

# AVONDALE

Town centre regeneration

High Level Project Plan – November 2017





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& FRESH FRUIT & VEGE

Welcome to...

AVONDALE



1.0

# INTRODUCTION

# 1.0 INTRODUCTION

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**Auckland has a major opportunity to revitalise and intensify the suburb of Avondale, and this plan seeks to enable that regeneration.**

Unlocking Avondale will be driven by a focus on the town centre and on working with developers to build quality residential neighbourhoods. For the people of Avondale, it means they will also be able to enjoy new open spaces and purpose-built community facilities.

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.

As the city's regeneration agency, Panuku Development Auckland (Panuku) will play a lead role in the regeneration 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.

Panuku will work with the council to relocate and update community facilities and improve public spaces and connections. Working with the community, our placemaking 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.

We will create an environment that encourages and supports others to achieve great outcomes. This includes supporting Housing New Zealand (HNZ) to redevelop poor-quality social housing stock and carefully integrate new social housing into the wider development.

This High Level Project Plan (HLPP) enables Panuku's mandate to lead positive change and identifies opportunities to provide urban renewal through key strategic moves to unlock Avondale's considerable potential.



10KM

5KM

WAITEMATĀ  
HARBOUR

CITY  
CENTRE

AVONDALE

NEW  
LYNN

MANUKAU  
HARBOUR

## 1.1 MIHI

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

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

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

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

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

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

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

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

# 1.2 SHAPING SPACES FOR AUCKLANDERS TO LOVE

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

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

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

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

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



### TRANSFORM

**Creating change through urban renewal.**

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

**E.g. Wynyard Quarter**



### UNLOCK

**Unlocking development potential for others.**

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

**E.g. Old Papatoetoe**



### SUPPORT

**Making the most of what we've got.**

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

**E.g. Link Crescent, Whangaparaoa**

## 1.3 PANUKU – WHO WE ARE

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**Panuku Development Auckland is a council-controlled organisation (CCO) of Auckland Council that helps to rejuvenate parts of our city.**

We manage about \$2 billion in land and buildings the council owns. We continuously review this portfolio to find smart ways to generate income for the region, grow the portfolio or release land or properties that others can use better.

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

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

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

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### LIKE THE NAME SAYS

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

Panuku is an abbreviated form of the whakataukī, or proverbial saying, Eke Panuku, Eke Tangaroa!

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

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

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## 1.4 WHY AVONDALE?

### Avondale was chosen as an Unlock location for the following reasons.

- Its proximity to the city centre and key employment areas.
- There are a number of large-scale development opportunities within and adjoining the town centre.
- The town centre is strategically located, with good infrastructure, services, facilities and access to public transport. In particular, a train station serves the centre, providing convenient access to the city's rail network. The City Rail Link will bring Avondale 10 minutes closer to the Central Business District (CBD). In addition, the New Bus Network provides frequent buses through Avondale including a double-decker service on Route 18.
- There is an immediate need to upgrade the community centre, and the library is likely to require expansion to accommodate future growth.
- Its market attractiveness for residential development is growing, with market demand for different housing types including terraces and apartments.
- There is a high level of political and community support.

The council, through its development partners, has a track record of enabling quality development in Avondale. This includes the construction of 72 apartments at 24-26 Racecourse Parade (including seven affordable houses), 33 homes at 1 Trent Street (including 22 affordable homes) and a proposed HNZ development at 96 St Georges Road to build 102 homes. To have a real and lasting strategic impact, the scale of development will need to be significantly increased.







2.0

## PURPOSE OF THIS PLAN

## 2.0 PURPOSE OF THIS PLAN

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**The HLPP is the central project initiation document used to detail key strategic moves and seek approval for consequential initiatives and projects in Avondale.**

The HLPP was endorsed by the Whau Local Board in September 2017 and Auckland Council's Planning Committee and Finance and Performance Committee in November 2017.

The HLPP provides a brief summary and assessment of the proposed projects, and aims to:

- outline the context including the strategic rationale for decision-making and information about any existing statutory or non-statutory plans that inform the proposal, known market opportunities, statutory issues and stakeholder requirements
- describe the proposed projects including the specific properties involved and any anticipated high-level outcomes or benefits
- identify key decisions required by the council to enable Panuku to proceed to the project execution phase
- secure approval to undertake further planning and prepare future business cases.







3.0

**VISION**

## 3.0 VISION

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This plan builds on significant work already completed including the Whau Local Board Plan and the Avondale Action Plan.

The HLPP outlines the vision of Panuku to 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.





64% SAY  
HOOPS NEED  
AN UPGRADE

WHAT  
PEOPLE LIKE  
GOOD SCHOOLS  
friendly people  
CLOSE TO CHURCH  
grass roots  
young families  
MIX OF PEOPLE

PEOPLE WANT  
playgrounds  
PLAY PARKS

SEPARATE CYCLE  
PATHS WOULD  
MAKE IT EASIER  
TO BIKE AROUND



	Destination	Scheduled	Due
13:33:34	Britomart/N	13:34	
	Britomart/N	13:54	20
1	Britomart/N	14:14	

ATM-Passage, N-Nonstop, L=Leased Stop, C=Canceled, \*Arrival Due/Departing

1

Towards Britomart

- Avondale
- Mt Albert
- Baldwin Ave
- Morningside
- Kingsland
- Mt Eden
- Grafton
- Newmarket
- Parnell
- Britomart

AT Metro

Metro

Tickets and AT HOP Top-

Bus and Train Fare Zones



AT Metro

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**CONTEXT**

## 4.1 BACKGROUND

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**Avondale is a traditional town centre that evolved as an industrial and market garden suburb, drawing on the resources of its clay soils and the proximity of the Whau River. It is now much more suburban in character and function.**

Avondale is one of 10 Spatial Priority Areas identified in the Auckland Plan. It will contribute to the plan's Strategic Directive 10 by increasing the number of dwellings and creating a well-connected and quality town centre in which local businesses and residents take pride.

The Avondale Racecourse is adjacent to the town centre. It provides an attractive outlook and contributes to the character of the area through its racing activities and the popular Sunday markets. The racecourse also represents a potential future opportunity to significantly contribute to housing supply in Auckland.

The Unlock project is taking a wider focus than simply Avondale. We particularly note the proximity of the Avondale town centre to the New Lynn metropolitan centre and have incorporated this into the strategic thinking for these areas. An appropriate balancing of the roles of both centres will be critical to the success of the wider Whau area.

## 4.2 MANA WHENUA

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**Mana whenua play an integral cultural, social and economic role in unlocking the potential of Avondale. Engagement with mana whenua has contributed to defining the overall goals of the project.**

Mana whenua have a strong cultural footprint in Avondale and seek to build on this association through involvement in development which recognises their values and narratives for the area.

Increasingly, as Te Tiriti o Waitangi/the Treaty of Waitangi settlements are reached, mana whenua are leaders in revitalisation through cultural and commercial redress. It is important that the decision-making process does not prohibit opportunities for mana whenua contribution within the market. Opportunities may extend to joint ventures, land purchase and development.

### MANA WHENUA IWI AND HAPŪ

The 12 Tāmaki Makaurau mana whenua iwi and hapū listed below have indicated interest in the broader Avondale area. Panuku will endeavour to work in partnership with these iwi/hapū towards best care for land, water and people throughout planning and implementation of land development in Avondale.

- Ngāi Tai ki Tāmaki
- Ngāti Maru
- Ngāti Paoa
- Ngāti Tamaoho
- Ngāti Tamaterā
- Ngāti te Ata
- Ngaati Whanaunga
- Te Akitai Waiohū
- Te Kawerau ā Maki
- Ngāti Rehua
- Waikato-Tainui
- Te Ahiwaru

## 4.3 CULTURAL NARRATIVE

### **Mana whenua engagement on Unlock Avondale has resulted in the articulation of a cultural narrative specific to the area. This narrative provides a high-level touchpoint on the association of mana whenua with Avondale and the wider surrounding area.**

The foundation for Māori who lived and learned within the environment they inhabited was ingrained through Te Ao Māori (the Māori world view) and understanding the interconnectedness of the physical and spiritual through mātauranga Māori (Māori knowledge), te reo Māori (Māori language) and whakapapa (ancestral lineage). This underpins the mana whenua cultural journey for Avondale which began centuries ago as part of a much broader cultural landscape.

Mana whenua acknowledge Te Awa Whau (the Whau River) as a significant feature in the wider Avondale area. The streams of Wai Tahurangi, Te Kotuitanga, Rewarewa, Taroa and Wairau provided valuable connections and resources for the nearby pā and kāinga of Te Whau, Motu Karaka, Motu Manawa, Owairaka, Tauparepare and Puketāpapa. The streams converge into the tidal estuary and continue their journey to the once pristine waters of the Waitematā.

The Whau River was named after the whau tree, a valued resource that once grew in abundance along the riverbanks. It was well

travelled by mana whenua with Te Tōangawaka (the Whau Portage) providing a vital connection between the east coast harbour of Waitematā and the west coast harbour of Manukau. Waka were carried overland between the upper reaches of the Waitahurangi and Karaka (Green Bay). Karaka takes its name from the once prolific karaka groves which were harvested in autumn.

Kāinga along the Whau River were reflective of seasonal gathering, and occupation was dependent on the maramataka, dictating the time of year different resources were harvested. Māra kai/ mahinga kai flourished along the river, with the fertile soils of the peninsula providing ideal growing conditions. Today, midden and archaeological features serve as remnants of the long history of settlement in the area by mana whenua.

The intertidal flats of the Waitematā and Manukau were the feeding grounds for several species of coastal birds. A favourite was the kuaka (godwit) which were caught for eating during the autumn months of March and April. Stories tell of nooses made from the leaves of the tī kōuka/ tī rākau (cabbage tree) being strung across the feeding grounds of the Whau and at night torches were lit to drive the kuaka into the nooses. Others tell of long poles being used to strike the birds as they flew by.

Kai moana including kanae (mullet) and tuna (eels) were caught in the estuaries, and huangi/ tuangi (cockles), pipi, tipa/ tupa (scallops) and tio (oysters) were gathered along the coast. The neighbouring forest was rich with resources, providing valuable food sources and timber for waka.

Living in this landscape breathed life into mana whenua values based on tikanga; whanaungatanga; kaitiakitanga; mātauranga; manaakitanga, and many more. The cultural narrative serves as an introductory expression of these values, and importantly recognises their continued relevance as we move forward with Unlock Avondale.

It is envisaged that the cultural narrative provides context for ongoing discussion with mana whenua as part of future implementation and in particular through;

- the expression of mana whenua cultural associations
- pursuing development consistent with Te Aranga design, in conjunction with mana whenua principles and guidance
- favouring a people-centred environment that supports community building and an awareness and respect for the natural environment
- improved stormwater management as an integral and visible part of the projects.

## 4.4 PROJECT AREA

The geographical scope of the project covers the central Avondale area, more specifically:

- the primary retail area of Great North Road and the commercial area to the east between the retail strip and Avondale Train Station
- the Avondale Central block, which contains Central Reserve, HNZ-owned land on Racecourse Parade and other key development sites
- the Highbury Triangle block, which is bordered by Rosebank Road, Ash Street and Great North Road, and contains the library and community centre, HNZ land and a vacant council-owned residential site
- the Avondale Racecourse.

The full project area covers 68 hectares. The council has a number of landholdings around the town centre as shown on the following image. The yellow shading indicates properties owned by the council, while the green shading shows council parks and reserves. The dark pink areas are large development sites owned by HNZ and the orange identifies important development sites currently in private ownership.





## 4.5 PLANNING

**A number of statutory and non-statutory plans and policies have considered the strategic role and structure of Avondale. These plans reflect a broad understanding of Avondale as a town centre with significant potential for growth.**

Auckland's more recent planning vision and regimes reinforce this direction for Avondale, with proposed zoning that supports growth and intensification of the centre. Detailed planning began in 2007 through the Avondale Opportunities Study, which resulted in the Avondale Town Centre Plan in 2012 and Action Plan in 2013, both of which advocate relocating civic uses to the core of the town centre. This HLPP seeks to implement this previous work.

The Auckland Unitary Plan confirms a strategic direction to enable intensification of the wider project area. The zoning provides for a town centre zone with a 27m height limit surrounded by mixed uses and a terrace housing and apartment buildings zone (THAB). Specific precinct provisions apply to the Racecourse Parade block and the Avondale Racecourse. Primarily these controls are aimed at limiting opportunities for large-scale retail activities, which are seen as being a negative outcome for the area.

### Enabling provisions

Auckland Plan	Avondale identified as a town centre and an area of moderate change
Unitary Plan	Zoned Town Centre with 27m height limit through the Height Variation Control, surrounded by mixed use and THAB zoning
Local Board Plan	Supports intensification and building a new library and community centre.
Community Facilities Network Plan	Supports investment in replacing the community centre recognising the need for aquatic and leisure facilities
Long Term Plan 2015-2025	\$5m budgeted for replacing the community centre within 2016-2018

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

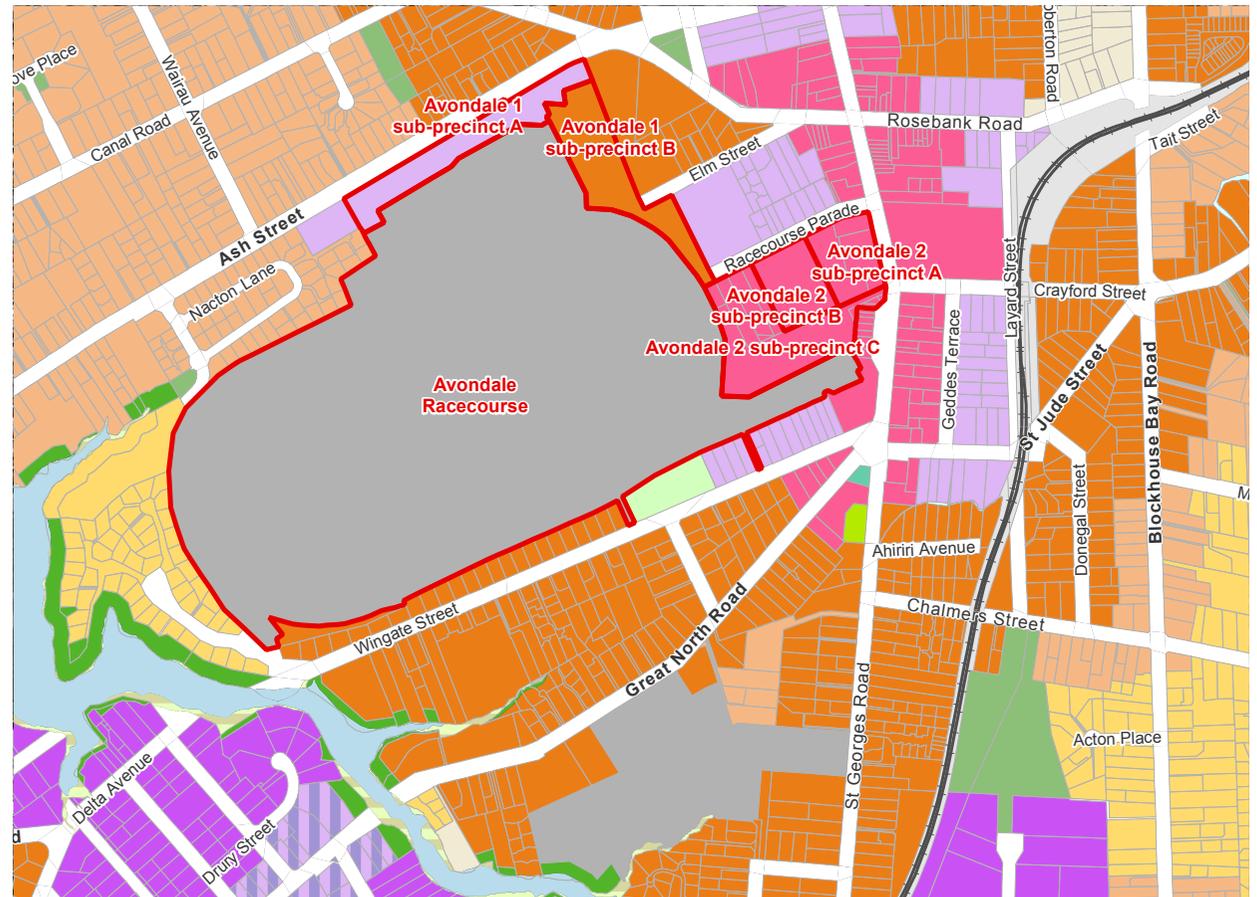
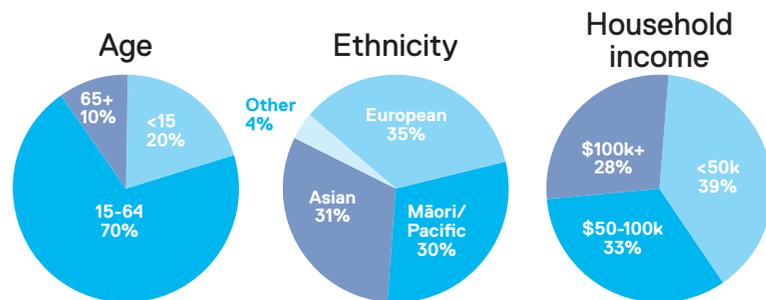


Figure 2: Unitary Plan zoning

## 4.6 CULTURAL AND SOCIAL

The distribution of age and ethnicity in the project area has remained stable since 2001. Ongoing gentrification has resulted in the number of middle to high-income households growing and the manufacturing workers living in the area slowly being replaced by professionals working in the CBD. Low-income households generally concentrate in the west and south where HNZ's landholding is large.



Source Census 2013



## 4.7 MARKET DYNAMICS

### Avondale has been identified as an area of increasing market attractiveness and growth.

House median prices are on par with the Auckland average, driven by growing speculation in the larger section market. Despite the presence of a high employment base (Rosebank), only a small percentage of residents work there, with most working in the city centre. The average tenure of residence in the wider catchment is relatively high, being more than seven years.

There were 12 designated Special Housing Areas (SHAs) with capacity of around 700 units, however most of these have not been completed. Developments active in the area include the Waterview Cluster SHA by HNZ, which will create 126 social housing units; Racecourse Parade SHA or Set by Ockham, creating three mid-rise buildings with 72 apartments; and a building underway at 1904 Great North Road with a retail unit on the ground floor and 27 apartments above, by Sympatico. These are expected to be completed in early 2018.

A proposed apartment development on former Avondale Returned Services' Association land on the corner of Rosebank Road and Layard Street (Flo apartments) consisting of 91 units was cancelled with rising construction costs and funding difficulty cited as the reasons for the developer not pursuing this development.

#### Housing market growth indicators (Stats NZ data unless otherwise stated)

Housing stock/growth	101,146 (2013) / 13,240 (2043)
First home buyers affordability index	43.4 – 54.6% of net income
Home ownership	57% (2001) 42% (2013)
Tenure of residence	7.4 years
House median price	\$865k – 1.09m (QV 07/2016)
Apartment median price	\$351,250 (QV 07/2016)
Median market rent	\$495-\$520pw (QV 06/2016)



## 4.8 COMMERCIAL

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**The centre has a main street with a retail and office strip of 104 businesses catering mainly to local multi-ethnic needs.**

Except for a new convenience centre, much of the stock was built before 1970 and is in poor condition. It consists of small tenancies (in terms of metres squared) with most businesses having standard operating hours with limited night time activity. There is no clear economic linkage between the main street and the Avondale Sunday Markets, an established multicultural market attracting 20,000 Aucklanders each week. Retail growth is constrained by Avondale's close proximity to New Lynn retail and the city centre.

## 4.9 HOUSING DEMAND

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**The under supply of housing is a key strategic issue for Auckland and has been the subject of much political and planning focus.**

Panuku seeks to provide leadership by strategically enabling housing development, particularly in areas where existing infrastructure is available and where additional residents are likely to have positive impacts on town centre vitality. Avondale is seen as a prime opportunity to realise this strategic objective.

Through the development of council owned sites Panuku has the opportunity to enable a range of housing types and better align housing delivery with housing need. This includes providing for a range of dwelling sizes including dwellings that are attractive for families with children.

There are a number of large development ready sites in Avondale that are not owned by Council. By working closely with landowners Panuku will seek to achieve a co-ordinated approach to development as well as advocating and supporting quality housing supply at speed and scale.

## 4.10 TRANSPORT

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Avondale has excellent public transport links, with the Avondale Train Station providing convenient access to the rail network including the Auckland CBD.

Journey time to the CBD by train at peak is currently 30 minutes – this will be reduced to 20 minutes when the CRL is completed.

Avondale is well served by bus, with the New Bus Network upgrading services. There has been significant investment in new cycle infrastructure in the area including the Waterview Shared Path which is accessible from Trent St and provides safe and convenient cycle access to a number of destinations, including the CBD.

The New Lynn to Avondale shared path will link the Avondale and New Lynn train stations to the Waterview Shared Path. The Te Whau Pathway is also under construction creating a high quality cycling network. Avondale also has good access to both State Highway 16 and State Highway 20.

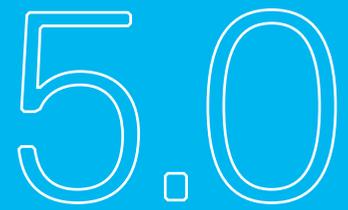
## 4.11 INFRASTRUCTURE CAPACITY

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The council has assessed the infrastructure capacity of Avondale, with key points as follows:

- **Water supply** – no major constraints identified
- **Wastewater** – some wastewater constraints in the area and some upgrades likely to be required
- **Stormwater** – availability and capacity considered to be fair, although some infrastructure in poor condition
- **Education** – considered that most of the growth projected for the Avondale area could be accommodated through increasing capacity at existing schools
- **Open space** – a shortfall in open space provision
- **General traffic capacity** – the road network is under some pressure and road capacity is a constraint



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## PRINCIPLES

## 5.1 OUR COMMITMENT

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Panuku has committed, through its key strategic and policy documents, to a particular way of doing business.

These documents, which can be accessed separately include the:

- Statement of Intent and Business Plan
- Corporate Responsibility Framework
- Māori Engagement Framework, Māori Commercial Relationships Action Plan, Māori Responsiveness Action Plan, Mana Whenua Values and Principles for Panuku Projects, Panuku Mana Whenua Roles and Decision Making Process, Panuku and Mana Whenua Project Charter for Unlock Avondale.



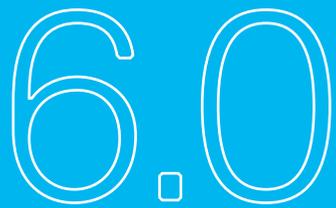
## 5.2 PANUKU PROJECT PRINCIPLES

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These are the principles that guide Panuku projects.

- **Demonstrate leadership** – act as a catalyst for urban development and provide for additional density in strategic locations. Make decisions based on robust evidence about the costs and benefits associated with delivering strategic outcomes across development projects.
- **Strategically create value from assets** – manage assets to attract private investment, optimise returns from development and disposals and make strategic acquisitions to assist outcomes.
- **Work with mana whenua** – partner collaboratively with iwi to achieve shared outcomes and enable mana whenua to exercise kaitiakitanga and manaakitanga.
- **Provide for housing** – identify sites and providers that can contribute to housing affordability through a range of housing products, and accessible housing for a diverse population.
- **Integrate sustainability** – deliver projects that can actively respond to climate change, improve environmental quality and design and deliver infrastructure to support long-lasting behaviour change.
- **Deliver quality place-led design** – deliver high-quality design, and inclusive and accessible outcomes for public-realm and commercial projects.
- **Undertake place-led engagement** – provide a tailored approach in each community to best harness the local identity, attributes and aspirations within development areas.
- **Support local economic development** – work with other agencies and the community to ensure that the redevelopment of an area contributes to local prosperity and stimulates innovation.



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## OPPORTUNITIES

# 6 OPPORTUNITIES

Avondale was chosen as an Unlock project due to its suitability for intensification and the potential benefits of urban development. There is an opportunity to transform Avondale into a town that residents, visitors and businesses take pride in and also contributes to a growing and prosperous Auckland.

Along with its strategic town centre location within Auckland, Avondale has a high level of support from the Whau Local Board for regeneration, zoning that enables growth and a community with readiness for change. Many other key stakeholders are also looking at development at scale within the town centre including HNZ, which is a major landowner in the area.

Panuku has recently acquired the Avondale Central site located at 4-8 Racecourse Parade and 1909-1949 Great North Road to support the regeneration of the centre. This site has an area of 7440m<sup>2</sup> and has been vacant since the late 1990s. It was purchased due to its strategic location in the centre of Avondale and adjoining public open space.

The following opportunities have been identified for driving regeneration in Avondale.

- 1 Avondale Central**  
Enabling quality mixed use development on the Avondale Central site.
- 2 Community facility**  
The replacement and possible relocation of the community facility and library.
- 3 Connections**  
Improving physical connections between the town centre and activity hubs including the Avondale Train Station.
- 4 Development**  
Using the development of sites around the town centre to create new transport links and improve the local road network and improve connectivity.
- 5 Open space**  
Improving the quality and quantity of council-owned open space.

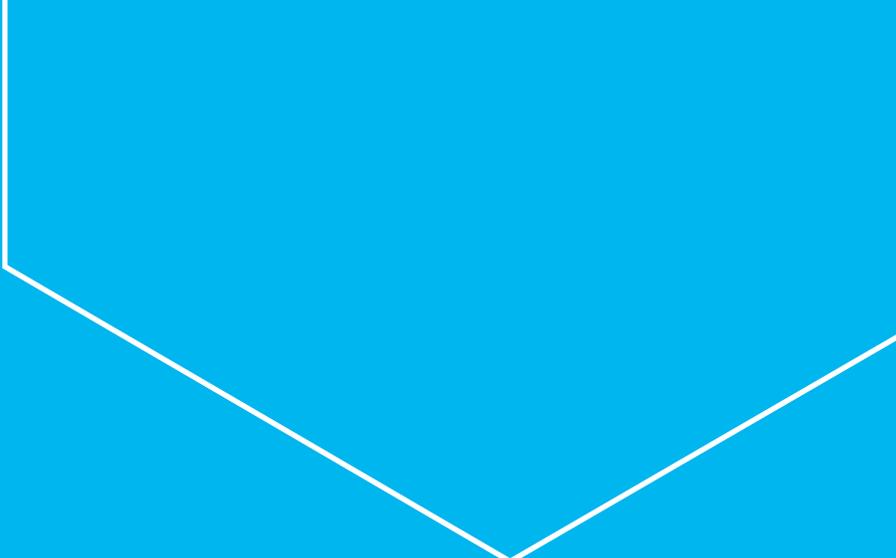


Figure 3:  
Key opportunities

# AVONDALE TOWN CENTRE







7.0

**STRATEGIC MOVES**

## 7.0 STRATEGIC MOVES

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The following four strategic moves and their associated initiatives represent what we will do to build on the opportunities outlined in section 6. Together, they will realise a successful redevelopment for Avondale that unlocks this major intensification and revitalisation opportunity for Auckland.



## 7.1 MOVE 1: ENLIVEN THE HEART OF AVONDALE TOWN CENTRE

Panuku will seek opportunities to bring new life to underused land, upgrade the town square and develop a multi-use community facility.

To enable regeneration, we need to address the identified break in activity on Great North Road and refocus Avondale town centre. Development needs to be encouraged where large vacant or underused sites degrade the centre's overall quality.

Initiatives will include the following:

- 1 Avondale Central site**  
Working with development partners to ensure good development outcomes on the Avondale Central Site.
- 2 Multi-use community facility**  
Supporting the building of a new multi-use community facility, which we believe should be built as centrally as possible. This is an opportunity to create a vibrant heart where the Avondale community can access many services including a library, community centre, active recreation and local events.
- 3 Upgrade open space**  
Supporting the upgrade of existing open space areas including facilitating the relocation of open space within the Highbury Triangle area and upgrading facilities on Central Reserve with an improved town square.

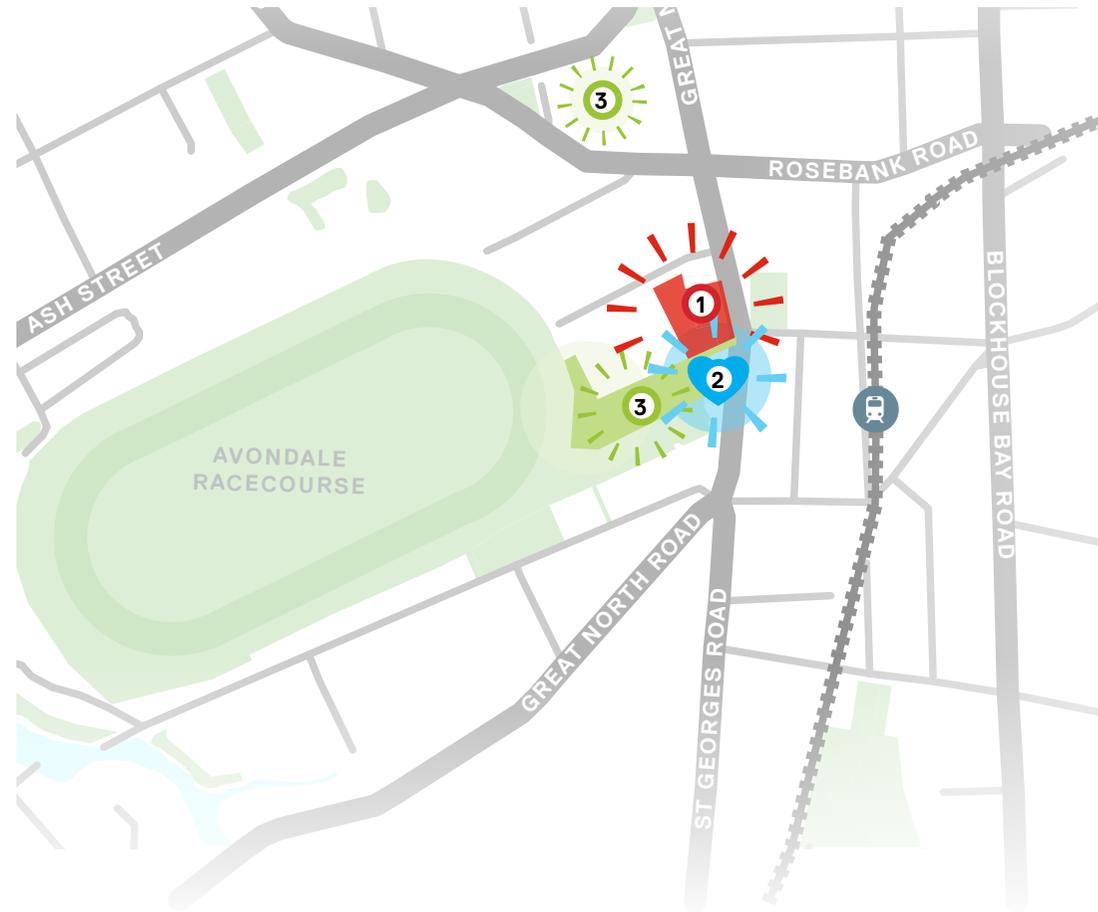


Figure 4: Move 1: Enliven the heart of Avondale town centre



Courtesy Google Maps

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## AVONDALE CENTRAL

This site is located on the key Great North Road frontage of the Avondale Central block. Almost all of the rest of this block is in crown or council ownership.

Development of the site will include active uses such as retail at ground level and apartments above. It will also complement adjoining public open space and any redevelopment on surrounding sites. Residential units included in the development will be required to be of a high standard and comply with the Green Building Council Homestar 6 standard.

Panuku will work with the local board and the Avondale community to develop interim uses for the site that could include “pop-up” retail and community activities so that we can realise regeneration value from the site as soon as possible.

The adjoining site at 1907 Great North Road with an area of 1181m<sup>2</sup> is also underutilised and Panuku would support the redevelopment of the site as part of the regeneration of the centre.

## UPGRADE OF COMMUNITY FACILITIES

The council has supported a business case for relocating the library and community centre to a central Avondale location. Once funding is approved through the Long-term Plan, Panuku will secure an appropriate site for this facility. This would then create an opportunity to enable development on 93 and 99 Rosebank Road.

These initiatives will help to bring focus to the town centre and better align the centre with the Avondale Train Station. They will also provide a catalyst to attract and support quality development in the wider Avondale area.



## 7.2 MOVE 2: CREATE HIGH-QUALITY RESIDENTIAL NEIGHBOURHOODS

We will champion the building of quality new residential areas through the development of council-owned land and working with other land owners.

This HLPP seeks to enable high-quality, medium-density housing development on council-owned land. We want to ensure a mix of apartment and terrace housing types to meet the needs of different households.

This will involve the following:

- 1 Panuku sites**  
We will champion the building of quality new residential areas through the development of council-owned land and working with other land owners.
- 2 HNZ/HLC sites**  
Working with major landowners and developers (HNZ and its subsidiary, HLC) to deliver quality medium-density housing developments that contribute positively to the local built environment.
- 3 Private sites**  
Supporting major landowners and developers to provide a range of housing choices suitable to creating strong communities.

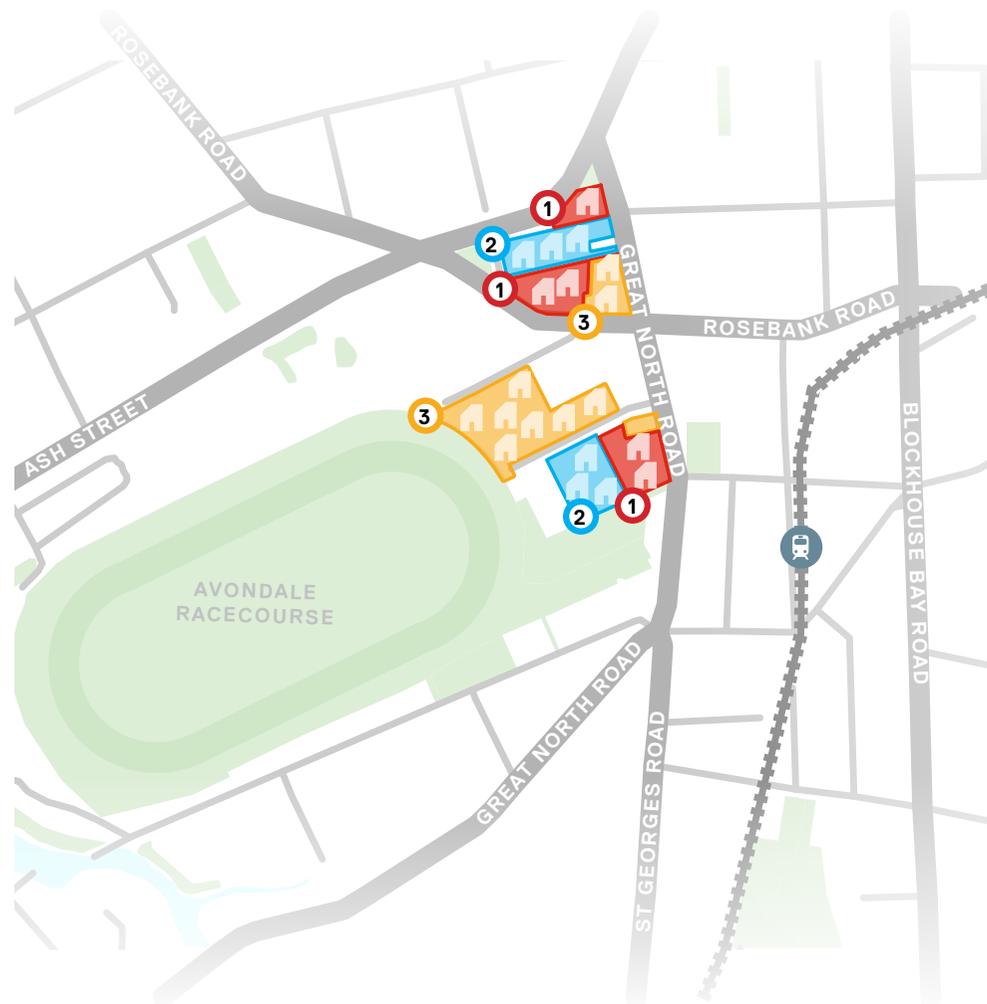


Figure 5: Move 2: Create high quality residential neighbourhoods

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Unlock Avondale can contribute significantly to Auckland's housing solutions by enabling additional housing stock and showing how this supply can be provided in a way that supports wider strategic aims including intensification.

Through its development partners, Panuku has a track record of enabling quality development in Avondale on surplus council sites. This includes the construction of 72 apartments at 24-26 Racecourse Parade (including seven affordable houses), 33 homes at 1 Trent Street (including 22 affordable houses) and a further 102 houses at 96 St Georges Road proposed by HNZ.

Panuku will facilitate quality housing development on surplus council landholdings to support regeneration of the town centre. This includes the site at 1817 Great North Road where the site has been cleared in preparation for development. Primarily development will be through a medium-density housing type model. In enabling the development of council-owned sites, Panuku will look to secure quality buildings and different housing types and sizes to cater to a broad spectrum of housing needs.

The successful regeneration of Avondale will require effective and aligned decision-making by a number of landowners. Panuku is working with key partners to ensure coordinated development.

### **AVONDALE RACECOURSE**

The Avondale Racecourse is well located near the town centre, provides an attractive outlook and contributes to the character of the area. The Avondale Jockey Club has subdivided and sold a number of parcels of land from the original landholding to enable racing to continue on the site.

This piecemeal development degrades the site's strategic value and will make it harder to deliver a quality master-planned development that supports the regeneration of Avondale. Retention of the playing fields is important to Auckland Council as is the delivery of higher density housing.

Panuku will look for opportunities to secure certainty over the long-term future of the racecourse that will include continuing to work with key stakeholders such as the Avondale Jockey Club and the council family to seek positive outcomes.

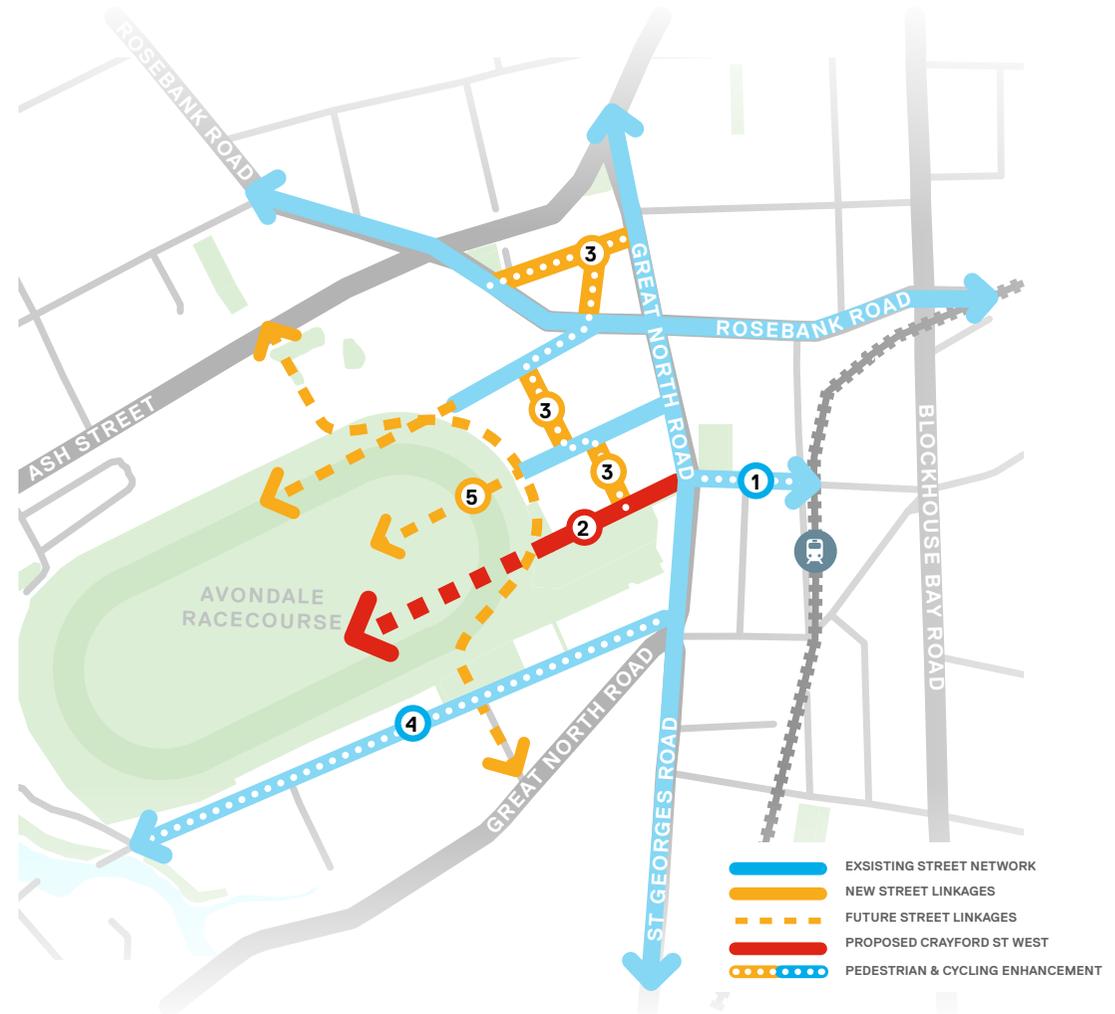
## 7.3 MOVE 3: STRENGTHEN CONNECTIONS WITH THE TOWN CENTRE

We will work with key stakeholders to improve the physical links between the town centre and activity hubs including the train station and cycleways.

Specific proposals include the following:

- 1 Pedestrian and cycle connections would be improved to the northern side of Crayford Street West to strengthen the link between the train station and the town centre on Great North Road.
- 2 Crayford Street West would be extended as a two-way street along Avondale Central Reserve. This would improve the activation of this area, support new community facilities and provide future connection to the racecourse.
- 3 New street links would be incorporated in HNZ and council development sites to make an intensified residential neighbourhood as walkable as possible.
- 4 Pedestrian and cycle connections would be improved on Wingate Street to strengthen the link between Avondale's main street and Te Whau Pathway.
- 5 Connections to the Avondale Racecourse would be created to future-proof access should this area be developed.

Figure 6: Move 3: Strengthen connections with the town centre



Panuku believes it is important that the town centre maximises the benefit of existing and planned investment in transport infrastructure and considers the long-term development pattern for the area. Avondale Train Station is a key strategic asset and there is an opportunity to improve access from the town centre. Key stakeholders also need to work together to improve the local street network in a way that takes into account any future development of Avondale Racecourse.

Auckland Transport is working on a number of projects in the area including the Te Whau Pathway, which is a community-driven 12km shared path along the western edge of the Whau River between the Te Atatū Peninsula and Green Bay Beach, and the New Lynn to Avondale shared path. The new Waterview Shared Path also provides improved cycle connections to the area.

This HLPP proposes a number of specific transport upgrades and other measures. Long-term Plan funding will be sought for:

- Crawford Street West extensions – improving access to Avondale Central Reserve and car park access for the new library and community centre
- Crawford Street West pedestrian link to the train station
- Te Whau Pathway pedestrian link.

Mana whenua are particularly supportive of improving links to and acknowledgement of the Whau River in the redevelopment of Avondale.



Artist Impression: Te Whau Pathway

## 7.4 MOVE 4: FOSTER THE GROWTH OF LOCAL BUSINESSES

We will work in partnership with the Whau Local Board and community to implement a retail strategy for Avondale that attracts new businesses, increasing the diversity of products and services.

### 1 Placemaking and other initiatives

We will support placemaking and other initiatives to improve business growth and the perception of the town centre.

### 2 New retail and commercial spaces

We will demonstrate leadership by introducing new retail and commercial spaces to activate important public spaces.

Regeneration requires strong local business investment to improve the viability of the retail offer. Strong local businesses and an interesting town centre that meets the needs of new and existing residents will be important factors in providing a centre fit for purpose and will provide enduring benefits for the community.



Figure 7: Move 4: Foster the growth of local businesses







8.0

## PROPOSED IMPLEMENTATION

## 8.1 DEVELOPMENT STRATEGY

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**Panuku will use existing council-owned property to deliver development that supports the regeneration of Avondale. We will also look at further strategic acquisitions where required.**

Our approach to the HLPP work is summarised below.

- Clarify the current state, including the context for any masterplanning and the preferred realisation strategy – market, strategic, statutory, budget, planning and stakeholder analysis.
- Identify key strategic moves.
- Identify a strategy for implementation.

Each new identified development proposal will go through a detailed business case and implementation stage.

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

## 8.2 TOTAL VALUE CREATION

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**This HLPP establishes a direction that will enable the broader benefits of Unlock Avondale to be assessed at the detailed business case stage.**

At that stage, each of the four well-beings of environmental, economic, social and cultural will be considered. Specific consideration will also be given to mana whenua values and aspirations and the recognition of the mana whenua identity and footprint in Avondale.

## 8.3 PROJECT TEAM STRUCTURE AND LEADERSHIP

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The project team is led by Project Director Michael Bush, with team members leading various work streams:

- Strategic Planning, John Carter
- Development, Chris White

- Placemaking, Roxanne Haines
- Engagement, Marieke Numan
- Māori Outcomes, Lou-Ann Ballantyne
- Communications, Lydia Sheridan.

Project Sponsor David Rankin has overall responsibility at an executive level for delivering the project.

## 8.4 TIMEFRAMES AND PHASING

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Panuku expects to have delivered the project and completely enabled development of Avondale town centre within an estimated 15 years.

## 8.5 OUTCOMES MONITORING

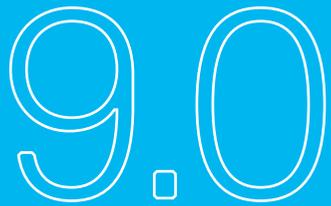
The outcomes stated in this HLPP will be monitored and reported on three years after the Project Plan is adopted, and every three years after that. We will measure success on how well the area achieves the regeneration goals and performance indicators set out below.

Regeneration goals	Performance indicators	Outcomes							
		Panuku			Community				
		Catalyst	Value	Leader	Housing	Environment	Community	Access	Town centre
 <b>Enhance and restore the natural environment</b>	1 Increase in the use of low-impact design devices to manage stormwater issues			✓		✓			✓
	2 Increase in the number of green buildings and sustainable design	✓	✓		✓				✓
 <b>Sustainable, enabled, connected community</b>	3 Increase in public satisfaction with the quality of the town centre development		✓	✓			✓	✓	✓
	4 Increase in the public's perception of safety in the town centre		✓	✓			✓		✓

Table 9: Performance indicators

Regeneration goals	Performance indicators	Outcomes							
		Panuku			Community				
		Catalyst	Value	Leader	Housing	Environment	Community	Access	Town centre
 <b>Stimulate local growth, investment and innovation</b>	5 Increase in occupier satisfaction with the quality of the town centre		✓	✓					✓
	6 Increase in private investment in the town centre		✓	✓					✓
 <b>Liveable Communities</b>	7 Increase in the number of dwellings that are affordable, accessible and sustainable	✓	✓	✓	✓				✓
	8 Diversity of dwelling units (size, type, price points)	✓	✓	✓	✓				✓
	9 Increase in residents' sense of community and pride in the way the town centre looks and feels		✓					✓	✓





9.0

## **PLACE-LED COMMUNITY ENGAGEMENT AND COMMUNICATIONS**

## 9.1 OUR APPROACH

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**To engage effectively, Panuku will continue to work in partnership with the Whau Local Board and mana whenua, and will take a fresh and bold approach to stakeholder engagement and communications.**

We will be proactive, collaborative and authentic across all relationships. A key priority is maintaining positive momentum and demonstrating quick wins. Engaging hearts and minds will be vital to this. Establishing understanding, trust and credibility with people will help us proactively mitigate negative sentiments, which can delay progress by leading to proposals being re-litigated. We recognise that valuable engagement involves several disciplines, including;

- placemaking
- communications
- marketing
- stakeholder engagement.



## 9.2 COMMUNITY AND STAKEHOLDER ENGAGEMENT

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Based on the belief that effective collaboration will regularly outperform individual or ‘siloes’ approaches, Panuku is committed to engaging regularly with key stakeholders to ensure that urban regeneration in Avondale takes place in a cohesive way.

### MANA WHENUA

An Unlock Avondale charter was prepared to guide the mana whenua engagement approach and this engagement will continue as the project progresses. Panuku also holds a regular mana whenua forum that helps to inform and enable iwi/hapū to consider commercial opportunities that may arise through the project.

### CENTRAL GOVERNMENT

While existing relationships are strong, Panuku needs to ensure more cohesive coordination with Central Government across the wider council family. We will connect with government agencies such as HNZ, the New Zealand Police, Ministry of Education and Ministry of Social Development.

### WHAU LOCAL BOARD

Panuku is committed to developing collaborative partnerships with local boards. A tailored approach to engaging at the local level is vital to developing a genuinely effective working relationship with these essential partners. We will work with Whau Local Board in a collaborative manner and agree a Terms of Reference, setting out high-level roles and responsibilities. We will also establish meetings with the local board to ensure clear lines of communication early in the development planning process.

### COMMUNITY AND SPECIAL INTEREST GROUPS

Avondale has a strong history of community connectedness. We will engage, and where possible partner, with groups to produce engagement activities tailored by the community, for the community. An indication of the groups within the project scope includes:

- Avondale Business Association
- Avondale Community Action Group
- Avondale Primary School
- Community Waitākere
- Mātāwaka
- Sport Waitākere
- Whau the People

### AUCKLAND COUNCIL FAMILY

Panuku understands that to successfully deliver urban regeneration, we need to work in partnership with the council family, particularly where there are shared interests in the assets and outcomes. We aim to take an integrated approach to our work in Avondale, working closely with the locally-focused council officers and establishing a cross-council engagement working group.

## 9.3 PLACEMAKING

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**Panuku has a strong reputation for its placemaking approach and is developing process and learnings from Wynyard Quarter to best support other project areas such as Avondale.**

Placemaking is a process that fosters the creation of vital public spaces; the kind of places where people feel a strong relationship with their communities, a commitment to making things better and the creation of built environments that people can value as special places. It is based in the culture of how people interact, an iterative approach founded on taking the time to watch and listen to those for whom we are making spaces.

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

Placemaking will be involved from early on in Avondale to support a place-led process of regeneration throughout the project. Our approach will contribute towards:

- messaging and testing of this plan's vision and goals
- planning, designing and initiating placemaking such as art installations, interactive and creative spaces
- activating and enlivening potential construction areas or project sites.

These initiatives will be designed to build excitement and connection, partner with the community, test the strategic moves and potentially activate empty spaces or improve connectivity in the area.







# APPENDIX A: PROPERTY SCHEDULES

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These are sites Panuku is planning to dispose of or otherwise optimise:

	Property address	High-level category	Current use	Area	Potential use
D1	1817 Great North Road (Previously known as 1815-1823 Great North Road)	Redevelopment of site	Vacant	2912m <sup>2</sup>	Residential
D2	93 & 99 Rosebank Road	Redevelopment of site	Community facilities	7573m <sup>2</sup>	Residential
D3	4-8 Racecourse Parade and 1909 – 1949 Great North Road (Avondale Central)	Redevelopment of site	Vacant	7440m <sup>2</sup>	Mixed Use



## Appendix A – development sites

- 1 Avondale Central site
- 2 1815-1823 Great North Road
- 3 Existing community facilities
- 4 Potential community facility location

- Auckland Council owned land
- Large development sites (private ownership)
- HNZ owned land
- Council parks and reserves
- Primary school
- Avondale train station
- Avondale HLPP study area

Figure 1: Project area

# CONTACTS

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**Whau  
Local Board**





