be responsible for all costs related to the certification of both the design and built rating along with all related construction costs,

Ngā koringa ā-muri | Next steps

Ngā tāpirihanga | Attachments

Attachment 1 - Essential outcomes

Attachment 2 - Sites C & D: site plan

Attachment 3 - Concept plans and images for site C

Attachment 4 - Concept image of the OAG's building integrated into the development

Ngā kaihaina | Signatories

Marian Webb, GM Assets & Delivery

Allan Young, GM Development

David Rankin, Chief Executive (acting)

Attachment 1 – Essential outcomes

Development to proceed in accordance with the Guiding Principles as identified in the Joint Venture Development Agreement dated 28 October 2010. Where parties agreed to apply the following "Guiding Principles" when progressing with redevelopment.

- A high quality, sustainable and economically viable redevelopment of the New Lynn Town Centre
- Timely project delivery
- A mix of residential, commercial, and retail land uses within walking distance to the New Lynn town centre
- A pedestrian focused environment within the New Lynn town centre with the pedestrian linkages that are safe and well used
- A sustainable and safe transit interchange oriented within the town centre
- Efficient vehicular and public transport connectivity within the New Lynn town centre
- A cohesive network of public open spaces through the New Lynn town centre
- A unique sense of place and localised identity and community for New Lynn and
- Urban town Centre regeneration for New Lynn.

Development to provide a minimum of 150 Residential Homes.

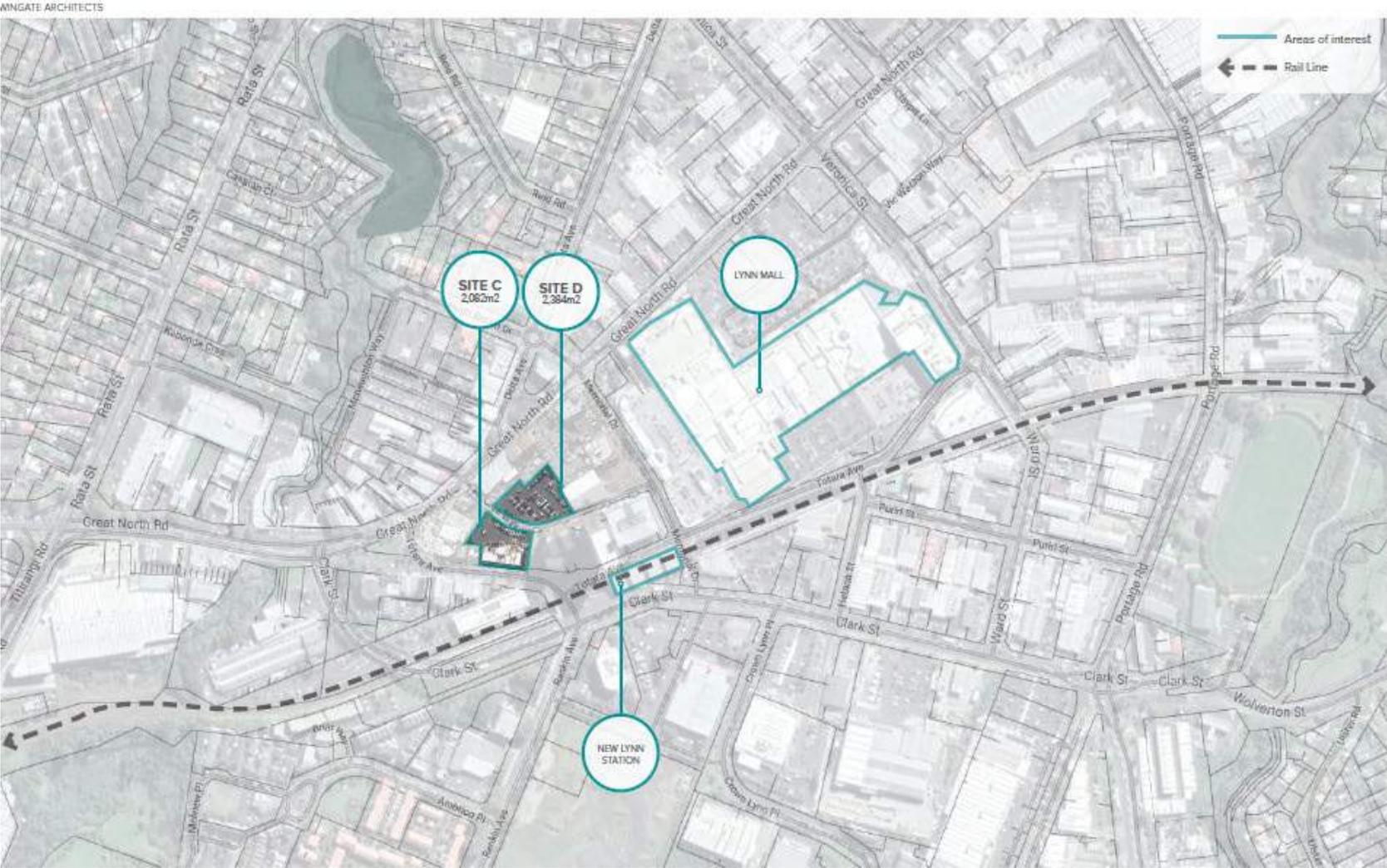
The Residential component of the Development must be designed, built, and certified at a minimum Homestar 6 Rating.

The Development is to be undertaken in accordance with the "Panuku New Lynn Merchant Quarter sites C & D Design Brief" dated February 2020 with consideration to the following.

- Development to follow a continuous building line to the back of the footpath
- Incorporate the OAG's building into the façade, the design must clearly show the OAG's building as a separate element
- Development to be of urban scale – minimum 4 storeys

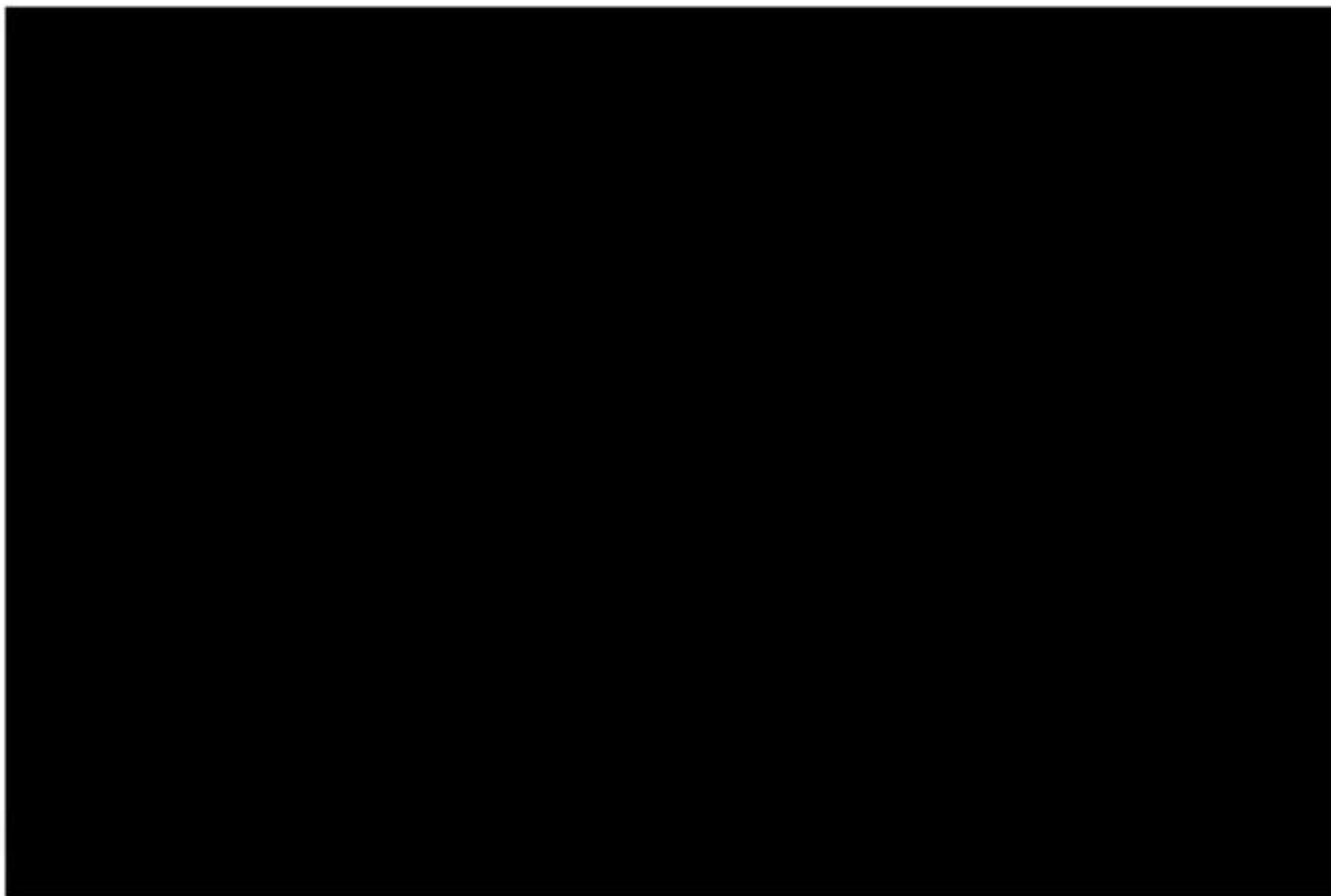
- Architectural design and façade materials to be of good quality – reflective of character adjoining buildings and New Lynn Urban Plan
- All buildings should have a defined entry with preference given to Totara Avenue if achievable
- Vehicle access /egress should be from McCrae way and carparking/servicing should be concealed from view
- Development will need to be CPTED compliant through independent review at developed design stage
- Development will need to incorporate Māori Design outcomes as confirmed through an engagement process with Mana Whenua
- “Remedial Works” include the remedial and preservation works in respect of the OAG’s façade required to the OAG’s building to retain and preserve the OAG’s façade (including a not less than 2 meter return) as a part of the Development
- Development of site C to be completed by December 2024 with site D to be completed by July 2026.

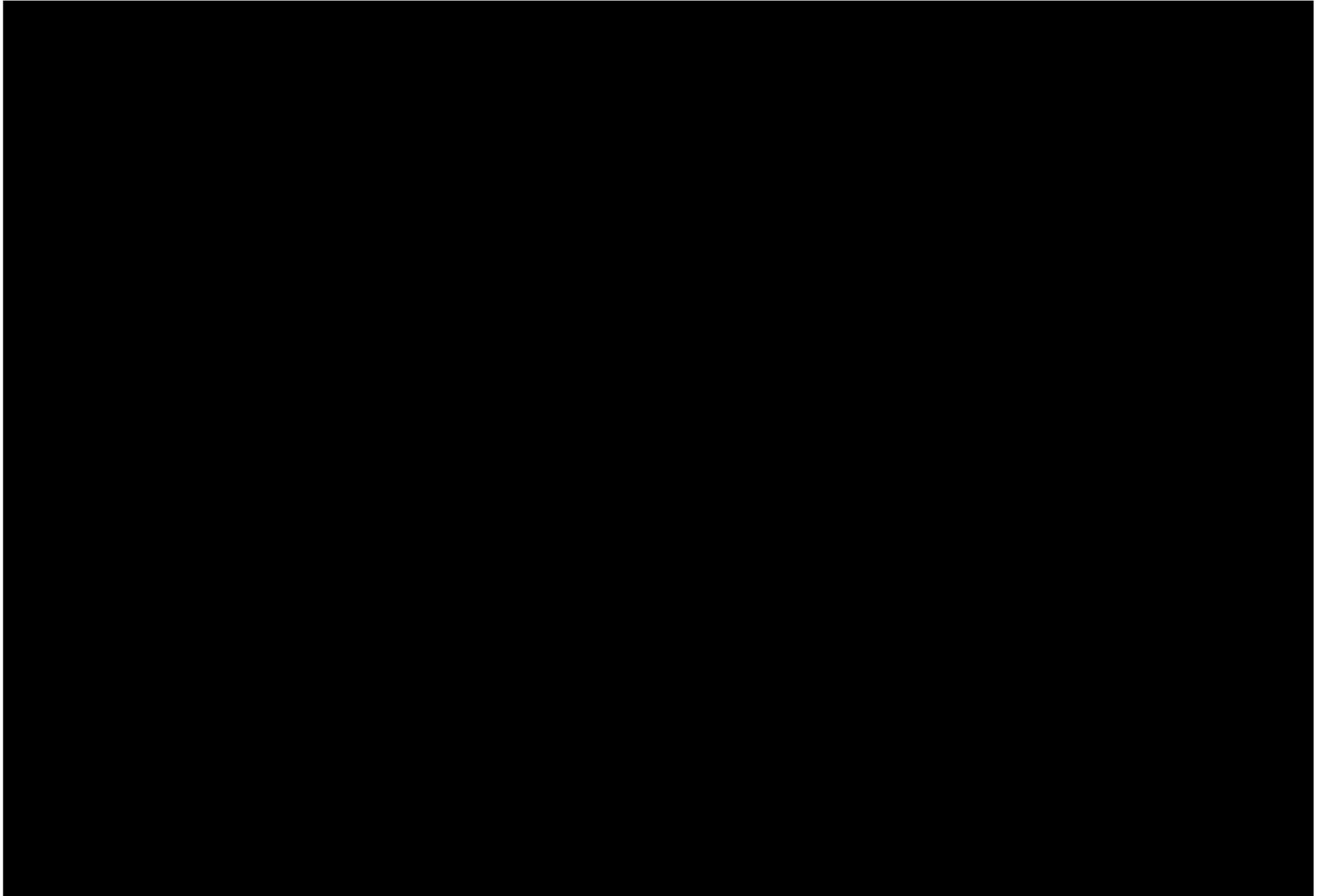
Attachment 2 – Sites C & D: site plan

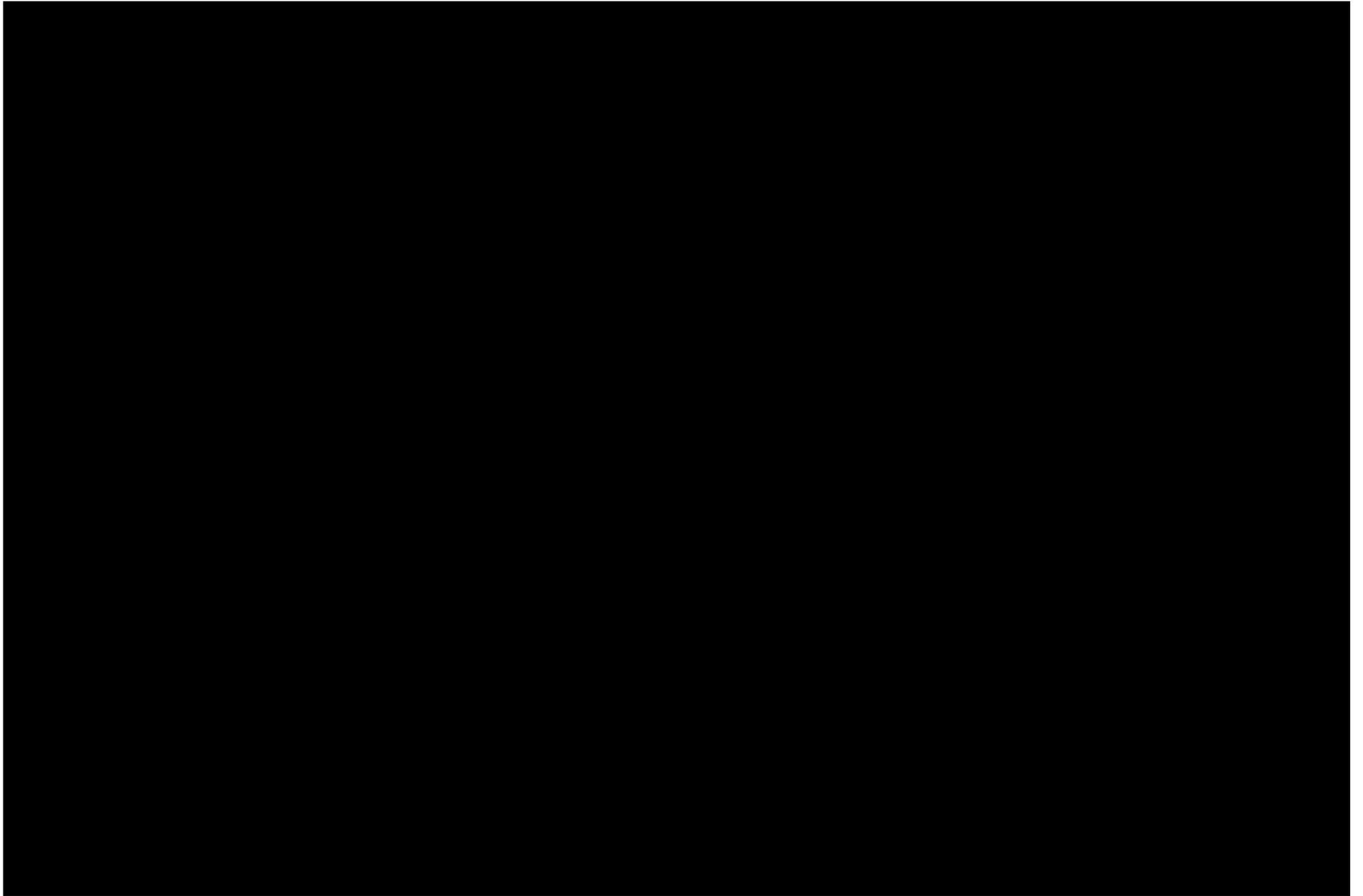


Attachment 3 – Concept plans and images for site C

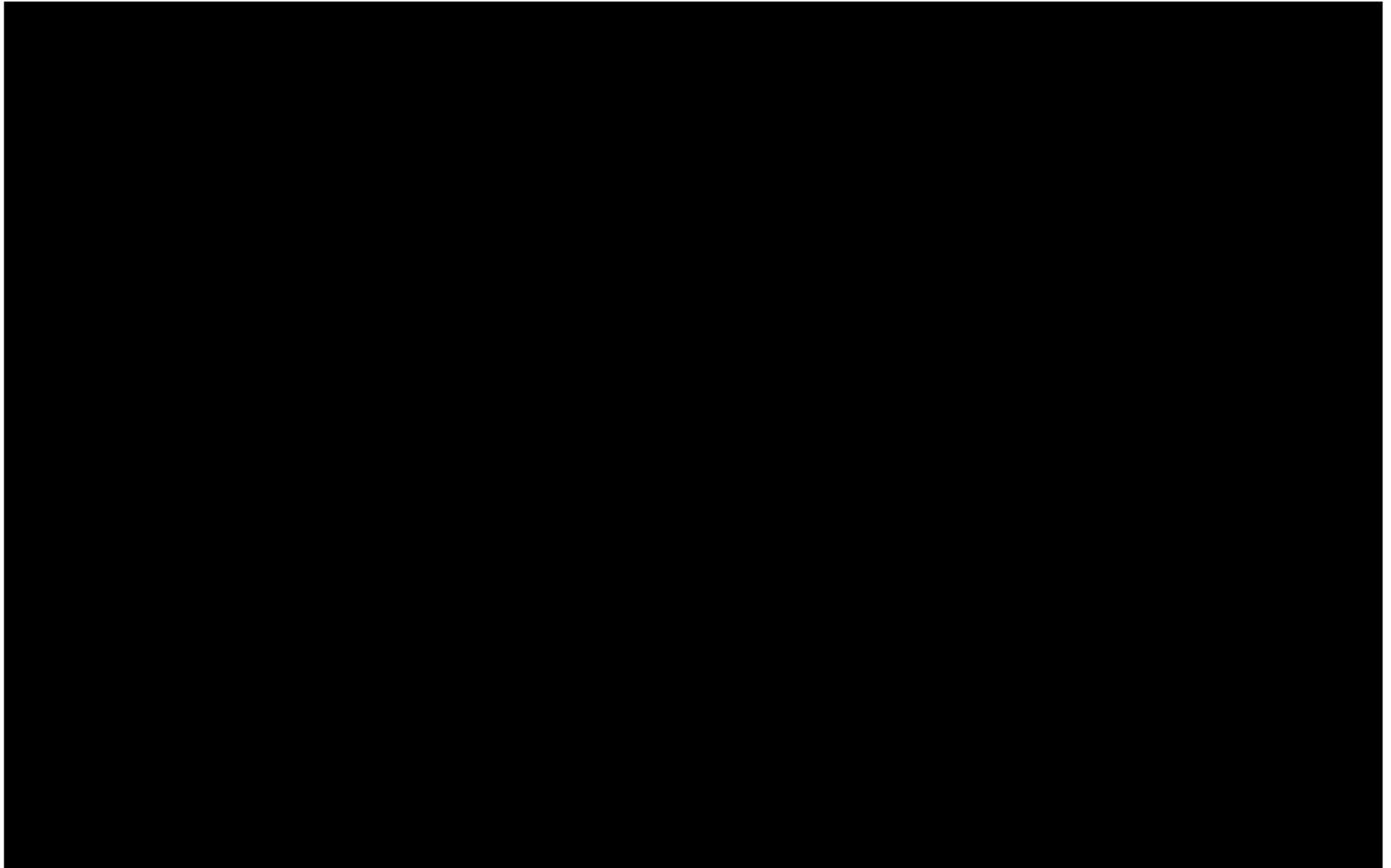








Attachment 4 - Concept image of the OAG's building integrated into the development



Decision paper: Supports 84-100 Morrin Rd, St Johns

Author: James Steele, Assistant Development Manager

October 2020

Ngā tūtohunga | Recommendations

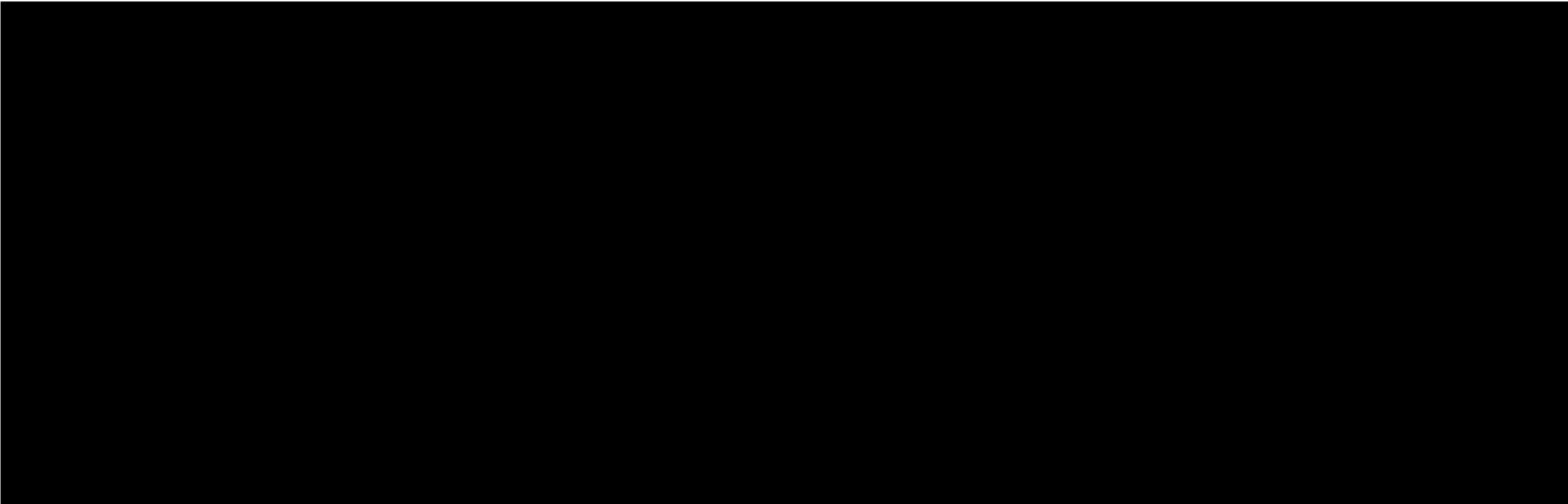
1. That the Panuku Board



- c. Delegate authority to the Chief Executive to select a preferred party and execute the required documentation to sell the site at or above market value to be determined by an independent registered valuation taking into account the outcomes that Panuku require as follows:
- A minimum of 90 dwellings
 - Homestar 6 star required minimum rating
 - Appropriate interpretation of the Essential Outcomes and Design Guidelines.

Whakarāpopototanga matua | Executive summary

2. The property is part of the Panuku Supports programme and comprises a 5.8Ha site of cultural significance which has been used in the past as a quarry and landfill.
3. The site was approved for sale by the Strategy and Finance Committee on 13 September 2013 (Resolution number SF/2013/102) to help offset the purchase cost of the adjoining Colin Maiden Park. The sale is subject to retention and redevelopment of Te Tauoma (Purchas Hill) as an area of public open space at a potential cost of \$1.35m to be funded from the sales proceeds.

- 
8. A scheme plan has been commissioned from Isthmus Architects based on the ground conditions which allows for a low-rise residential development. The design and subdivision boundaries also identify a portion of the development which may be suitable for a playground.
 9. Panuku essential outcomes and design guidelines included in the attachment. The essential outcomes require working with the typology of the site, providing passive surveillance of the reserve and internal roads, minimising the number of intersections with major roads, providing a minimum of 90 dwellings in a range of typologies to a minimum of 6 Homestar. The design will be reviewed through an internal Panuku process and by the Technical Advisory Group.



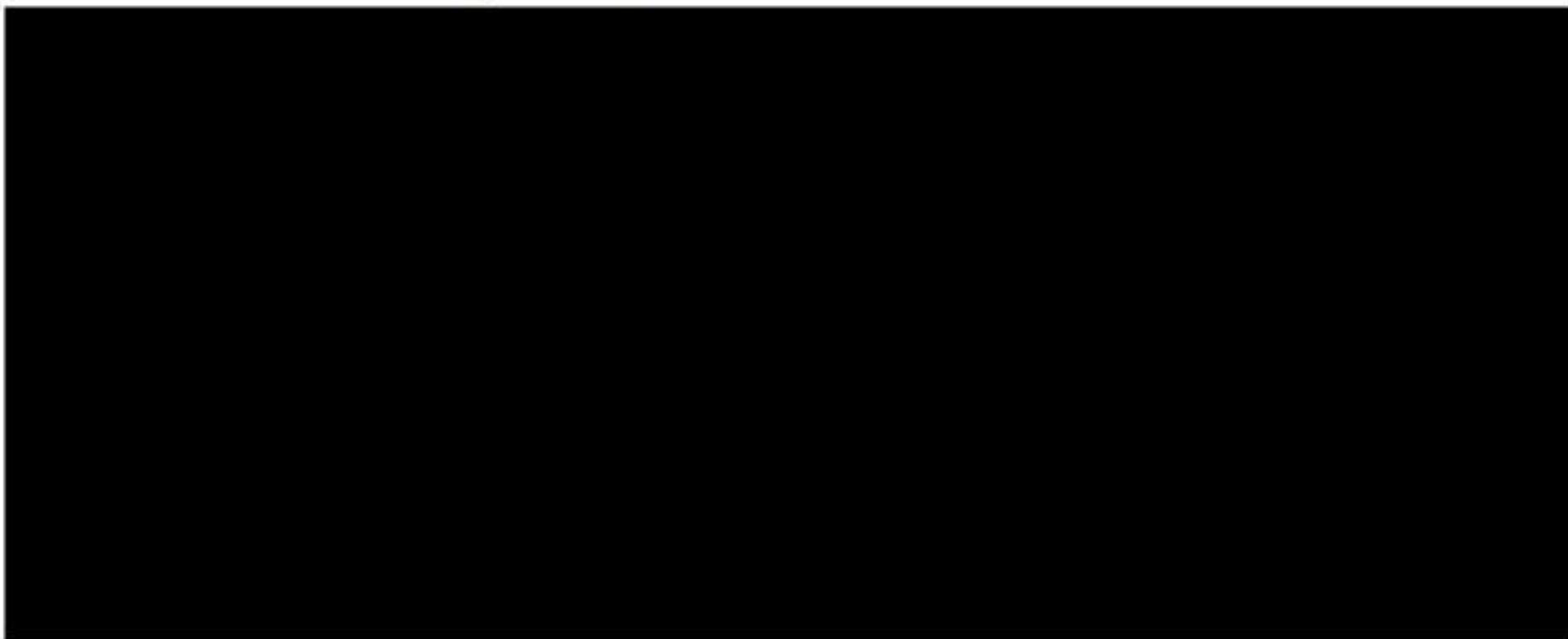
Horopaki | Context

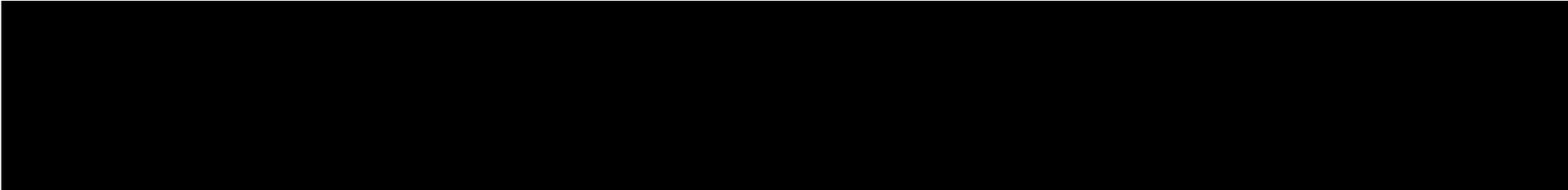
14. The site was approved for sale to help offset the purchase cost of the adjoining Colin Maiden Park. Subject to retention and redevelopment of Te Tauoma (Purchas Hill) as an area of public open space at a potential cost of \$1.35m to be funded from the sales proceeds.
15. Although the key objective of the sale is to maximise sale proceeds it will also contribute towards Panuku's cross cutting themes as follows:
 - a. Quality Urban Design and Development – Guided by the initial isthmus scheme and design guidelines
 - b. Sustainability and Climate Change -Through the adoption of Homestar 6 as a minimum requirement
 - c. Economic Outcomes - An increased permanent residential population
 - d. Māori outcomes - Engagement with Mana Whenua (Te Tauoma and potential commercial opportunity).

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
13/9/2013 Strategy and Finance Committee	Resolution number SF/2013/102	Approval to sell

Matapaki | Discussion

16. The Panuku Executive considered four options for the sale of the site:



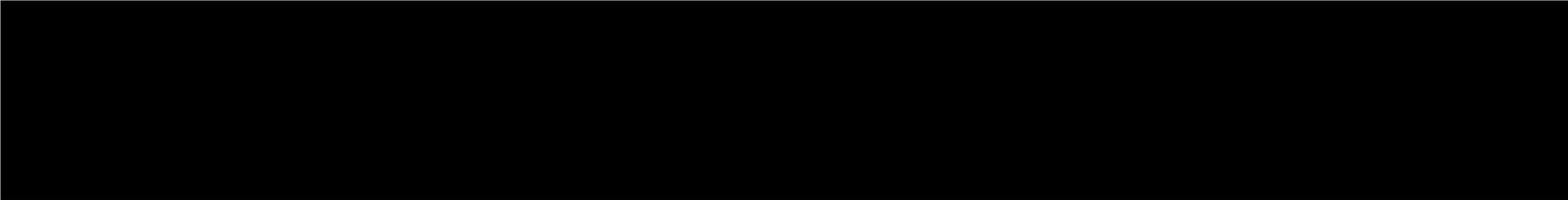


21. Given the Auckland Council requirement to use the sales proceeds to offset the purchase price of Colin Maiden Park the proposals will be evaluated based on the following weightings:

- Prequalification – Ability and capability to deliver (pass/fail)

Price, terms and conditions - 55%

Non – Price criteria 45%



10. The Essential Outcomes included in the Essential Outcomes and Design Guidelines attachment are summarised as follows:

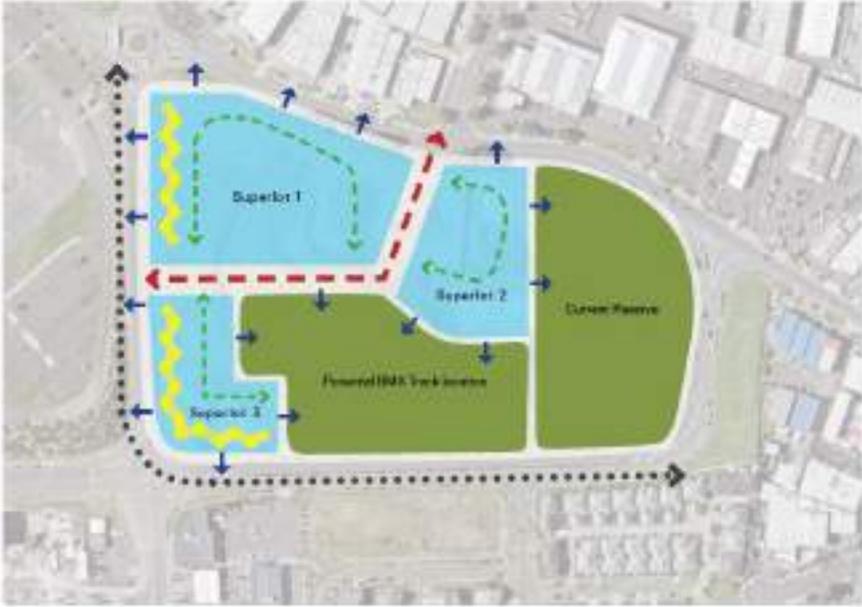
- Consider the unique conditions of the site in the design e.g. Topography, soil conditions, road frontage
- Create a logical, publicly accessible roading/lane layout which minimises cross-overs onto the adjoining streets
- Provide active and safe street edges and overlook the reserve
- Provide a balanced mix of tenure, and appropriate density with a minimum of 90 houses
- High quality landscape, architecture and built form.
- Be environmentally responsible ensuring a minimum 6 Homestar rating

- Proposals must be submitted to Panuku for review.

22. The Essential Outcomes and Design Guidelines have been adapted from the Isthmus concept to aid the developer and their architect in their proposed scheme. The isthmus concept and the indicative design guidelines diagram are outlined below.



Isthmus Design



Design Guidelines diagram

Hīraunga | Implications

Ngā ritenga ā-pūtea | Financial implications

24. Costs of sale will be covered by the sale proceeds and ongoing management of the development agreement an OPEX expense for Panuku.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

Tauākī whakaaweawe Māori | Māori impact

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

30. The local board has been engaged through the process and provided input into the creation of separate titles for the Open Space portion of the site.
31. In alignment with the original resolution approving the sale of the site the Auckland Council Parks, Sports and Recreation team will receive funding for the Open Space portion of the site.

Ngā whakaaweawe rauemi | Resourcing impacts

32. The project will be resourced by a development manager and a designer through the sales process and the development agreement period, thereby ensuring benefits realisation.

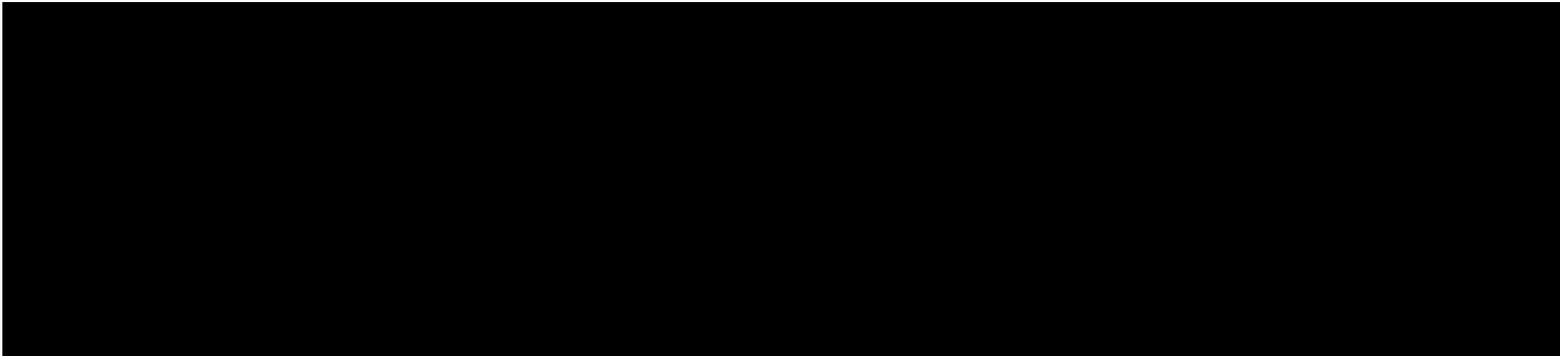
Tauākī whakaaweawe āhuarangi | Climate change impacts

33. The location of the site within an existing suburban centre close to existing infrastructure including train and bus routes supports sustainable outcomes.

34. Panuku's climate objectives are supported by the requirement for the developer to adopt Homestar, with a minimum of 6-star rating required.

Ngā koringa ā-muri | Next steps

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



36. The above timelines for the sale of the site are subject to there being no change in the current level of interest.

October 2020

Ngā tāpirihanga | Attachments

1 Isthmus Design

2 Essential Outcomes and Design Guidelines (resource centre)

3 Property profile (resource centre)

Ngā kaihaina | Signatories

Marian Webb, GM Assets & Delivery

Allan Young, GM Development

David Rankin, Chief Executive (acting)

Information paper: Grants and donations results for first quarter to 30 September 2020

Document author: Maxine Waugh, Manager Business Systems & Processes

October 2020

Whakarāpopototanga matua | Executive summary

1. Grants and donations are reported quarterly to the Panuku Board, as specified in the Grants and Donations Policy. This information paper represents the actual results against plan for the first quarter ended 30 September 2020.
2. Panuku provides grants and donations to support a diverse range of activities and organisations, which contribute to the delivery of the strategic objectives of the executive leadership team (ELT) and the board. These are either as a cash donation, i.e. a monetary contribution in support of an organisation or activity; or in-kind support where Panuku provides the use of its managed-assets and/or services for less than the usual fee charged.
3. The board approved the 2020/2021 plan for grants and donations on 21 August 2020.
4. A summary of the first quarter results is provided in the discussion section below.

Matapaki | Discussion

5. Results for the three months, 1 July 2020 to 30 September 2020, are provided in the summary table below.

Location/activity/type	ACTUAL	PLAN	Variance to plan
\$000s	3 months to	3 months to	

	30 Sep 2020	30 Sep 2020	
Cash	5.0	0	(5.0)
Marinas	34.0	39.0	5.0
Commercial property and car parks	52.9	52.9	-
TOTAL	91.9	91.9	-

6. Variances between actual results and plan for the nine months are as follows:

- Cash donations includes \$5k support to the Property Council New Zealand for its diversity and inclusion initiatives 2020. This was approved by ELT in December 2019, however the invoice was not received until this financial year, too late to accrue into the 2019/2020 accounts. This item was not included in the 2020/2021 plan.
- The Marinas plan includes an additional \$5k for unidentified grant requests during the year, noting that under the Board Delegated Authority Policy the Chief Executive has authority to grant up to \$5,000 per item on an adhoc basis. No additional grants have been identified this quarter.

Ngā tāpirihanga | Attachments

