

# Board Report

**Date**

Wednesday  
28 May 2025

**Time**

11.00am

**Venue**

Eke Panuku Development Auckland  
Te Wharau o Tāmaki - Auckland House  
Level 29, 135 Albert Street  
Auckland



# Board Agenda

**Where:** L29 Boardroom, Te Wharau o Tāmaki Auckland House, 135 Albert Street, Auckland

**When:** Wednesday 28 May 2025 | 10.00am–2.00pm

**Board members:** David Kennedy, Chair; Kenina Court; Brett Ellison; Steve Evans; Aaron Hockly

		Time
	<b>Public meeting open</b>	10.00am
<b>1.</b>	<b>Welcome / Acknowledgements</b> 1.1 Apologies	
<b>2.</b>	<b>Chief Executive’s report (open items)</b>	
<b>3.</b>	<b>Health and Safety report (open items)</b>	
<b>4.</b>	<b>Decision papers (open items)</b> 4.1 Takapuna Programme Business Case Overview – Review 4.2 Waterfront Programme Business Case Overview – Review 4.3 32, 1/42 and 2/42 Church Crescent, Panmure and 2/10 Waipuna Road, Mount Wellington disposal recommendation 4.4 FY2025-26 Annual budget, programme of activities and performance targets	
<b>5.</b>	<b>Information papers (open items)</b> 5.1 Quarterly Risk report 5.2 Quarterly Report to Auckland Council – Q3 5.3 Transition documents	
<b>6.</b>	<b>Governance matters (open items)</b> 6.1 Director interests 6.2 Director meeting attendance 6.3 Minutes meeting held – 23 April 2025	
	<b>Public meeting close and confidential meeting open</b>	
<b>7.</b>	<b>Chief Executive’s report (confidential items)</b>	
<b>8.</b>	<b>Decision papers (confidential items)</b> 8.1 Downtown Car Park – Integration Agreement	
<b>9.</b>	<b>Information paper (confidential items)</b> 9.1 Transition documents	

<b>10</b>	<b>Governance matters (confidential items)</b> 10.1 Minutes meeting held – 23 April 2025 10.2 Director interests’ projects 10.3 Board action list 10.4 Board work forward programme 2025 10.5 Audit & Risk Committee minutes – 18 November 2024	
<b>11.</b>	<b>General business (confidential items)</b>	
	<b>Meeting close</b>	<b>2.00pm</b>

## Apologies

At the time of publishing, apologies have been received from:

- Councillor Angela Dalton
- Steve Evans (for early departure)

## Chief Executive's Report

Author: David Rankin

May 2025

*This is a public report which incorporates a range of material on current and emerging issues. Some information contained in this report should be treated as confidential. In terms of Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to the withholding of information as necessary to:*

- *protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information (s7(2)(b)(ii));*
- *enable any local authority holding the information to carry on, without prejudice or disadvantage commercial negotiations (s7(2)(i));*
- *maintain legal professional privilege (s7(2)(g)).*
- *enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations) (s7(2)(i)).*

## Matapaki | Discussion

### Award Success

1. Two standout projects in Auckland's Wynyard Quarter have been successful at the 2025 NZIA Auckland Architecture Awards, highlighting both sustainability and cultural significance in their designs.
2. The **Karanga Changing Sheds**, and the **SeaLink Ferry Terminal** building, were both recognized for their innovative and impactful designs, each reflecting a commitment to environmental responsibility and community identity.
3. The Changing Sheds, delivered by Eke Panuku, designed by Pac Studio, were successful in the 'Small Project Architecture' category. The SeaLink Ferry building, delivered by SeaLink, designed by Architectus, was successful in the 'Commercial Architecture' category.
4. **Westhaven Marina** has been recognised as a runner-up in the 2025 Marina of the Year Awards, receiving a *Highly Commended* award from the Marina Industries Association (MIA).
5. Winners were announced at the MIA Awards evening in Australia on 6 May. Dubai Harbour Marina took out the top award by only a couple of points, with Westhaven Marina receiving *Highly Commended* recognition for its ongoing commitment to excellence in marina operations.
6. The biennial Marina of the Year Awards celebrate international marinas that demonstrate outstanding business practices, exceptional customer service, environmental responsibility, and leadership in the industry.
7. The MIA is the peak body for recreational and commercial marinas, yacht clubs, boatyards, and industry suppliers across Australia and the Asia-Pacific region, with over 330 corporate members.

## Development Agreements

8. In the last 12 months the following development agreements have had milestones altered to reflect current market conditions. They are as follows.

[Redacted]

[Redacted]

9. [Redacted]  
[Redacted]  
[Redacted]

[Redacted]

10. [Redacted]  
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15. [Redacted]  
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16. [Redacted]  
[Redacted]



### Northcote town centre redevelopment



### Grants and Donations

- 23. Eke Panuku provides grants and donations to a diverse range of activities and organisations.
- 24. Most of these organisations are in the Waterfront precincts of Wynyard Quarter and Westhaven Marina. This reflects legacy agreements made by previous agencies charged with the regeneration of the waterfront, including Sea+City in 2009, Waterfront Auckland in 2012, and inherited by Eke Panuku on its establishment in 2015.

- 25. [Redacted]
- 26. [Redacted]
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- [Redacted]
- 27. [Redacted]
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- 28. [Redacted]
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**North Wharf**

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**Avondale Central**

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- 55. [Redacted]
- 56. [Redacted]

**Waste Disposal Services**

57. Waste Disposal Services (WDS) is a Joint-Venture (JV) between Waste Management NZ Ltd (WAM) and Auckland Council that owns the Whitford Landfill business. Both parties own a 50% share in the business. The land is owned by the Council.

**Governance**

- 58. WDS is governed by an Executive Committee (Exco), comprising two representatives from each JV partner and an independent chairperson.
- 59. The two Auckland Council representatives are Paul Bishop and Allison Sarginson. Paul was first appointed in 2016 and cannot be reappointed on the expiry of his final three-year term on 31 October 2025. Allison Sarginson was appointed on 1 April 2018 and is now in her third term – 1 April 2024 – 31 March 2027. Evan Maehl, Managing Director, Waste Management NZ and Michael Mc Saveney, Executive General Manager North Island, Waste Management NZ are the Waste Management NZ representatives.
- 60. The chairperson, Steve Reindler, retired in February. [Redacted] has recently been appointed as chairperson and will commence a 3-year term on 1 August 2025. Our board chair was part of this interview panel. [Redacted]

- [Redacted]
- 61. [Redacted]
- 62. [Redacted]
- 63. [Redacted]
- 64. [Redacted]
- 65. [Redacted]
- 66. [Redacted]
- [Redacted]
- [Redacted]



**Media Analysis Report – Q1 2025**

75. This is the first quarter solely using council's new media monitoring provider Stroom and covers the period January – March 2025. Stroom use a net sentiment score as its measurement, which is calculated by subtracting the percentage of combined negative mentions from the percentage of combined positive mentions for an overall score.

76. The quantity of our coverage dropped to around a third of the previous quarter. This was due to the amount of time required to support CCO Reform activities. This meant less proactive communication of our regeneration milestones and activities to reactive media only.

77. Despite the reduction in volume, there was no negative coverage this quarter which gave us a net sentiment score of 49%. This is a major lift from the 10% net sentiment score last quarter which saw negative coverage in relation to the CCO reform and the Wynyard Crossing Bridge closure.

78. The focus on our regeneration work included Old Papatoetoe, Onehunga and Northcote, updates on Avondale and Pukekohe, and our support of a mural in Manukau for Fa'anānā Efeso Collins.

- 79. Four media items were noted as Trending Negative, two on CCO Reform, one NZ Herald letter-to-the-editor on the Ferry service continuing despite the reopening of the Te Wero Wynyard Crossing Bridge and the Auckland Ratepayer Alliance criticising our support of the Buskers Festival.
- 80. This report is the final monitoring report we will receive as we transition into Auckland Council. Stream are required to produce a Q2 2025 report for Eke Panuku as part of their service agreement, but this will be provided directly to the Auckland Council media team.

81. [REDACTED]

### **Transfer of Consents to Auckland Council**

- 82. As part of the disestablishment of the company, approximately 300 consents managed by Eke Panuku need to be transferred to Auckland Council. This will ensure that all monitoring obligations of these consents is transferred to the relevant teams or asset owners within the Council. It will also ensure that any unimplemented consents can still be delivered in the future.
- 83. The transfer of these consents will occur in two stages. The first group of 25 consents within the inner and outer Waterfront viaduct areas has been initiated. These include coastal, land use, coastal discharge and three 35-year coastal occupation consents obtained for the 2000 and 2018 America’s Cup events.
- 84. The next tranche will be initiated on 20 May 2025 and will include the remainder of the consents in the name of Eke Panuku. All transfers are expected to be completed by 30 June 2025 to facilitate the closure of the organisation in line with Council’s timetable.

[REDACTED]

85. [REDACTED]

86. [REDACTED]

## CCO Transition

87. The creation of an **Auckland Urban Development Office** and a standalone **Property Department** within the Resilience and Infrastructure directorate, led by Barry Potter, was announced on 14 May 2025. The objective is to broaden and strengthen development coordination in our growing region and to bring new focus to our substantial property portfolio and our management of events.
88. There has been a considerable amount of work underway since the Governing Body decision on 12 December 2024 to get to this point with a significant effort from a number of the Eke Panuku team.
89. A further 120 pieces of feedback were received through the subsequent property function consultation period from both individuals and teams. This feedback, combined with the original 340 pieces of feedback through the earlier 20 March consultation, helped shape the decisions and outcomes.
90. The key decisions are:
- Creation of an **Auckland Urban Development Office** within Auckland Council – responsible for driving integrated implementation and delivery of quality urban development in the council group’s identified growth priority areas and large-scale projects. It will apply an economic and commercial lens. The Auckland Urban Development Office would include urban regeneration and place-based leadership on agreed large-scale projects.
  - Creation of a **Property Department** within Auckland Council – responsible for system leadership, providing centre of excellence advice, and delivery of our customer facing property functions from across Auckland Council and Eke Panuku, including management of commercial property, Westhaven, Silo and Viaduct Marinas, and the leasing of our community property facilities. The focus of this team will be to optimise value from our property assets across the council group and ensure decisions are made by appropriately experienced staff who will take into account council’s overall strategic direction.
  - **Improving the programming and delivery of events, placemaking and activations** across the group – a unified group approach with clearer areas of responsibility for teams. The decision is Tātaki Auckland Unlimited would lead regional programming and deliver all regional, mega, major and city centre events; Auckland Council Events would deliver local and civic events; and the Auckland Urban Development Office would lead and deliver placemaking and activation activities in priority locations to mitigate the impact of capital delivery works and regeneration programmes. In the city centre, Tātaki Auckland Unlimited will lead events, manage Aotea Square and Te Komititanga and be the primary lead for activations in the city centre. The Auckland Urban Development Office will deliver placemaking and will lead activations in the city centre directly related to capital works and development programmes, particularly where needed to support transformation in regeneration areas or mitigate disruption from construction.
  - **Grouping enabling functions** – grouping most core support services into centralised council functional teams or Group Shared Services in alignment with the organisational design principles of the council.
91. The EOI and Recruitment Process for the Auckland Urban Development Office and Property Department began on 15 May 2025. Only the GM Auckland Urban Development role is being advertised externally with other new roles open to disestablished staff only and in some cases the wider council group. For all roles except the GM AUDO, the EOI process closed on 21 May.

92. The recruitment decision making process is scheduled to proceed at pace. For all other staff deemed to have had minor change only to their roles, letters confirming new individual roles with terms and conditions will be concluded before the end of May. Work on decision making delegations is ongoing to ensure continuity post 1 July.

## **Ngā tāpirihanga | Attachments**

Attachment A - [REDACTED]

Attachment B - [REDACTED]

Attachment C - [REDACTED]

Attachment D - [REDACTED]

Attachment E - Board dashboard



# Monthly reporting pack

Period ending 30 April 2025

## Executive summary

### Programme

- The total capex budget of \$98.9m has been allocated with \$86.6m to regeneration and \$12.3m to renewals. Total spend for April was \$5.1m and year to date is \$70.0m, which is tracking \$10m behind phased budget. Our year end forecast is expected to be \$5-\$6m under budget. A contributing factor to the underspend relates to supplier pricing in a competitive construction market which is expected to provide a saving in year of \$8.0m. There have also been delays with works starting on two projects adding an additional circa \$5m to the underspend. Panmure's Lagoon Edge project due to consenting and land decontamination taking longer than expected on the Te Ara Tukutuku. The savings to date have been offset by the approved Eke Panuku Board additional spend in the renewals programme for the Wynyard Crossing Bridge and the opportunity to bring forward some remediation work on Queens Wharf.
- Regeneration opex expenditure is budgeted at \$14.7m. To date, \$14.6m has been distributed across our programmes and projects leaving an unallocated portion of \$0.1m. Total spend for April was \$1.2m, year to date is \$12.5m. There is a \$0.8m underspend this year in the Central Wharves programme. This is due to the time taken in the establishment of the programme and team setup. We have rephased the underspend across future years.
- Sales target for this year is \$76m, made up of \$60m from general assets and \$16m from the regeneration locations. Sales in year total \$8.1m. Asset sales continue to be challenging in the current environment.

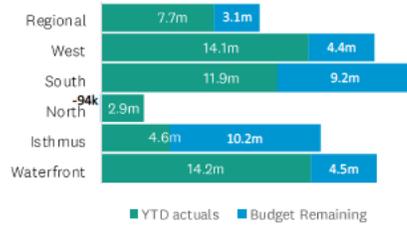
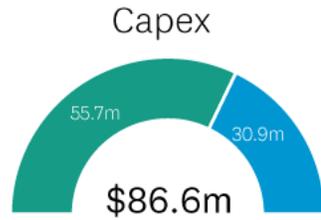
### Company wide financials

- Expenditure to date is tracking \$4.1m behind phased budget, mainly due to savings in people costs as a result of the 12.1 vacant positions and timing of other expenditure against phased budget.
- The managed property surplus is \$26.6m, which is \$9m favourable to phased budget.

### People and Culture

- The average office occupancy for the month was 63%, against a target of 60%.

# Regeneration summary



Regeneration capital spend in April was \$4.7m and year to date is \$55.7m, which is \$13m behind phased budget. It is now expected that spend this year will be \$10-\$12m under budget. This will be offset by the \$6m overspend in renewals due to the Wynyard Crossing and additional works on Queens Wharf, for a net \$5-\$6m underspend in total capital.

- A contributing factor to the underspend relates to supplier pricing in a competitive construction market. Total savings in year expected to be \$8.0m. Projects in Papatoetoe had the most significant savings at \$4.9m, with smaller savings in Roulston Park, Hayman Park Wetland and Te Aka Raataa Stage totaling \$0.9m.
- Te Ara Tukutuku is currently \$4m behind phased budget. There have been delays with works starting due to decontamination of the site and there has also been a \$2.0m saving in the cost of materials.
- Lagoon Edge in Panmure is currently \$3.1m behind phased budget. This is due to the consent process taking longer than expected which has pushed out construction commencement.

Significant spend to date is made up of the following projects:

- Completed projects - 10 Racecourse Parade, Avondale \$12.4m, Westhaven Seawall upgrade \$7.1m, and Chambers Laneway in Papatoetoe \$2.3m.
- Waterfront's Water edge response (including the swimming pool and jump platform) spend to date is \$2.1m, which is ahead of phased budget.
- In Onehunga, the Waiapu Precinct, spend to date is \$1.4m. The project is tracking behind phased budget by \$1.6m. The physical works tender has been completed and award letter issued in May 2025.
- In Papatoetoe, the Cambridge Terrace extension has \$2.7m spend to date and the Stadium Reserve project has \$1.7m spend to date.
- Hobsonville wastewater treatment plant upgrade is well underway. Spend to date is \$5.0m, which is tracking to budget.
- In Pukekohe, the Roulston Park upgrade is also underway with \$2.1m spend to date, construction is still on track to complete in May 2025.

The programmes include transform & unlock and urban redevelopment sites



Regeneration opex spend in April was \$1.2m, year to date is \$12.5m and is tracking well to budget.

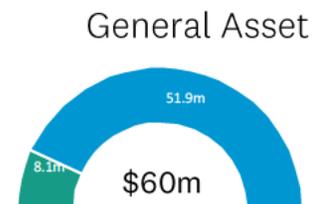
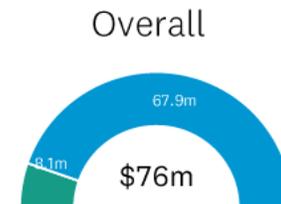
- The Central Wharves programme is \$0.8m behind budget due to the time taken in the establishment of the programme and team setup. It is forecast to underspend \$0.8m in year. The under spend will be carried forward to outer years.

There have been some unplanned transactions in the regeneration opex area this year due to changes in accounting treatment:

- Financial control asked us to recognise the entirety of a 125 year long lease in FY25, rather than spread over the term of the lease as per budget for a property in Northcote. Therefore, a one off revenue has been recognised.
- Accounting advice from PWC confirmed that the costs of sale of the Downtown Car Park, which Eke Panuku treated as a capital expense must be treated as an operating expense.
- In addition, significant scope and design changes have been made to a project in Henderson. This resulted in the 2019-2022 project costs being written back to operating expense.

The overall impact of these transactions is a net \$0.2m expense.

## Sales



There were no unconditional asset sales in April 2025. Total unconditional asset sales for the year to date are at \$8.1m.

The sales target is challenging due to uncertainty over proposed new development regime, with large potential increases impacting materially on land values. Once the market improves, the timing of the sales will be rephased to subsequent years. There are a number of properties being taken to market before the end of the financial year, but at this stage the sales target will not be met this year.

# Programme RAG summary

The table on the right provides a RAG summary across all programmes. Programmes identified with a RAG of red/amber either have a single significant issue or multiple issues, when combined, pose a risk to the programme. These risks refer to the overall status bar and includes an explanation comment.

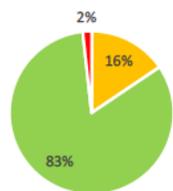
The table also provides a summary of the number of projects within each programme that are in either Initiate, Plan or Deliver phases, and the RAG status for those projects in relation to overall status, cost, schedule, scope and risk.

For detailed information on which projects are at amber or red, please see the data appended to this report.

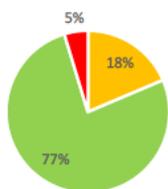
## Portfolio summary by PMF Phase

The charts below provide a whole portfolio summary of the overall project RAG status for projects in Initiate, Plan and Deliver phases. We currently have 194 projects across these phases. Overall, 83% are on track, 15% are at risk and 2% are critical.

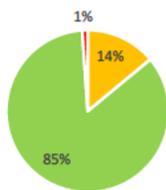
Initiate - 58 projects



Plan - 43 projects



Deliver - 93 projects



	Overall Status	Cost	Schedule	Scope	Risk	Issues
<b>North (12)</b>	Green	Green	Green	Green	Green	Green
Northcote (7)	Amber	Green	Amber	Amber	Green	Green
Takapuna (5)	Green	Green	Green	Green	Green	Green
<b>West (18)</b>	Green	Amber	Amber	Amber	Amber	Amber
Avondale (7)	Amber	Amber	Amber	Amber	Amber	Amber
Henderson (11)	Amber	Green	Amber	Amber	Amber	Amber
<b>Waterfront (30)</b>	Green	Amber	Amber	Amber	Amber	Amber
Waterfront (30)	Green	Amber	Amber	Amber	Amber	Amber
<b>Isthmus (36)</b>	Green	Amber	Amber	Amber	Amber	Amber
Maungawhau (1)	Amber	Green	Green	Green	Amber	Amber
Onehunga (18)	Green	Amber	Amber	Amber	Amber	Amber
Panmure (17)	Amber	Amber	Amber	Amber	Amber	Amber
<b>South (46)</b>	Green	Amber	Amber	Amber	Amber	Amber
Manukau (24)	Green	Amber	Amber	Amber	Amber	Amber
Papatoetoe (10)	Green	Amber	Amber	Amber	Amber	Amber
Unlock Pukekohe (12)	Green	Amber	Amber	Amber	Amber	Amber
<b>Regional (39)</b>	Amber	Amber	Amber	Amber	Amber	Amber
Corporate Property (4)	Amber	Amber	Amber	Amber	Amber	Amber
Eastern Busway TODs (6)	Green	Amber	Amber	Amber	Amber	Amber
Haumaru (1)	Red	Red	Red	Red	Red	Red
Ormiston (3)	Amber	Green	Amber	Amber	Amber	Amber
Property Optimisation (13)	Amber	Amber	Amber	Amber	Amber	Amber
Supports (12)	Amber	Amber	Amber	Amber	Amber	Amber
<b>Regional Renewals (13)</b>	Amber	Amber	Amber	Amber	Amber	Amber
Renewals (13)	Amber	Amber	Amber	Amber	Amber	Amber

**Ormiston** is at amber due to the scope, schedule and FY25 budget requirements will be confirmed following a review of [redacted] timetable and revised Scheme Plan.

**Renewals** is at amber due to consultation with mana whenua taking longer than expected on the maintenance yard relocation and works on Bascule bridge upper structure being undertaken in two stages across the financial year.

**Henderson** is at amber due to a range of setbacks and delays on site sales, public realm and placemaking programmes have all made the Henderson programme experience an overall lack in progress compared to baseline expectations.

**Avondale** is at amber due to [redacted] and the procurement process for the Te Hono Community Hub. We continue to work with the developer on the conditional agreement for the Avondale central site.

**Maungawhau** is at amber due to programme and delivery risks arising from project works being delivered by CRL. These risks arise from uncertainty on urban realm quality, CRL project completion timing and the approval to transfer land to Auckland Council to enable urban renewal delivery.

**Panmure** is at amber due to development feasibilities impacted by development contributions and a subdued property market resulting in delays and impacting outcomes for development sites. Forecast capex spend for FY25 is also at risk due to consenting delays for the Lagoon Edge project.

**Haumaru Housing** is at red as the future funding of the development model for the programme has yet to be determined.

**Supports** is at amber due to the implication of possibly not reaching the FY25 sales figure target. The sale of lots 6a & 6b Launch Road, Hobsonville for \$36m to [redacted] would have been a significant contributor to our SOI asset sales target. Staff investigated the possibility of underwriting a resource consent so that the existing development contributions could be locked in, [redacted] did not agree with this proposal.

**Service Property Optimisation** is at amber due to the pipeline of potential candidates for disposal being paused while Auckland Council staff progress portfolio reviews for the local boards. In addition to this, the development partner for the Meadowbank community centre, [redacted] cancelled the development agreement due to feasibility and market issues.

# Companywide financials

## Expenditure

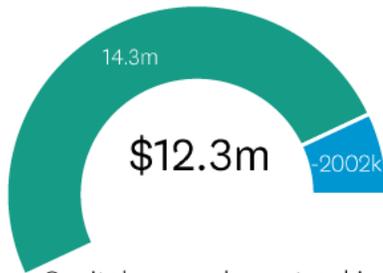


Expenditure year to date is \$32.1m, which is tracking \$4.1m behind phased budget.

People costs are \$2.5m behind budget due to 12.1 vacant roles. There is also budget for additional staff to work on the Central Wharves/Port project \$1.3m which has not yet been required to date. This is expected to be a saving in year.

There are a number of other expenditure categories with current savings to budget. Consultancy \$0.7m, board costs \$0.2m, audit \$0.3m, marketing and comms \$0.2m and information systems \$0.2m. At this stage, we are expecting there to be an approximate \$1.0m underspend in year.

## Capital Renewals



Capital renewals are tracking \$2.0m ahead of full year budget, with \$14.3m spent at the end of April 2025. A \$6m overspend to budget is forecast this year.

Additional spend in year of \$1.8m was approved by the Eke Panuku Board in September 2024 for the Wynyard Crossing upgrade, plus \$1.2m contingency. This project has been now been completed.

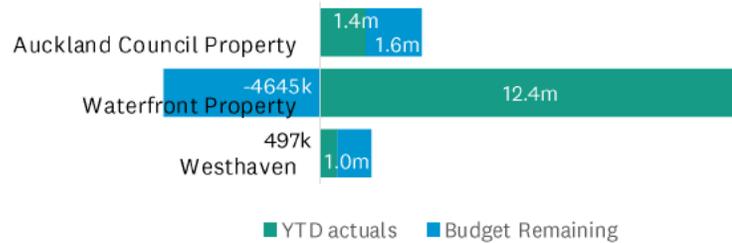
Auckland Transport (AT) requested co-funding of structural works required on Queens Wharf (an asset Eke Panuku Manages) to enable its low emission ferry electrical cabling. Eke Panuku has leveraged off the AT contract, and is using the same contractor to advance Eke Panuku remediation works on areas of the wharf classified as in poor or very poor condition. Spend in year is forecast to be circa \$3m.

## Managed on Behalf of Council Surplus



Managed on behalf of Council net surplus year to date is \$26.6m, which is \$9.0m ahead of phased budget.

- **Non Service Property Portfolio** at \$25m surplus, this is \$10.5m ahead of budget. Revenue is up \$7.8m due to properties being tenanted that were expected to have left the portfolio or be vacant, additional expenditure recoveries and back rent for newly negotiated rental increases. Expenditure is currently tracking \$2.8m behind budget, there may be some savings in spend this year.
- **Business Interests** at \$0.1m surplus and is tracking \$0.4m ahead of budget.
- **Waterfront Public Space** at a net expense of \$6.4m is \$1.5m over spent to phased budget to date. This is largely due to the \$0.9m of additional unbudgeted operational costs for the running the Red Boats and related public engagement during the bridge renewal works. Security costs are also \$0.7m ahead of budget.
- **Marinas operations** at \$8.0m of surplus and (\$0.3m) behind budget. Revenue is currently (\$0.3m) under budget, this has improved in the last month with increased occupancy at Silo Marina. However, there remains a risk that revenue will be under budget by year end.
- **Marina Trusts** at (\$1.7m) surplus is (\$1.7m) under budget, this intentionally reflects the draw down of retained earnings from the prior year, and the use of the refurbishment fund for the maintenance of Trust assets. This will correct to (\$0.7m) under by year end.



## Revenue



Revenue year to date is \$17.0, which is \$0.7m ahead of phased budget. Recharges to Council projects is ahead of plan.





# Spatial delivery plans

Activity on our programmes is updated each quarter.  
The plans currently show activity from quarter 3 (Jan to Mar 2025).

## Regeneration programmes

1. Northcote
2. Takapuna
3. Henderson
4. Avondale
5. Maungawhau
6. City Centre
7. Waterfront
8. Onehunga
9. Panmure
10. Manukau
11. Old Papatoetoe
12. Ormiston
13. Pukekohe

## Regional programmes

14. Eastern Busway TODs
15. Service Property Optimisation
16. Corporate Property
17. Haumaru Scope
18. Supports Scope
19. Regional Renewals
20. Waterfront Renewals



# NORTHCOTE

**Vision** A growing community with a lively and welcoming heart where business thrives, and everyone's needs are met.

HLPP BOUNDARY

**Community Hub and Cadness Reserve upgrade** - Resource consent was lodged in December 2024 and further information requests from Council are currently being responded to. Detailed design is now also underway. The Final Business Case is expected to be approved in April 2025.

**Northcote town centre streets** - Extending Ernie Mays Street, a key part of the road network. Developed design which began in October 2024 is now complete. Resource consent has also been lodged. The deconstruction of three buildings needed to enable the first stage of construction to commence in early 2026 has also started. The Final Business Case is planned for approval in April 2025.

**Northcote Town Centre development** - Negotiations are continuing with potential development partners looking at development sites within the Northcote town centre.

## PROJECTS COMPLETED

- 01 TE ARA AWATAHA - SCHOOLS EDGE
- 02 PAPA KI AWATAHA RESERVE UPGRADE
- 03 ACQUISITIONS
- 04 GREENSLADE RESERVE (HEALTHY WATERS)

## MEDIUM TERM: FY 2026

- 5 ERNIE MAYS STREET EXTENSION TOWN CENTRE EDGE
- 6 COMMUNITY HUB AND PUĀWAI CADNESS RESERVE UPGRADE
- 7 NORTHCOTE CENTRAL (115 LAKE ROAD INCLUDING TOWN SQUARE)

## LONG-TERM PROJECTS: FY 2027+

- 8 123 LAKE ROAD DEVELOPMENT (COUNTDOWN SITE)
- 9 COLLEGE ROAD DEVELOPMENT
- 10 KĀINGA ORA HOUSING DEVELOPMENT



- OPEN SPACE
- INDICATIVE BUILT FORM
- DEVELOPMENT SITE SALES
- CAPEX - PUBLIC REALM/COMMUNITY
- PROJECTS BY OTHERS



# TAKAPUNA

**Vision** To make the most of Takapuna's lake and seaside setting to create a safe, accessible and vibrant town centre orientated around pedestrians cyclists

## PROJECTS COMPLETED

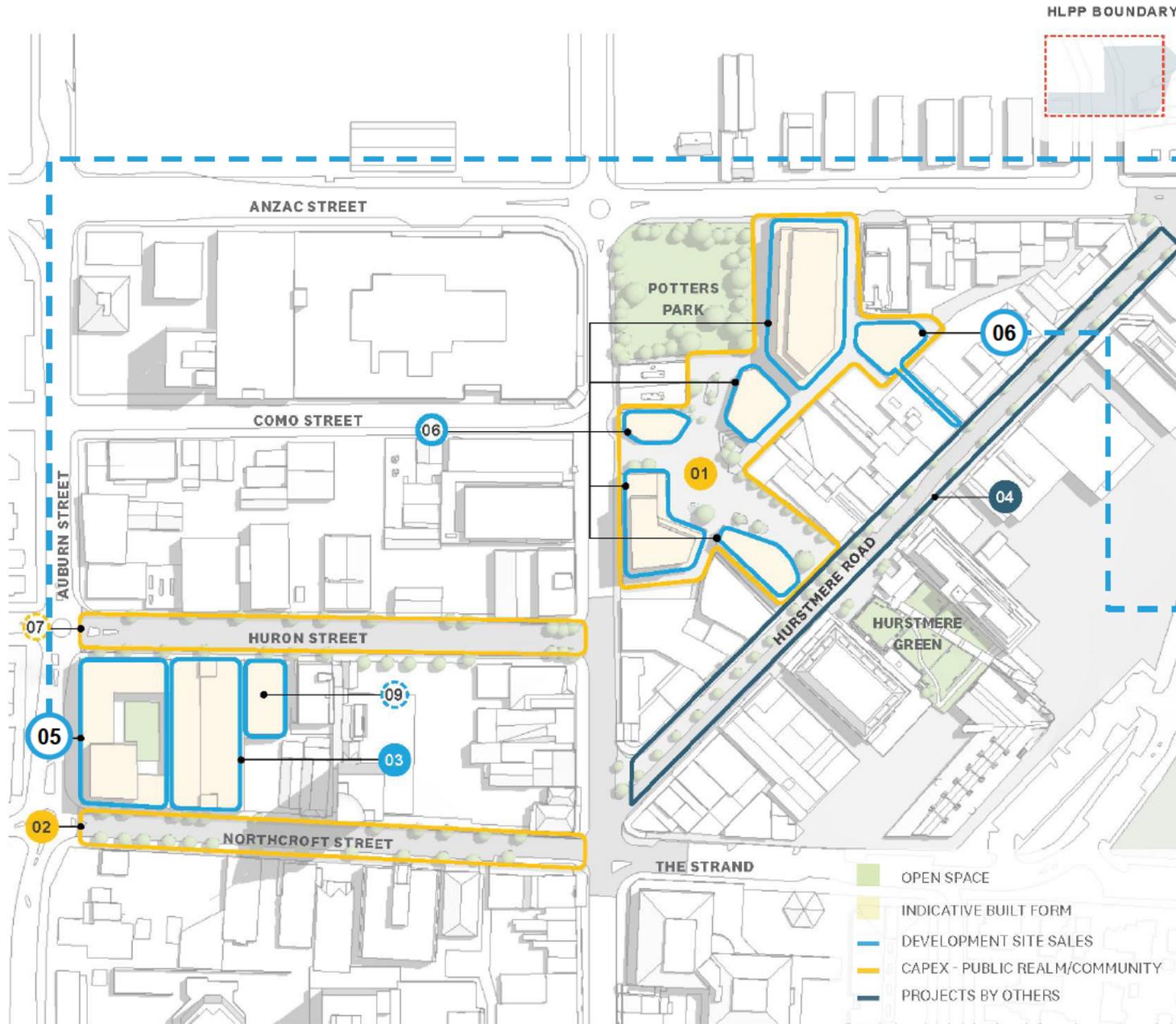
- 01 WAIWHARARIKI ANZAC SQUARE
- 02 NORTHCROFT STREETScape UPGRADE
- 03 TOKA PUIA CAR PARK
- 04 HURSTMERE ROAD UPGRADE (AT)

## SHORT TERM: FY 2025

- 05 AUBURN STREET DEVELOPMENTS
- 06 ANZAC STREET DEVELOPMENT SITE

## LONG-TERM PROJECTS: FY 2027+

- 07 HURON STREETScape UPGRADE
- 08 R78 & 72A HURSTMERE ROAD DEVELOPMENT
- 09 14 HURON STREET DEVELOPMENT



**Auburn Street developments**  
 A project to deliver high-density, high-rise residential and commercial outcomes. The developer [redacted] is working to satisfy the conditions of the development agreement. Progress has been slowed by the challenging property market.

**Anzac Street Development site**  
 [redacted]

# HENDERSON

**Vision** An Urban Eco Centre enhancing the mauri of the twin streams Wai o Eke Panuku and Wai Horotiu.

## PROJECTS COMPLETED

- 01 TE ARA PŪHEKE - NEW ROAD
- 02 21 HENDERSON VALLEY ROAD (HAUMARU PROGRAMME)
- 03 23-27 HENDERSON VALLEY ROAD
- 04 FALLS CARPARK, 14 EDMONTON ROAD
- 05 2-6 HENDERSON VALLEY ROAD (CORPORATE PROPERTY)

## SHORT TERM: FY 2025

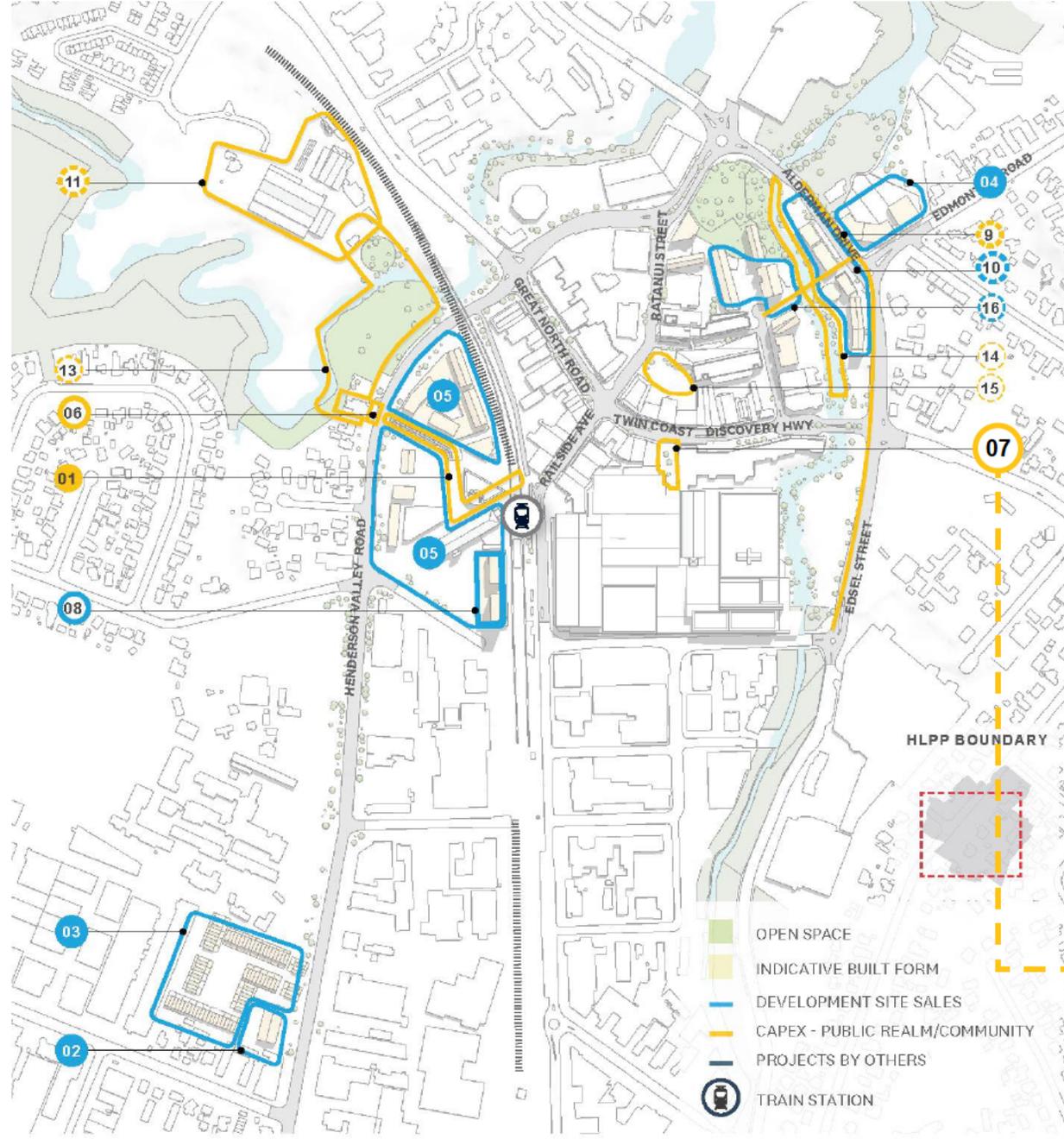
- 06 HENDERSON VALLEY ROAD ENHANCEMENT
- 07 CATHERINE PLAZA UPGRADE
- 08 1C SMYTHE SITE SALE

## MEDIUM TERM: FY 2026

- 9 WAI HOROTIU CYCLEWAY AND BRIDGE CONSTRUCTION
- 10 ALDERMAN CARPARK SUBDIVISION AND SITE SALE
- 11 HENDERSON CORBAN ESTATE ACCESS AND ENHANCEMENT WORKS

## LONG-TERM PROJECTS: FY 2027+

- 13 OPANUKU LINK - BRIDGE, RESERVE
- 14 HENDERSON TWIN STREAMS ENHANCEMENT
- 15 HEART OF HENDERSON - TOWN SQUARE WORKS
- 16 ORATIA PRECINCT REDEVELOPMENT



**Small T Henderson** – A project to deliver quick, visible improvements across Henderson, such as activations, lighting and safety initiatives. A workshop with the Henderson-Massey Local Board was held in March 2025, and full support for the project was given. A Low Complexity Business Case is targeted for approval in April 2025.

The Henderson music trail took place in February 2025 which was an event to explore the biking and walking links between Falls and Cranwell parks and the Corban’s Estate. The event had three music stages, buskers, a heritage bike display and a cycle-centric art workshop. A street front activation project ‘Vacant Spaces Project with Corbans was also held in March 2025, with pop-up galleries and a printmaking art workshop for the public.

**Catherine Plaza upgrade** – A project to support the vitality of the town centre businesses. The construction tender process closed in March 2025. We are aiming to commence construction works before the end of the financial year.

# AVONDALE

**Vision** To create a strong vibrant centre in which a growing community want to live, work and play.

## PROJECTS COMPLETED

- 01 CRAYFORD STREET WEST
- 02 PUBLIC CAR PARKING FACILITY TO SUPPORT THE AVONDALE LIBRARY & COMMUNITY HUB
- 03 24-26 RACECOURSE PARADE (SET APARTMENTS, OCKHAM RESIDENTIAL)
- 04 TRENT STREET/WHAKAWHITI LOOP (HOUSING FOUNDATION/EKE PANUKU)
- 05 AROHA APARTMENTS (OCKHAM RESIDENTIAL & MARUTŪĀHU IWI)
- 06 1971-1987 GREAT NORTH ROAD - ACQUISITION
- 07 AVONDALE 18 ELM STREET (KĀINGA ORA)
- 08 26 ELM STREET (ANSON HOUSING DEVELOPMENT)
- 09 NEW LYNN TO AVONDALE SHARED PATH (AUCKLAND TRANSPORT)
- 10 WATERVIEW SHARED PATH (AUCKLAND TRANSPORT)

## SHORT TERM: FY 2025

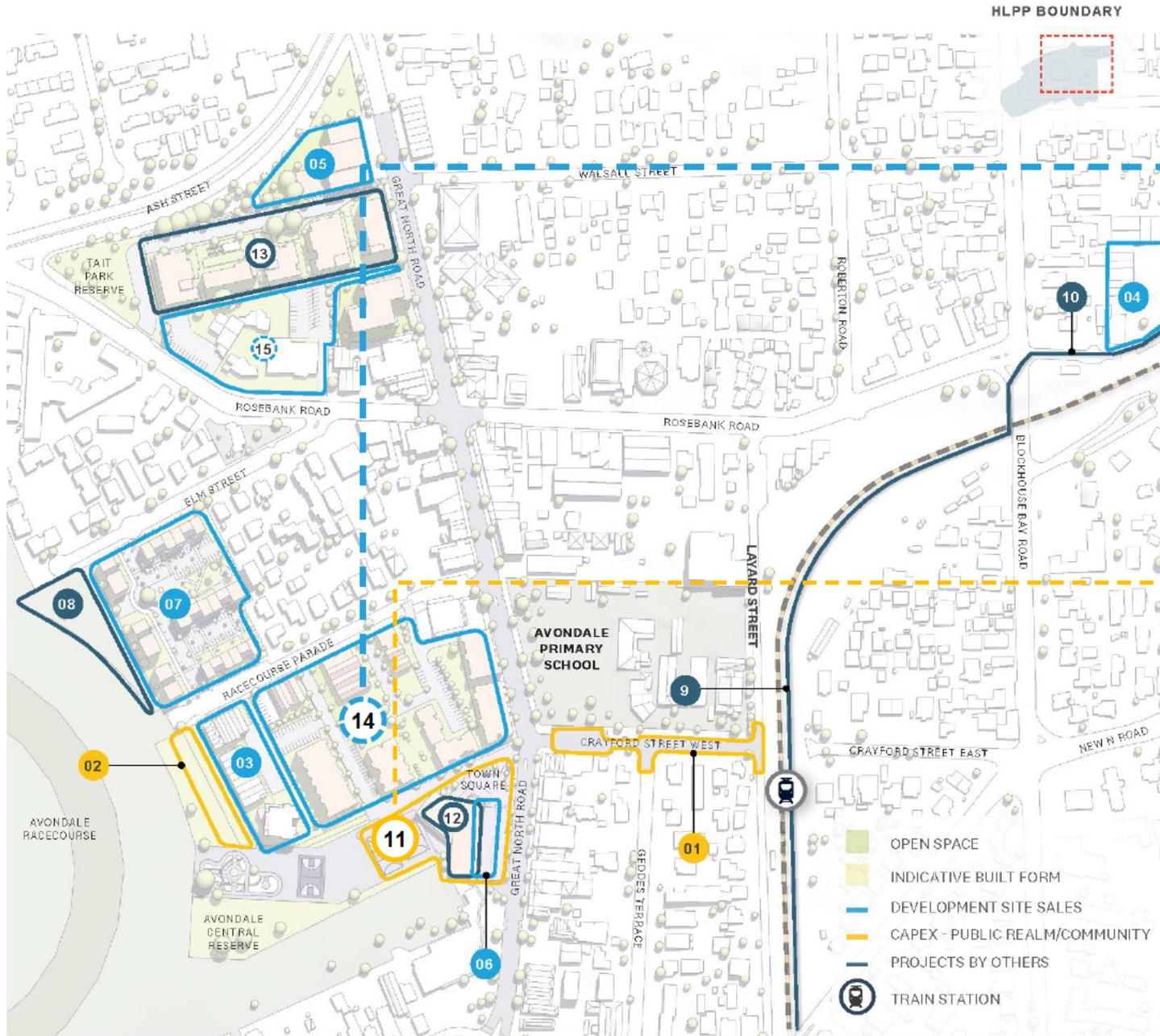
- 11 AVONDALE CIVIC PRECINCT (AVONDALE TOWN SQUARE, CRAYFORD LANE, AND PLAYGROUND)
- 12 TE HONO LIBRARY & COMMUNITY HUB (AUCKLAND COUNCIL)
- 13 Highbury Triangle - Housing for Older People (Kāinga Ora)

## MEDIUM TERM: FY 2026

- 14 AVONDALE CENTRAL, 6 & 10 RACECOURSE PARADE

## LONG-TERM PROJECTS: FY 2027+

- 15 93-99 ROSEBANK ROAD SITE SALE (CURRENT LIBRARY & COMMUNITY CENTRE)



**Avondale Central, 6 & 10 Racecourse Parade** - Discussions are ongoing with the developer regarding the development agreement and master plan for the site.

**Te Hono - Avondale community hub and town square** - The tender for the main contract works was released in March 2025, with an anticipated start date on site of October 2025. Further early enabling works will start late April 2025, which include installation of a retaining wall, removal of the remaining building structure and earthworks.

# MAUNGAWHAU

**Vision** For each precinct to become one of the best-quality, high density urban villages in the country, which is highly accessible to all parts of the Auckland region. It will be highly sought after, contemporary, sustainable, resident-led, mixed-use urban village.

**MEDIUM TERM: FY 2026**

- 01 CRL - PUBLIC REALM AND STREETS
- 02 AT - STREETS UPGRADE: KORARI STREET
- 03 AT - STREETS UPGRADE: FLOWER STREET
- 04 AT - STREETS UPGRADE: SHADDOCK STREET (EAST)
- 05 CRL - MAUNGAWHAU STATION AND INFRASTRUCTURE

**LONG TERM: FY 2027+**

- 06 AC - BASQUE PARK UPGRADE
- A BLOCK A - MAUNGAWHAU CENTRAL
- B BLOCK B - MAUNGAWHAU CENTRAL
- C BLOCK C - MAUNGAWHAU CENTRAL
- D BLOCK D - MAUNGAWHAU CENTRAL
- E BLOCK E - MAUNGAWHAU CENTRAL
- F BLOCK F - MAUNGAWHAU CENTRAL
- G BLOCK G - 98-110 NEW NORTH ROAD, KĀINGA ORA
- H BLOCK H - 1-3 FENTON STREET
- I BLOCK I - WATER STREET AND BOSTON ROAD
- J BLOCK J - 257-259 SYMONDS STREET & 1 NEW NORTH ROAD



Sites for mixed-use development – the statutory process with Whenua Haumi Ltd Partnership is progressing and we expect a decision on the property transfer and disposal of the sites from the Governing Body in March 2025. Once received discussions will be held with the Whenua Haumi Ltd Partnership.

A draft plan for transitional use of development sites post CRL project completion is almost complete. The plan will be finalised and implemented following approval of the transfer arrangements for the sites by the CRL Sponsors.

# CITY CENTRE PROGRAMME

## PROJECTS COMPLETED

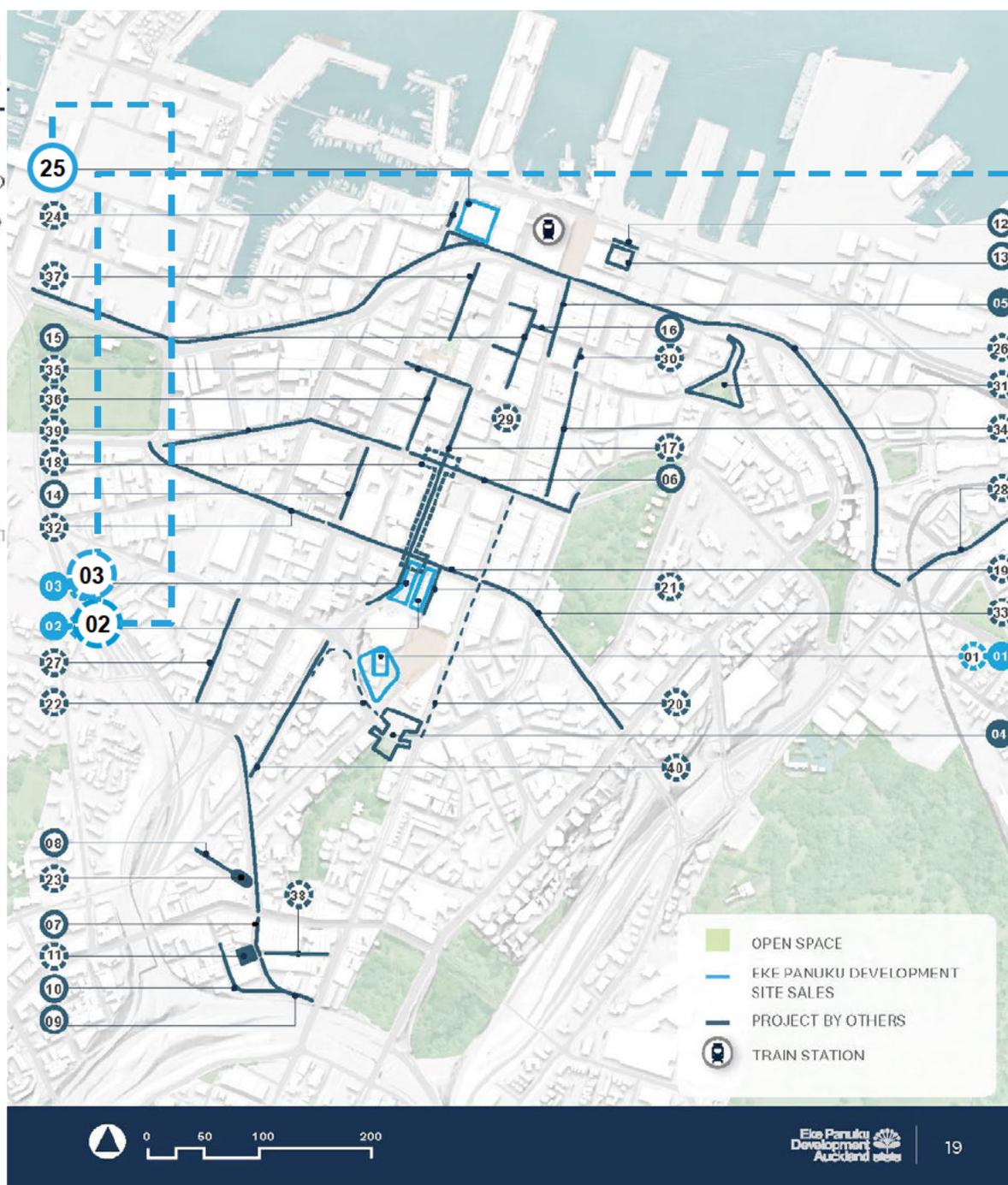
- 01 CIVIC ADMINISTRATION BUILDING DEVELOPMENT AGREEMENT (SUPPORTS PROGRAMME)
- 02 BLEDISLOE HOUSE REDEVELOPMENT DEVELOPMENT AGREEMENT (SUPPORTS PROGRAMME)
- 03 CRL OSD: SYMPHONY CENTRE - DEVELOPMENT AGREEMENT (CORPORATE PROPERTY PROGRAMME)
- 04 MYERS PARK UNDERPASS
- 05 LOWER QUEEN ST UPGRADE

## SHORT TERM: FY 2025

- 06 TE HA NOA VICTORIA STREET LINEAR PARK
- 07 UPPER MERCURY LANE
- 08 PITT STREET
- 09 CANADA STREET
- 10 EAST STREET
- 12 TYLER STREET UPGRADE
- 13 TE WAITEMATA STATION PLAZA
- 14 HOBSON STREET NZIC
- 15 MILLS LANE & SWANSON STREET UPGRADES
- 16 EXCHANGE LANE UPGRADE
- 17 ALBERT STREET UPGRADE

## MEDIUM TERM: FY 2026+

- 01 CIVIC ADMINISTRATION BUILDING REDEVELOPMENT (SUPPORTS PROGRAMME)
- 02 BLEDISLOE HOUSE REDEVELOPMENT (SUPPORTS PROGRAMME)
- 03 CRL OSD: SYMPHONY CENTRE REDEVELOPMENT (CORPORATE PROPERTY PROGRAMME)
- 11 KARANGA A HAPE CRL STATION
- 18 TE WAIHOROTIU CRL STATION
- 19 WELLESLEY STREET BUS IMPROVEMENT STAGE 1
- 20 BLEDISLOE LANE UPGRADE
- 21 WATERCARE QUEEN ST DIVERSION
- 22 WATERCARE MAYORAL DRIVE DIVERSION
- 23 BERESFORD SQUARE REINSTATEMENT
- 24 DOWNTOWN WEST STREETScape UPGRADE
- 25 DOWNTOWN CARPARK REDEVELOPMENT (SUPPORTS PROGRAMME)
- 26 DOWNTOWN BUS IMPROVEMENTS (FANSHAWE ST, CUSTOM ST & BEACH RD)
- 27 NELSON STREET SLIP LANE
- 28 THE STRAND - T2 FREIGHT LANE
- 29 CITY CENTRE WAYFINDING PROGRAMME (CITY WIDE)
- 30 JEAN BATTAN PLACE PUBLIC ART
- 31 EMILY PLACE UPGRADE
- 32 WELLESLEY STREET BUS IMPROVEMENTS STAGE 2
- 33 WELLESLEY STREET BUS IMPROVEMENTS STAGE 3
- 34 HIGH STREET UPGRADE
- 35 WYNDHAM STREET UPGRADE
- 36 FEDERAL & KINGSTON ST UPGRADE
- 37 FEDERAL ST NORTHERN PRECINCT
- 38 CROSS STREET UPGRADE
- 39 TE HĀ NOA: STAGE 2



We continue to facilitate and deliver on our development opportunities on the three key sites in the City Centre. The sale of the **Downtown carpark** is unconditional, the **Symphony Centre** development agreement terms are being worked through to enable settlement. The developer of **Bledisloe House** has started remediating the exterior facade and removing internal fitout. It has yet to secure tenancies to finalise its design concepts for the remodelling.

**City Centre Action Plan** - The update of the City Centre Action Plan was endorsed by Steerco last quarter. Work on the precinct regeneration plans is also ongoing, workstreams and programme realignment confirmed and implementation is underway. City Centre Targeted Rate (CCTR) extension is well underway - aiming for completion of City Centre Action Plan position by August 2025. A substantive review of the City Centre Action Plan is currently scheduled for 1 July 2025, with a view to complete by 30 June 2026. This will help inform the next LTP (2027-2037).

We continue to work across the council group to **maximise benefits of CRL**. This quarter, the CRL station precinct integration mapping was completed. Gaps and opportunities in the groups work programmes are being reviewed. A Crime Prevention through Environmental Design (CPTED) Assessment has been completed for Maungawhau. The 'Maximise Benefits of CRL,' is at risk due to Watercare work delays on Queen Street. This is due to sewer alignment and condition. Mitigations are being explored. The Watercare works is also causing a risk of a 3-4 month programme delay to the Te Ha Noa SP2. This requires further assessment and additional mitigation measures.

# WATERFRONT

## Vision

A world-class destination that excites the senses and celebrates our sea-loving Pacific culture and maritime history. It supports commercially successful and innovative businesses and is a place for all people, an area rich in character and activities that link people to the city and the sea.

### PROJECTS COMPLETED: FY 2024

- 01 RELOCATION OF AC36 MARINE INFRASTRUCTURE
- 02 MARKET SQUARE REDEVELOPMENT
- 03 PILE BERTH REDEVELOPMENT PROJECT
- 04 WYNYARD QUARTER LEGACY SPACE ACTIVATION WORKS - AC36 BASES

- OPEN SPACE
- DEVELOPMENT SITE SALES
- CAPEX - PUBLIC REALM/COMMUNITY

### SHORT TERM: FY 2025

- 05 WYNYARD CENTRAL PUBLIC ART
- 06 WATER EDGE RESPONSE WORKS (QUEENS WHARF, TIDAL STEPS JUMP PLATFORM, SWIMMING FACILITIES)
- 07 TE ARA TUKUTUKU (DESIGN CONCEPT PLAN COMPLETED/ ENABLING WORK STARTS)
- 08 WESTHAVEN SEAWALL UPGRADE (AHB)
- 09 101 PAKENHAM STREET WEST (LYSAGHT BUILDING)
- 10 PRECINCT STAGE 3 - SITE 6A & 6B
- 11 CENTRAL WHARVES MASTER PLAN INITIATED

### MEDIUM TERM: FY 2026

- 12 AC-AG PIER DEVELOPMENT
- 13 NORTH WHARF DEVELOPMENT - SITE 14
- 14 WILLIS BOND 'WEST 2' RESIDENTIAL
- 17 TE ARA TUKUTUKU CONTINUED
- 11 CENTRAL WHARVES MASTER PLAN CONT'D

### LONG TERM: FY 2027+

- 15 HARBOUR BRIDGE PARK
- 16 ST MARY'S BAY BEACH
- 17 SITE 1 VOS SHED SLIPWAY
- 18 WESTHAVEN NORTH TRANSFORMATION
- 19 SILO DEVELOPMENT SITE - SITE 12
- 20 SITE 18 - ORAMS STAGE 1 & 2
- 21 SITE 19 JELICOE STREET MIXED USE
- 22 WILLIS BOND 'EAST 2' RESIDENTIAL

**Te Ara Tukutuku (Wynyard Point) design** - Enabling works started in late March 2025 and are expected to be completed later this year. Additional enabling works will be carried out over the next two years. The contract for Developed Design has also been awarded.

**North Wharf development site** -

**Precinct Stage 3 development** - Works are likely to complete ahead of schedule and due for completion in August 2025. The new Beca office building was recently opened and is now occupied and works are continuing on the Flowers building.

# ONEHUNGA

**Vision** To create a flourishing Onehunga that is well connected to its past, its communities and the environment, including the Manukau Harbour.

## PROJECTS COMPLETED

- 01 LANEWAY 7
- 02 38 NEILSON STREET ACQUISITION
- 03 ONEHUNGA PORT ACQUISITION
- 04 DRESS SMART PAYNES LANE SITE SALE
- 05 ONEHUNGA MALL CLUB (LAMONT & CO)
- 06 NGĀ HAU MĀNGERE BRIDGE (WAKA KOTAHI NZTA)

## SHORT TERM: FY 2025

- 07 WAIAPU LANE PRECINCT PUBLIC REALM
- 08 ONEHUNGA WHARF PUBLIC REALM
- 09 ST PETER CHURCH LANEWAY ACQUISITION
- 10 208, 210 ONEHUNGA MALL ACQUISITION
- 12 123 ARTHUR STREET ACQUISITION
- 13 WAIAPU PRECINCT SUPERMARKET

## MEDIUM TERM: FY 2026

- 14 PAYNES LANE STREETScape UPGRADE

## LONG-TERM PROJECTS (FY 2027+)

- 15 TOWN CENTRE TO WHARF CONNECTION
- 16 TE PUMANAWA PRECINCT PUBLIC REALM
- 17 ONEHUNGA WHARF TO TAUMANU WALKING & CYCLING
- 18 WHARF DEVELOPMENT
- 19 WAIAPU PRECINCT DEVELOPMENT SITE SALE
- 20 TE PUMANAWA CHURCH STREET UPGRADE
- 21 9-21 WALLER STREET DEVELOPMENT
- 22 38 NEILSON STREET DEVELOPMENT
- 23 TRAIN STATION PRECINCT
- 24 1 PAYNES LANE DEVELOPMENT
- 25 EAST WEST LINK (WAKA KOTAHI NZTA)



**Waiapu Lane and Selwyn Street development** sites for a new supermarket development. A conditional development agreement [redacted] was executed in June 2024. A number of conditions have been satisfied to date including both developer board and Eke Panuku Board approvals, and an integration agreement. The next condition to be satisfied is resource consent which the developer has recently lodged.

**Waiapu Precinct site acquisitions** - There are four properties in the Waiapu Precinct to be acquired to enable urban renewal. One of the properties was acquired in June 2024. The acquisition of the remaining three sites is progressing [redacted]

HLPP BOUNDARY



# PANMURE

**Vision** To create a vibrant centre that is a great place to live, visit, and do business; building on Panmure's distinct landscape, transport connectivity, family friendly community, and lifestyle amenities.

## PROJECTS COMPLETED

- 01 CLIFTON COURT
- 02 AMETI - EASTERN BUSWAY (AT)
- 03 PANMURE STATION UPGRADE
- 04 STREETSCAPE REFRESH

## SHORT TERM: FY 2025

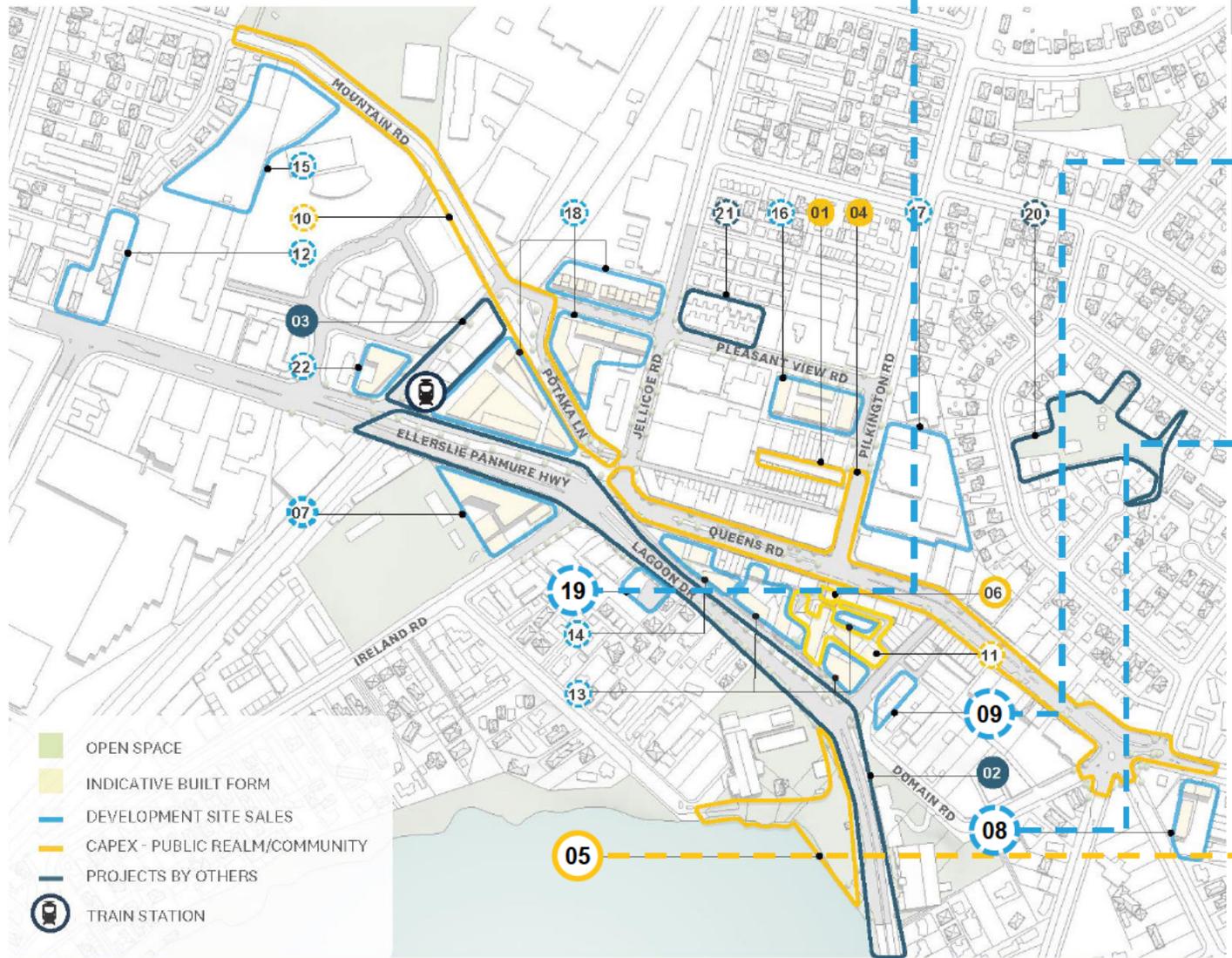
- 05 LAGOON EDGE RESERVE UPGRADE
- 06 PANMURE TOWN SQUARE

## MEDIUM TERM: FY 2026

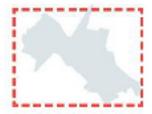
- 07 535 ELLERSLIE PANMURE HIGHWAY SITE SALE
- 08 3 KINGS ROAD SITE SALE
- 09 10 BASIN VIEW LANE SITE SALE

## LONG-TERM PROJECTS: FY 2027+

- 10 MAUNGAREI CONNECTION
- 11 BASIN VIEW PRECINCT PUBLIC REALM
- 12 486 - 492 ELLERSLIE PANMURE HIGHWAY SITE SALE
- 13 BASIN VIEW STAGED SITE SALES
- 14 GATEWAY WEST 13-27 QUEENS ROAD SITE SALE
- 15 59 & 59A MOUNTAIN ROAD SITE SALE
- 16 28 - 30 PILKINGTON ROAD SITE SALE
- 17 7 - 13 PILKINGTON ROAD REDEVELOPMENT
- 18 STATION PRECINCT SITE SALES
- 19 11 - 13 LAGOON DRIVE SITE SALE
- 20 MAUINAINA RESERVE UPGRADE (TRC)
- 21 PLEASANT VIEW ROAD DEVELOPMENT (TRC)
- 22 3 MOUNTWELL CRESCENT SITE SALE



HLPP BOUNDARY



**Lagoon Drive** - The marketing of this property will be delayed until interest is shown or the market improves.

**10 Basin View development site** - Following some interest being received for the site, we are planning to take the property to market in May 2025. While a conditional development agreement may be possible, it may not be achieved by the end of the financial year.

**Kings Road development site** - We are progressing a resource consent application for a revised development scheme for the site. The property will then be taken back to the market. This follows the withdrawal of the conditional agreement by the developer due to site constraints and the proposed development contribution charges making the project unfeasible.

**Lagoon Edge Reserve Enhancement** - We are on track to commence construction this financial year. Resource consent has been issued, and tender procurement is underway with proposals expected in mid-April 2025.



# MANUKAU

**Vision** Thriving heart and soul for the south.

## PROJECTS COMPLETED

- 01 WESTFIELD MALL CARPARK SITE SALE
- 02 DUE DROP EVENTS CENTRE CARPARK (PARTIAL SALE)
- 03 52-54 MANUKAU STATION ROAD (MIT) SITE SALE (STAGE 1 & 2)
- 04 20 BARROWCLIFFE PLACE SITE SALE
- 05 BARROWCLIFFE POND SHARED PATH
- 06 BARROWCLIFFE BRIDGE WORKS
- 07 PUHINUI WIRI PLAYGROUND WORKS
- 08 PUTNEY WAY STAGE 1
- 09 WIRI BRIDGE CAPITAL WORKS
- 10 HAYMAN PARK PLAYGROUND WORKS

## SHORT TERM: FY 2025

- 11 PUHINUI STAGE 1 - RATAVINE RESERVE WORKS

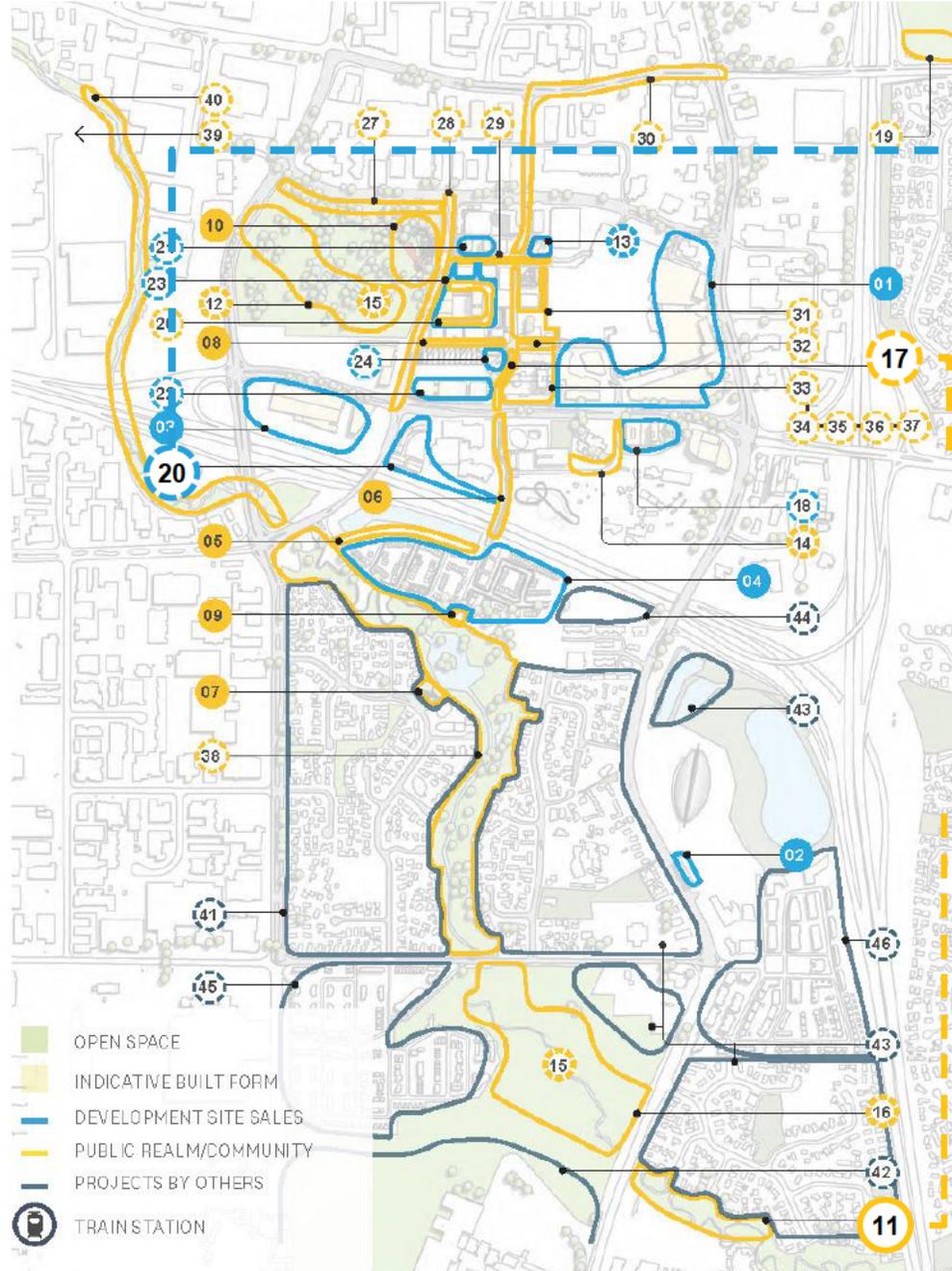
## MEDIUM TERM: FY 2026

- 12 HAYMAN PARK WETLAND WORKS CONTRIBUTION
- 13 10 PUTNEY WAY SITE SALE
- 14 KARINA WILLIAMS WAY EXTENTION WORKS
- 15 MANUKAU PUBLIC ART CONTRIBUTION (ACROSS THE PROGRAMME)
- 16 PUHINUI STAGE 2 - CMDHB WALKWAY WORKS
- 17 OSTERLEY WAY AT CIVIC - STREETSCAPE

## LONG TERM PROJECTS: FY 2027+

- 18 12 MANUKAU STATION ROAD CARPARK SITE SALE
- 19 MANUKAU SPORTS BOWL
- 20 50 MANUKAU STATION ROAD SITE SALE
- 21 8 DAVIES AVENUE SITE SALE

- 22 33 MANUKAU STATION ROAD SITE SALE
- 23 14 DAVIES AVE SITE SALE
- 24 9 OSTERLEY WAY SITE SALE
- 25 PARKING MANAGEMENT SOLUTIONS (ACROSS THE PROGRAMME)
- 26 14 DAVIES AVE ACCESS LANE
- 27 RONWOOD AVENUE STREETSCAPE
- 28 A2B STREETSCAPE CONTRIBUTION
- 29 AMERSHAM WAY STREETSCAPE
- 30 CAVENDISH DR & SHARKEY ST AUT LINK STREETSCAPE
- 31 MANUKAU SQUARE WORKS
- 32 PUTNEY WAY STAGE 2 STREETSCAPE
- 33 CIVIC BUILDING COURTYARD WORKS
- 34 CIVIC BUILDING SOUTH LAND DEVELOPMENT
- 35 COMMUNITY FACILITY INVESTMENT
- 36 MANUKAU STEPS WORKS
- 37 MANUKAU SERVICE CENTRE CONTRIBUTION
- 38 PUHINUI STAGE 3 - WIRI RESERVE WORKS
- 39 PUHINUI STAGE 4 - MANUKAU INDUSTRIAL AREA WORKS
- 40 PUHINUI STAGE 5 - PUHINUI PARK WORKS (PLUNKET AVE)
- 41 KĀINGA ORA INVESTIGATIONS
- 42 MANUKAU HEALTH PARK DEVELOPMENT
- 43 HEALTHY WATERS UPGRADES
- 44 NGATI TAMAHO DEVELOPMENT
- 45 WIRIHANA RESIDENTIAL DEVELOPMENT
- 46 PACIFIC GARDENS RESIDENTIAL DEVELOPMENT



0 100 200 400 800 M

Elia Parauku  
Development  
Auckland

4

**50 Manukau Station Road** - A subdivision consent was lodged in October 2024 and a decision is expected shortly. The site is to be subdivided into smaller parcels to make it a more attractive proposition to developers. Preparations to take the site to market are also underway.

**Osterley Way Civic Streetscape Works** - Includes streetscape upgrade with landscaping, new surfacing, lighting, wayfinding and separated cycleway. Tree owner approval and resource consent have both been received. We continue to collaborate with Auckland Transport on the design. Preparation of tender documents is also underway.

**Puhinui Regeneration** - The Aka Raataa Stage 1 Raataa Vine - Procurement for construction has been completed. Works are now underway and expected to be completed in FY26. A community open day to engage with residents on the project was also held this quarter. Completion of the construction procurement process was one of our FY25 capital milestone targets.

A number of placemaking activations were held over the quarter, including the support of a mural of the late Fa'anānā Efeso Collins which received lots of positive feedback from the community. We supported the Council Events Team and collaborated with Westfield Manukau on the very popular Diversity Festival held in March 2025. We also attended the MIT open day to engage with students on our projects to improve connections in the area.

# OLD PAPATOETOE

**Vision** Assisting New Zealanders into sustainable housing choices. A popular place to live, to shop, for people to meet and enjoy themselves, and to provide the services and facilities the community needs.

## PROJECTS COMPLETED

- 01 89 CAMBRIDGE TERRACE
- 02 SUPERMARKET AND CARPARK
- 03 PAPATOETOE MALL
- 04 91 CAMBRIDGE TERRACE - THE DEPOT

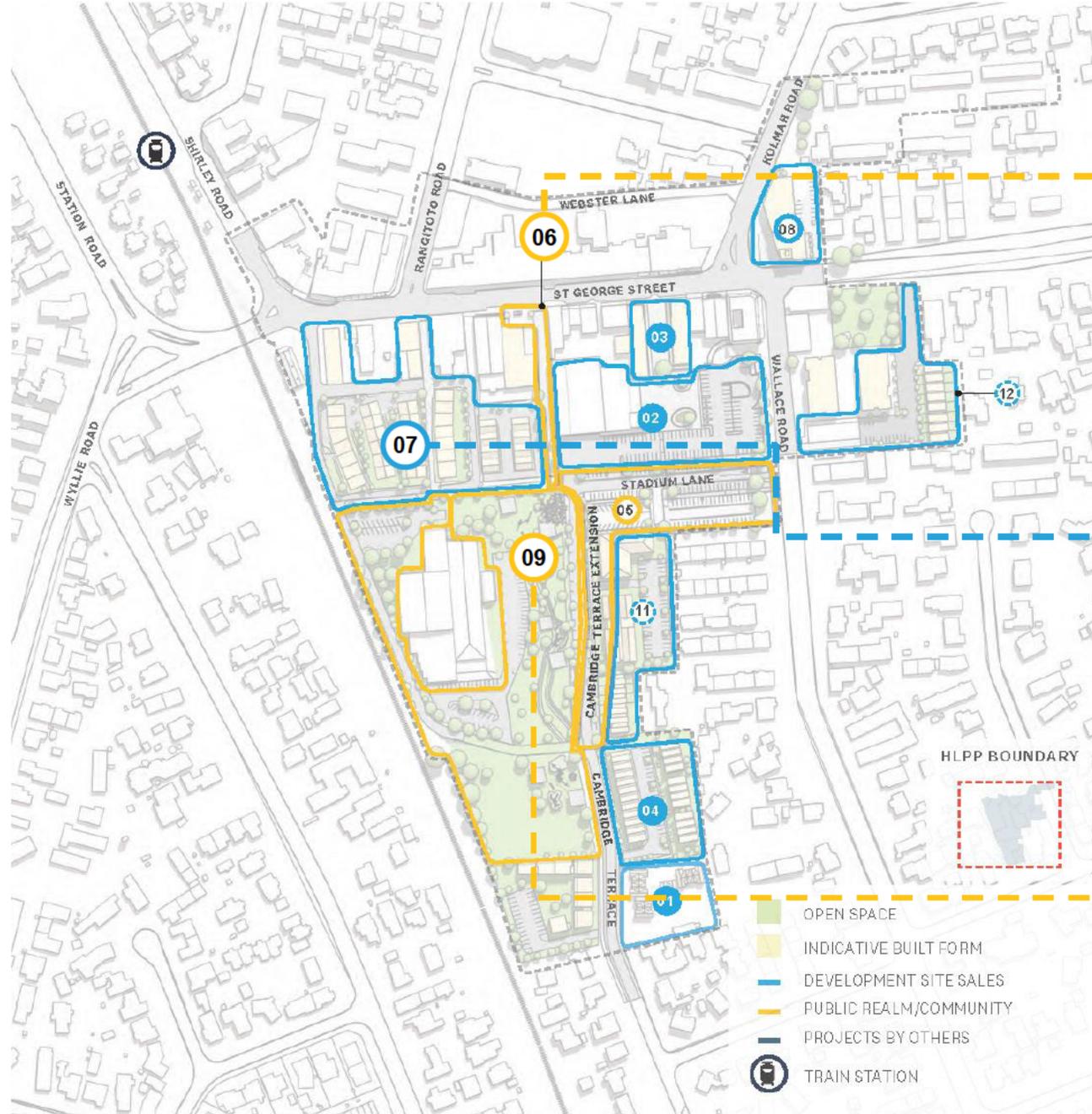
## SHORT TERM: FY 2025

- 05 CAMBRIDGE TERRACE EXTENSION & CARPARK
- 06 CHAMBERS LANEWAY UPGRADE
- 07 3 ST GEORGE STREET - ST GEORGE'S LANES
- 08 98 ST GEORGE STREET AND 15 KOLMAR ROAD SITE SALE AND INTERSECTION
- 09 PAPATOETOE STADIUM RESERVE WORKS

## LONG-TERM PROJECTS: FY 2027+

- 10 COMMUNITY HUB & ARTS DEVELOPMENT (LOCATION PENDING)
- 11 27 ST GEORGE STREET (NETBALL AND GARDENS) SITE SALE
- 12 PAPATOETOE LIBRARY PRECINCT OPTIMISATION

A Karakia was held this quarter to bless and prepare the 3 public realm projects at Chambers Laneway, Cambridge Terrace Extension, and Stadium Reserve ready for delivery



**Chambers Laneway** – Works started in August 2024 and were completed in February 2025. This project provides an upgraded accessway to new developments and open space amenities, making it safer and creating an enhanced pedestrian and public transport-user experience. Construction completion was one of our FY25 capital milestone targets.

**3 St George Street (St George’s Lane)** – Known as Piko Toetoe, this project will enable the development of 120 new homes on two sites on St George Street, near the town centre.

Construction works resumed in February 2025.

**The Stadium Reserve upgrade** – A project to create a new accessible playground and additional parks infrastructure to encourage visitors from a wide range of age groups. Works started in February 2025 on the high-quality open space and civic amenity project to revitalise the town centre and support the use of the Allan Brewster Leisure Centre and developments. Works are expected to be completed in December 2025.

# ORMISTON

**Vision** For the various sites to provide residential development and obtain best value for Council assets. Where possible, the sites should relate to the individual local board plans for each locality.

## PROJECTS COMPLETED

- 01 ORMISTON TOWN CENTRE - BLOCKS F AND J, C, E, A
- 02 LOT 1, 66 FLATBUSH SCHOOL ROAD

## SHORT TERM: FY 2025

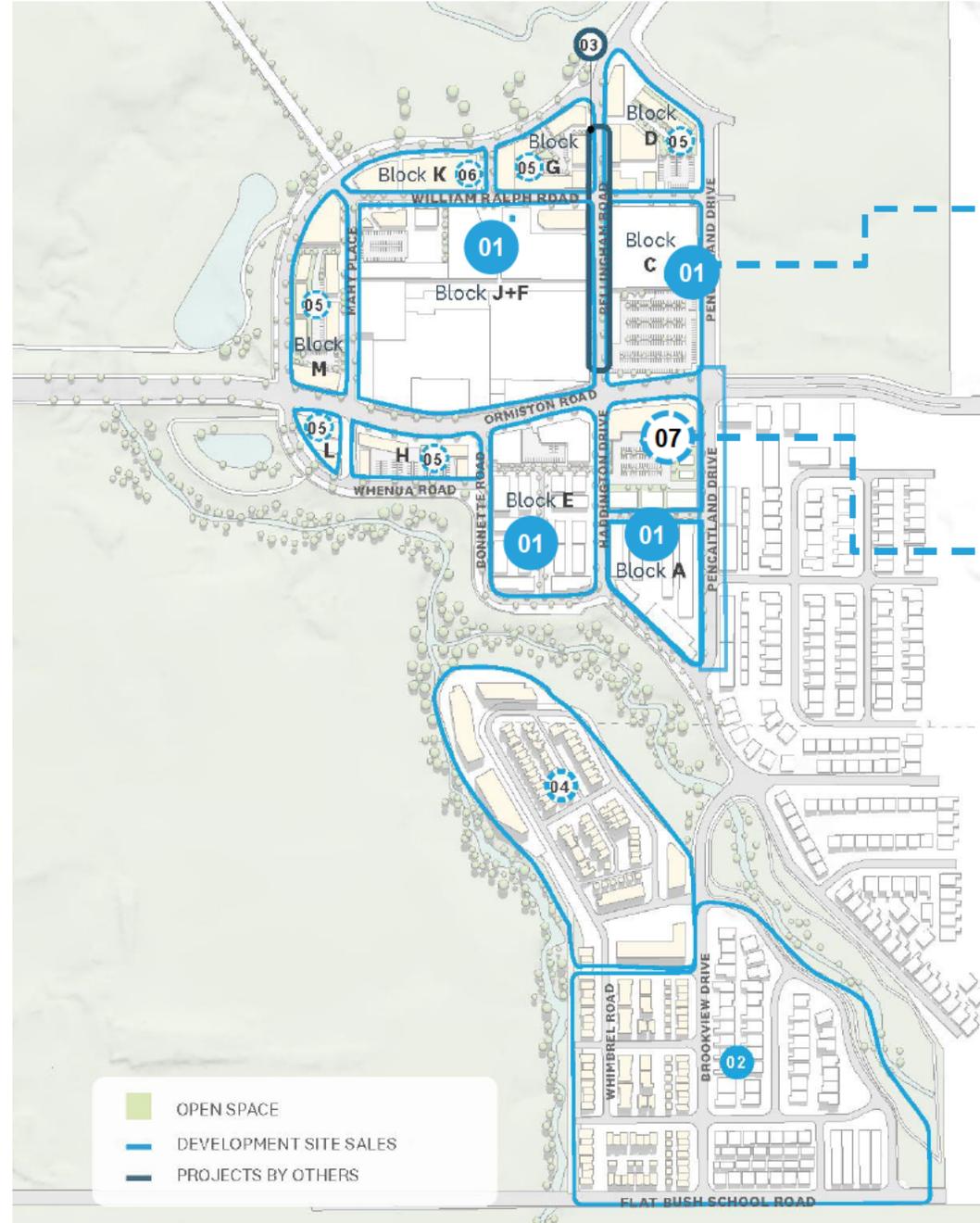
- 03 BELLINGHAM ROAD WORKS (AUCKLAND TRANSPORT)

## MEDIUM TERM: FY 2026

- 04 56 BROOKVIEW RD REDEVELOPMENT

## LONG-TERM PROJECTS (FY 2027+)

- 05 ORMISTON TOWN CENTRE - BLOCKS D, G, M, L, H
- 06 BLOCK K - ON HOLD
- 07 65 HADDINGTON DRIVE SITE SALE (SUPPORTS PROGRAMME)



Ormiston town centre - [redacted]  
 A decision paper will be presented to the April 2025 board meeting [redacted]

65 Haddington Drive, Ormiston - the site has been taken to the market by way of Deadline Private Treaty. Bids close on the 9 April 2025.

# PUKEKOHE

**Vision** Our heritage and connections are strong, the land is flourishing, Pukekohe is prosperous, and our families are happy, healthy and thriving.

## PROJECTS COMPLETED

- 01 SMALL T PROJECTS (ACROSS ENTIRE PROGRAMME)
- 02 SITE SALES WITHOUT DEVELOPMENT OUTCOMES
- 03 82 MANUKAU ROAD
- 04 AT UPGRADES
- 05 INTERSECTION CAPITAL WORKS 1 (MASSEY & MANUKAU RD)

## SHORT TERM: FY 2025

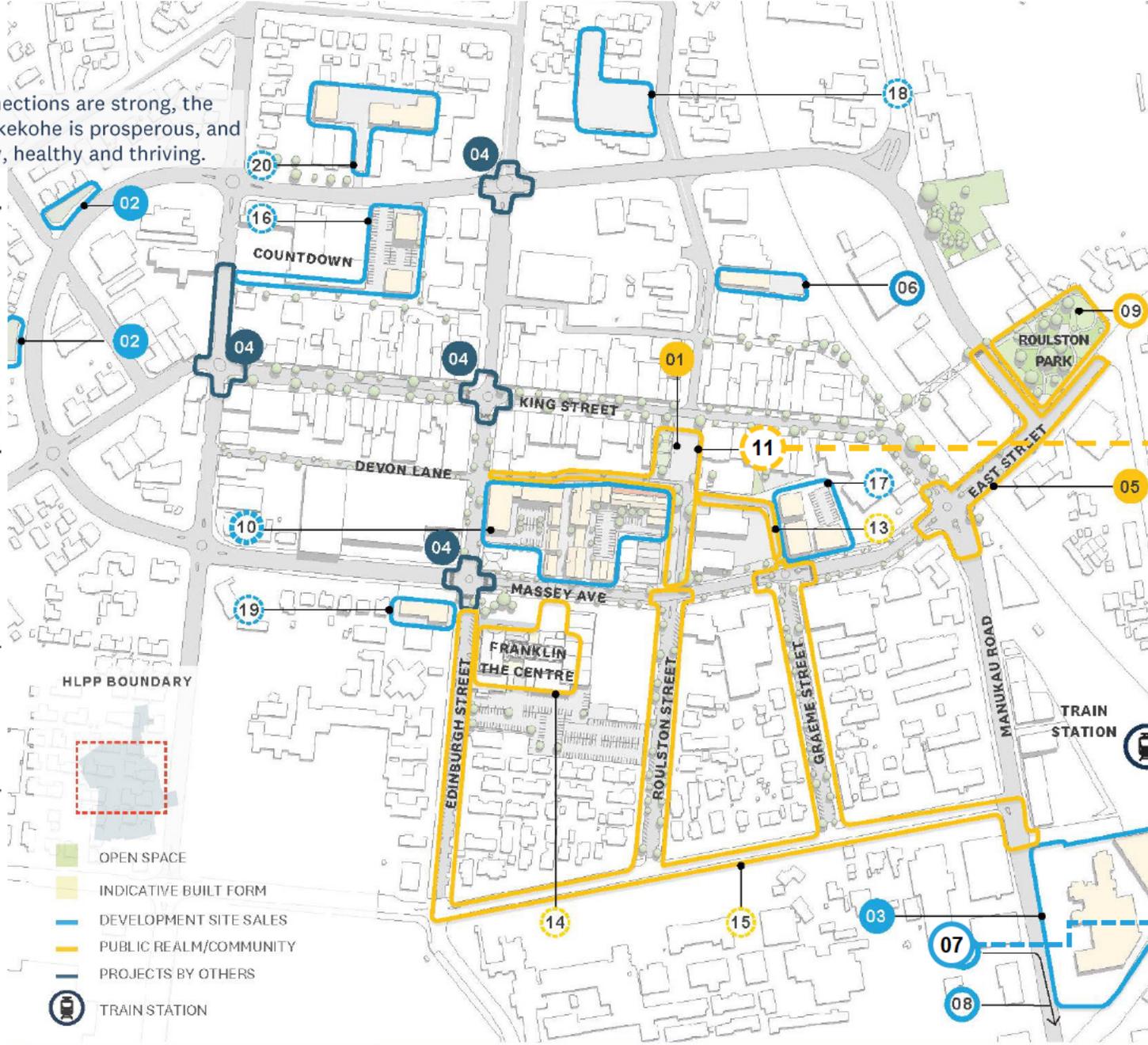
- 06 9 HALL STREET SITE SALE
- 07 174 - 182 MANUKAU ROAD
- 08 2, 4 SVENDSEN ROAD
- 09 ROULSTON PARK UPGRADE

## MEDIUM TERM: FY 2026

- 10 EDINBURGH STREET SUPERBLOCK
- 11 MARKET PRECINCT: DEVON LANE, ROULSTON STREET, AND TOWN SQUARE ENHANCEMENTS

## LONG-TERM PROJECTS: FY 2027+

- 12 PARKING MANAGEMENT SOLUTIONS (ACROSS ENTIRE PROGRAMME)
- 13 ROULSTON LANE UPGRADE
- 14 CIVIC HUB ENHANCEMENTS
- 15 TRAIN STATION TO CENTRE CONNECTIONS
- 16 4 TOBIN STREET
- 17 7 MASSEY AVENUE
- 18 24 HALL STREET
- 19 22 EDINBURGH STREET
- 20 9 TOBIN STREET



**Market Precinct capital works** - A project to upgrade Roulston Street, Devon Lane and enhance the town square to support markets and events. The project is moving towards the Developed Design stage. A cost review has been completed and consultation with Community Facilities and Parks Planning teams has also taken place. A project update is planned to be given to the Franklin Local Board in April 2025. The Detailed Business Case is currently being drafted, and consent lodgement is targeted for June 2025.

**174-182 Manukau Road site sale** - The go-to-market tender finished in February 2025 and we are in the final stage of negotiating the development agreement with our preferred development partner.

# EASTERN BUSWAY TODs PROGRAMME

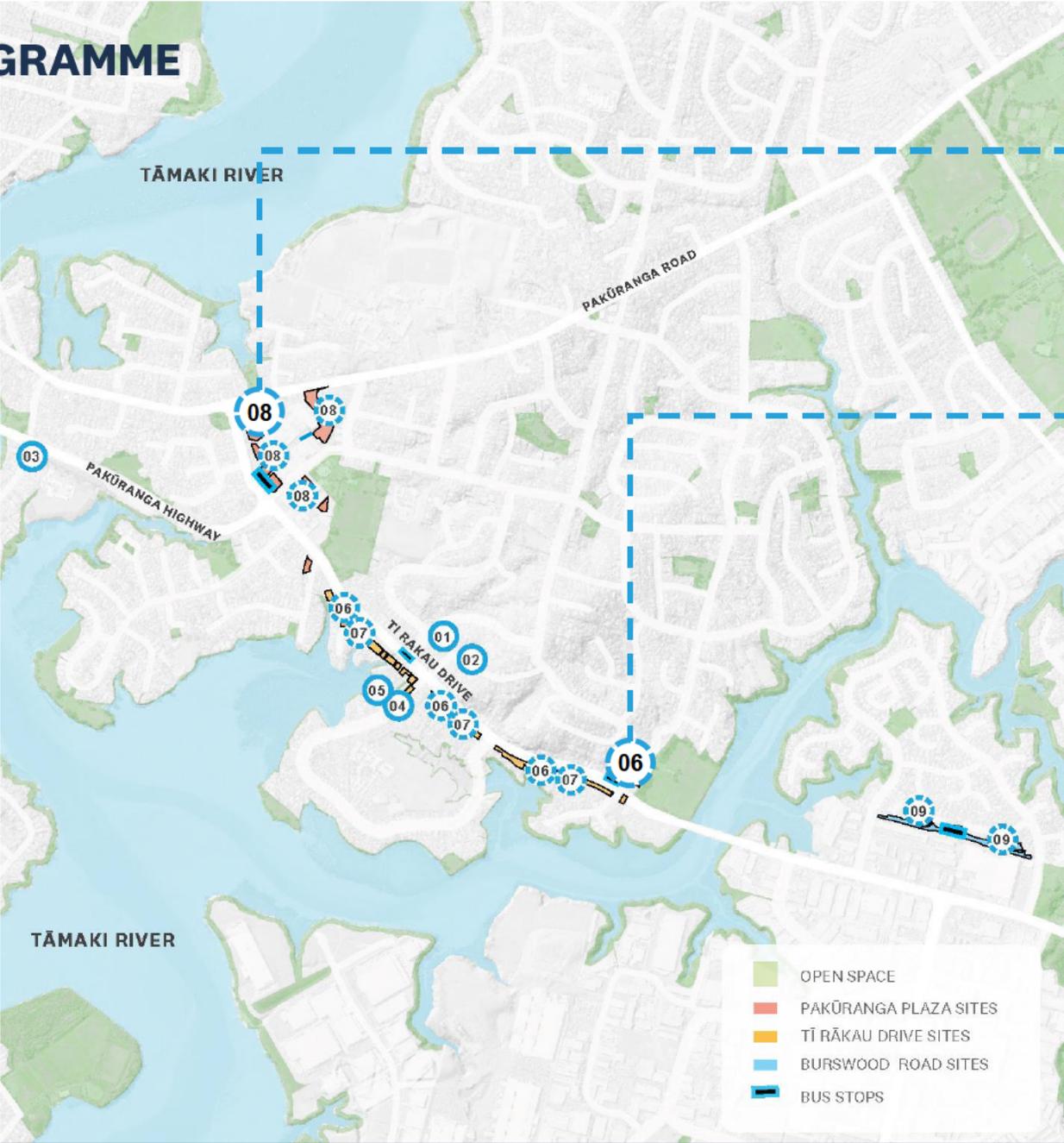
**Vision** To revitalise neighbourhoods within the Eastern Busway corridor and to create healthy, sustainable and vibrant communities.

**SHORT TERM: FY 2025**

- 01 9 MARRIOTT ROAD, PAKŪRANGA - SITE SALE
- 02 9 CHEVIS PLACE, PAKŪRANGA - SITE SALE
- 03 21 MILLEN AVENUE, PAKŪRANGA - SITE SALE
- 04 1/1 SNELL PLACE, PAKŪRANGA - SITE SALE
- 05 2/1 SNELL PLACE, PAKŪRANGA - SITE SALE

**MEDIUM TERM: FY 2026**

- 06 TĪ RĀKAU DRIVE
- 07 TĪ RĀKAU DRIVE VEHICLE CROSSING
- 08 PAKŪRANGA PLAZA
- 09 BURSWOOD ROAD



**Pakūranga Plaza** - Following the receipt of the Independent Commissioners report and recommendation on the proposal to revoke the reserve status of Council owned land at 2R Tī Rākau Drive, Eke Panuku will now seek Minister of Conservation consideration of the reserve recommendation proposal.

**Tī Rākau Drive, Pakūranga urban regeneration** - Eke Panuku is collaborating with the Eastern Busway Alliance, funding the delivery of 13 vehicle crossing along Tī Rākau Drive to ensure access to support future residential development opportunities

**2/6 Dillimore Avenue, Pakūranga** -

Eke Panuku continues to explore opportunities for a development strategy on land in the project area.

# SERVICE PROPERTY OPTIMISATION

**Vision** Service Property Optimisation will facilitate, enhance and speed up housing and town centre development activities, to release latent property values, and to achieve improved community outcomes. Where service property is optimised, the sale proceeds are locally reinvested to advance eligible projects or activities on a cost-neutral basis.

## SHORT TERM: FY 2025

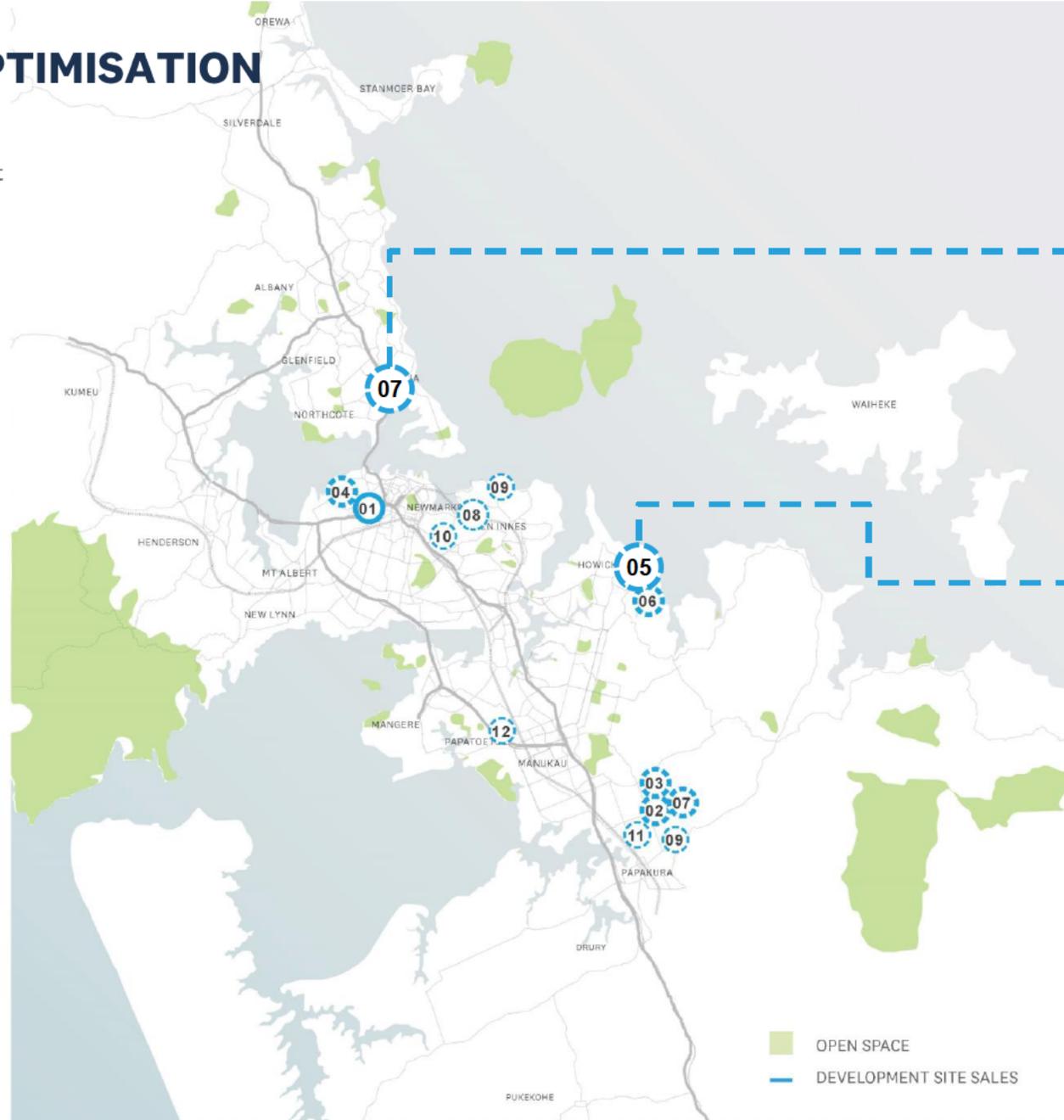
01 2 POMPALLIER TERRACE, PONSONBY

## MEDIUM TERM: FY 2026

- 02 ARDMORE HALL, 177 BURNSIDE ROAD, ARDMORE
- 03 BELL FIELD, 587R PAPA KURA, CLEVEDON ROAD, ARDMORE
- 04 19 JERVOIS ROAD, HERNE BAY
- 05 BEACHLANDS, 17W HAWKE CRESCENT - SITE SALE
- 06 BEACHLANDS, 39R POHUTUKAWA RD - SITE SALE
- 07 3 GIBBONS ROAD, TAKAPUNA

## LONG-TERM PROJECTS (FY 2027+)

- 08 ORAKEI OPTIMISATION
- 09 RED HILL, PAPA KURA
- 10 6 CLONBERN ROAD, REMUERA
- 11 8-10 AVERILL STREET, PAPA KURA
- 12 WYLIE PARK, OLD PAPA TOETOE



**3 Gibbons Avenue, Takapuna** – The traffic engineers' report has been received and will inform vehicle access and loading issues.

**17W Hawke Crescent, Beachlands and 39R Pohutukawa Road, Beachlands** – The sites were offered to mana whenua and no interest was expressed. The sites will be taken to the open market in April 2025.

**Orakei open space opportunity** – Eke Panuku is currently working with Council on the open space plan change for 70-74 Abbots Way in Remuera. This follows the 2024 public consultation on the disposal of 207 Main Highway, Ellerslie and 70-74 Abbots Way, Remuera and the subsequent Ōrakei Local Board approval for the disposal of both sites. The proceeds of sale from both properties will be reinvested into acquisition of land for open space.

■ OPEN SPACE  
 - - - DEVELOPMENT SITE SALES

# CORPORATE PROPERTY

**Vision** A self-funding programme of works which utilises the capital receipts from the divestment of seven surplus properties that are no longer required to service. Corporate Property office network and reinvest the sale proceeds to deliver a more efficient hub and spoke Corporate accommodation model.

## PROJECTS COMPLETED

- 01 KOTUKU HOUSE, 4 OSTERLEY WAY, MANUKAU
- 02 35 GRAHAM STREET, CBD
- 03 50 CENTREWAY, OREWA
- 04 82 MANUKAU STATION ROAD, MANUKAU
- 05 6 HENDERSON VALLEY ROAD, HENDERSON

## SHORT TERM: FY 2025

- 06 SYMPHONY HOUSE, 4 - 10 MAYORAL DRIVE, AUCKLAND CITY
- 07 35 COLES CRESCENT, PAPAURA



**Symphony Centre, 4-10 Mayoral Drive, CBD** – The development agreement is progressing, certain terms still need to be finalised. Focus remains on how the over street development will affect station operations, transport services, and the surrounding area.

# HAUMARU SCOPE

**Vision** To grow the portfolio consistent with projected social housing demand and rebalance the portfolio to areas of greatest demand. It is also to see older people affordable homes within communities that are safe, age friendly and caring.

## PROJECTS COMPLETED

01 21 HENDERSON VALLEY ROAD, HENDERSON

## MEDIUM TERM: FY 2026

02 16 HANDLEY ROAD, NARROW NECK

03 27-31 GREENSLADE CRESCENT, NORTHCOTE



27- 31 Greenslade Crescent in Northcote

# SUPPORTS SCOPE

**Vision** To provide residential development and obtain best value for Council assets.

## PROJECTS COMPLETED

- 01 CIVIC ADMINISTRATION BUILDING, AUCKLAND CITY CENTRE
- 02 34 MOORE STREET, HOWICK
- 03 16 FENCIBLE DRIVE, HOWICK
- 04 84A MORRIN ROAD, ST. JOHN'S
- 05 HOBSONVILLE AIRFIELDS STAGE 3 - LOT 5B
- 06 83B GODLEY ROAD, GREEN BAY
- 07 20 LINK CRESCENT, WHANGAPAROA

## SHORT TERM: FY 2025

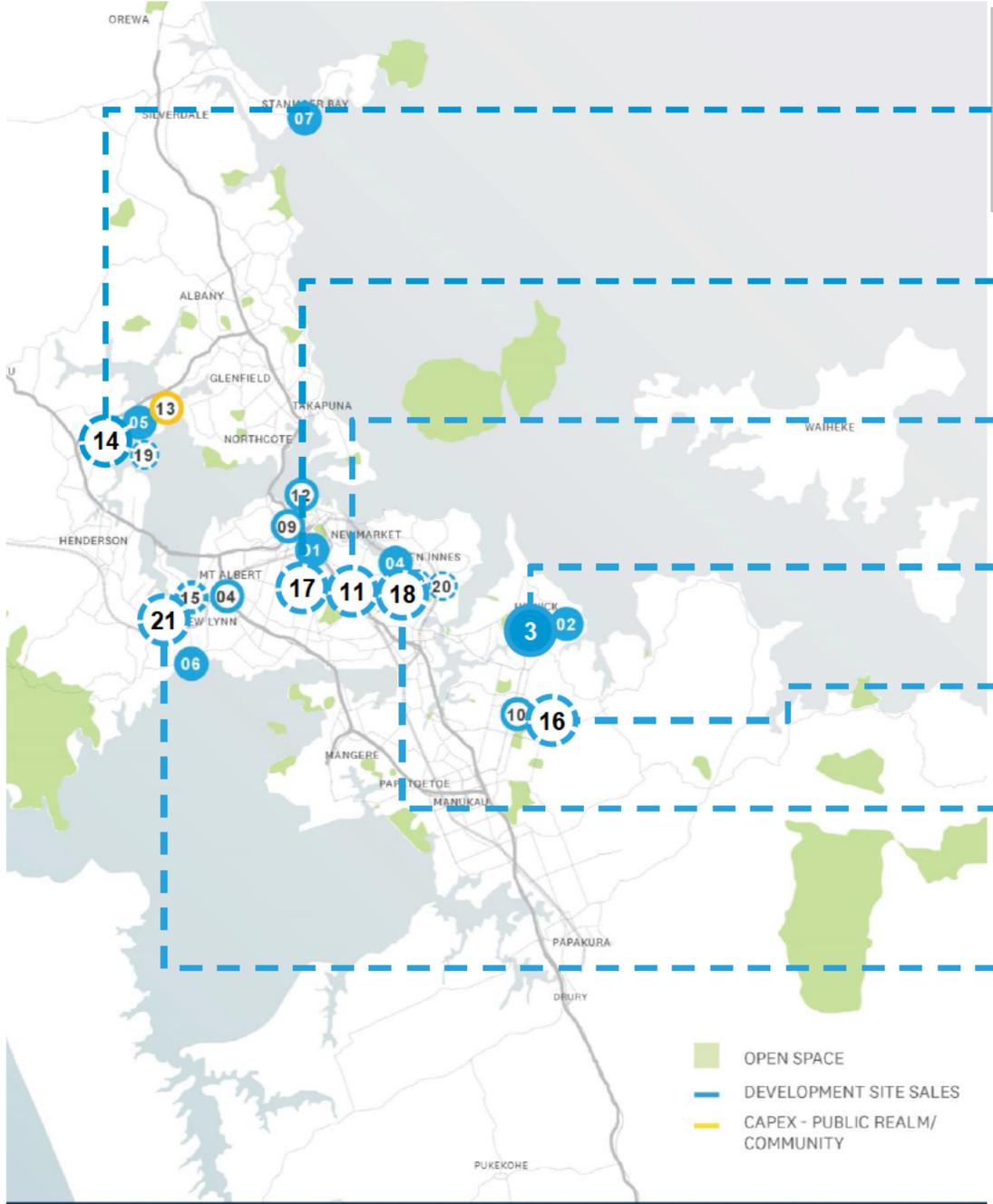
- 08 18 TOTARA AVE, NEW LYNN
- 09 BLEDISLOE HOUSE, AUCKLAND CITY CENTRE
- 10 187 FLAT BUSH SCHOOL ROAD, FLAT BUSH
- 11 132 GREENLANE EAST, GREENLANE
- 12 DOWNTOWN CARPARK REDEVELOPMENT, CITY CENTRE
- 13 PUMP STATION 6, LAUNCH ROAD, HOBSONVILLE

## MEDIUM TERM: FY 2026

- 14 HOBSONVILLE AIRFIELDS STAGE 3 - 6A & 6B
- 15 41 MCCRAE WAY, NEW LYNN
- 16 65 HADDINGTON DRIVE, FLAT BUSH

## LONG-TERM PROJECTS (FY 2027+)

- 17 198 DOMINION ROAD, MOUNT EDEN
- 18 84-100 MORRIN ROAD, ST. JOHN'S
- 19 HOBSONVILLE AIRFIELDS STAGE 2 - AVANDA
- 20 78 MERTON ROAD, ST. JOHN'S
- 21 4 MELVIEW PLACE, NEW LYNN



**Airfields Stage 3, Lots 5B, 6A & 6B Hobsonville** –

**198 Dominion Road, Mt. Eden** – (council owned property) – Precinct Residential’s publicly notified resource consent application is planned to go to a hearing that’s scheduled for early April 2025.

**132 Greenlane, Greenlane** – Construction of a minimum 20 new homes.

**16 Fencible Drive - Howick, Site Sale** – After a review of the project, the developer has advised that it is not financially viable. Eke Panuku is working with the developer and looking at options to progress the sale.

**65 Haddington Drive, Ormiston** – The site was taken to market in March 2025 by way of Deadline Private Treaty. Bids close April 2025.

**84 – 100 Morrin Road, St. John’s** – Enabling works on this residential development site are progressing well with supporting infrastructure and construction well underway.

**4 Melview Place, New Lynn (formerly 10 Ambrico Place)** – A 1,366m2 parcel of vacant land which has resource consent for up to 10 homes. A revised design proposal put forward by the developer

**Own your own home (OYOH) portfolio** – A housing scheme for older people consisting of 150 residential units over 14 village locations, 52 units are owned by council. Demolition has commenced on the former OYOH village at 19 Tripoli Road, Panmure.

# REGIONAL RENEWALS PROGRAMME

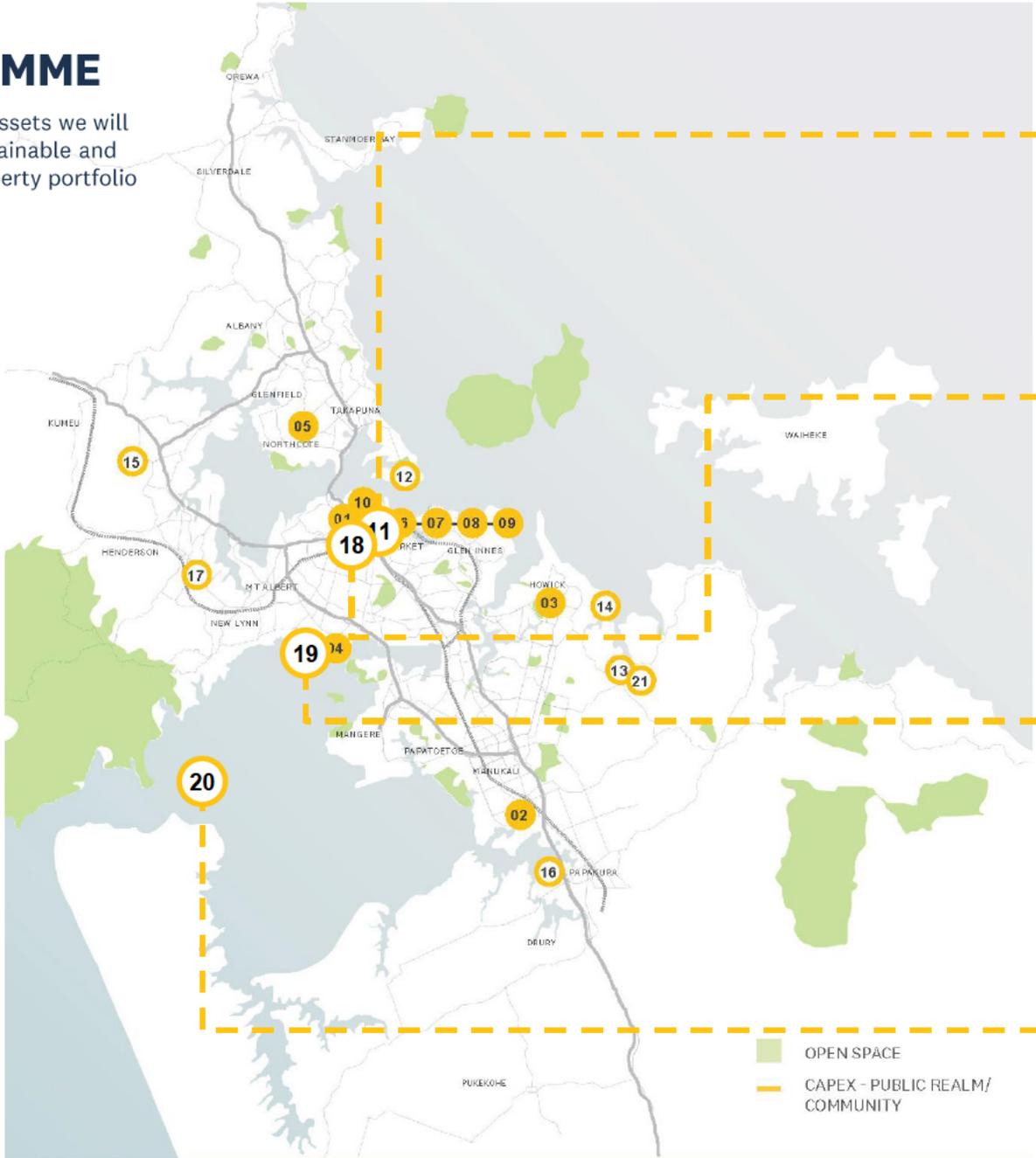
**Vision** Through proactive stewardship of council non-service assets we will maintain existing levels of service to create a safe, sustainable and fit for intended purpose portfolio and optimise the property portfolio return to enable assets for public and commercial use.

## PROJECTS COMPLETED

- 01 3 PRATT STREET, FREEMANS BAY - IMPROVED DRAINAGE, STORMWATER AND MITIGATE H&S ISSUES
- 02 7 HILL ROAD, MANUREWA - RE-ROOFING, RE-CLAD AND FRAMING, INSULATION & GUTTERING
- 03 73R SELWYN ROAD (SHAMROCK COTTAGE) - SEISMIC STRENGTHENING, ROOF REPLACEMENT & TOILET UPGRADE
- 04 ONEHUNGA WHARF RENEWALS - ROADING, SHEDS, ADMIN BUILDING AND DREDGING WORKS, UTILITIES AND LADDERS
- 05 32-44, 43-47 PEARN PLACE & 47 PEARN CRESCENT, NORTHCOTE - ROOF UPGRADES AND INTERNAL REFURBISHMENTS
- 06 23 PRINCES STREET - INTERIOR WORKS / WINDOW REFURBS
- 07 27 PRINCES STREET - SEISMIC STRENGTHENING AND REFURBISHMENT
- 08 29 PRINCES ST UPGRADE OF THREE UNREINFORCED BRICK MASONRY CHIMNEYS
- 09 31 PRINCES ST - STRUCTURAL UPGRADE TO INTERNAL WALLS
- 10 101 PAKENHAM STREET (LYSAGHT BUILDING) - INSTALL WASTEWATER DRAINAGE

## SHORT TERM: FY 2025

- 11 21 PRINCES STREET, CBD - REFURBISHMENT
- 12 27 LAKE ROAD, DEVONPORT - SITE DECONSTRUCTION
- 13 41 WHITFORD-MARAETAI ROAD, WHITFORD - ROOF REPLACEMENT
- 14 47R SHELLEY BEACH PARADE, COCKLE BAY - RENEWALS WORKS
- 15 92 TRIG ROAD, WHENUAPAI - GUTTER REPLACEMENT
- 16 179 PARK ESTATE, HINGAIA - SEPTIC TANK REPLACEMENT
- 17 202- 208 WEST COAST RD, GLEN EDEN - ROOF REPLACEMENT, SHOP REFURB.
- 18 313-321 QUEEN STREET, AUCKLAND CBD - FIRE ESCAPE STAIRS UPGRADE
- 19 ONEHUNGA RENEWALS  
- SHED D - REFURB, ROOF REPLACEMENT  
- SHED E - DOOR AND FACADE
- 20 WAIROPA CHANNEL - REPLACE CHANNEL MARKERS AND BUOYS
- 21 WHITFORD QUARRY, WHITFORD - SHED DEMOLITION AND MOVE A TRANSFORMER



**21 Princes Street, CBD** - Internal and external building works are in progress. Investigations are underway to look at options to enhance the feasibility of the premises.

**313 Queen Street** - The contract for the fire escape stairs has been awarded. Physical works are expected to start in June, following the conclusion of the Comedy Festival in May 2025.

**Shed E, Onehunga wharf** - Demolition works commenced in December 2024 and the structure has now been completely removed. Remedial works needed bring the hardstand up to a leasable condition are expected to start in May 2025.

**Shed D, Onehunga wharf** - Due to the extent of the proposed work, specialist advice has been sought. Building and resource consents will be required due to the proposed additions to the existing building.

**Manukau Harbour/ Wairopa Channel Works** - A contractor has been secured. Works commenced in April 2025 and are expected to be completed in June/July 2025.

# WATERFRONT RENEWALS PROGRAMME

## Vision

Through proactive stewardship of council non-service assets we will maintain existing levels of service to create a safe, sustainable and fit for intended portfolio and optimise the property portfolio return to enable assets for public and commercial use.

## PROJECTS COMPLETED

- 01** VIADUCT PRECINCT RENEWALS:
  - VIADUCT TILING UPGRADE - PHASE 1
  - VIADUCT - ANGLED HANDRAILS UPGRADES
  - LIGHTING UPGRADE WORKS
  - EV BARCODE RENEWAL
  - BASCULE BRIDGE H&S WORKS
  - BASCULE BRIDGE, REPLACEMENT OF TRAFFIC BOLLARDS
  - LIGHTING UPGRADE WORKS
  - TILING UPGRADE
  - CCTV SYSTEMS RATIONALISATION AND UPGRADE - WYNYARD QUARTER, VIADUCT WYNYARD WHARF NORTH TOILET REFURBS AND DEMO WORKS

- 03** WYNYARD CROSSING EV BARCODE RENEWALS
- 04** SILO PARK RENEWALS:
  - SILO 6 EMERGENCY WORKS
  - CCTV SYSTEMS RATIONALISATION AND UPGRADE - SILO
- 05** WESTHAVEN MARINA RENEWALS:
  - BUOYS CAFE, ROOF AND GUTTERING REPLACEMENT
  - FIRE ALARM SYSTEM UPGRADES
  - T PIER ABLUTION BLOCK RENEWAL
  - Z PIER WATERMAIN RENEWAL
  - CCTV SYSTEMS RATIONALISATION AND UPGRADE - WESTHAVEN MARINAS

## SHORT TERM: FY 2025

- 06** WESTHAVEN MAINTENANCE YARD - RELOCATION
- 07** 137 WESTHAVEN DRIVE WORKS DEPOT - CONSTRUCTION
- 08** Z PIER - BUILDING REFURBISHMENT
- 09** KARANGA KIOSK BUILDING RENEWAL - VIADUCT MARINA
- 10** BASCULE BRIDGE, VIADUCT MARINA - UPPER STRUCTURE RENEWAL
- 11** WYNYARD CROSSING BRIDGE ASSET RENEWAL - VIADUCT MARINA
- 12** WYNYARD CROSSING OPERATIONS & OPERATORS - VIADUCT MARINA
- 13** SILO 6 ACCESSIBIITY - SILO PARK
- 14** ELECTRICAL BOXES RENEWAL - QUEENS WHARF
- 15** SHED 10 STRUCTURAL UPGRADES - QUEENS WHARF

- OPEN SPACE
- CAPEX - PUBLIC REALM/ COMMUNITY

**Westhaven Marina works depot** - De-construction procurement has commenced. Stakeholders will be updated on any potential disruption. Works on the de-construction of the existing building are expected to start in May 2025.

**Westhaven, Y Pier walers** - The contract has been awarded with works forecast to commence in Q4.

**Shed 10** - Works on the heritage listed building were completed in October 2024. This was one of our FY25 capital milestone targets.

**Bascule bridge - Upper structure** - Works have re-commenced. Two pedestrian bridges are in place and scaffold/wrap of the bridge is underway. Works are expected to be completed in June 2025, subject to prevailing weather conditions.

# Supporting data

## Programme RAG summary detail

The following two pages provide project information that makes up the RAG tables on page 3 of this report for:

- Capital projects
- Development agreement projects

Location	Project Name	Phase	Overall	Cost	Schedule	Scope	Risk	Comment
Isthmus	Lagoon Edge Reserve Enhancement, Panmure	Plan	●	●	■	■	●	Construction start date moved out due to the delay in Engineering Approval (EA). Initial developed design task has included 'proof of concept' with coastal engineers to confirm viability and finalisation of proposed scope. This portion of work will need to be delivered as a separable portion of work due to delays with resource consent.
	Maungarei Connection Panmure	Initiate	●	■	■	●	●	Cost currently sitting above LCBC budget which had 25% contingency for schematic. Note, this project may be deferred due to the FY26 reprioritisation process.
	Onehunga Town Centre to Wharf Link	Initiate	●	■	●	■	■	Consenting has required additional work due to a small area of wetland in the project path.
	Onehunga Wharf Public Realm	Plan	●	●	●	■	■	Site Accessibility is a design risk and needs to be monitored throughout the design process. The East west link project has been activated and requires designation area, therefore Project Risk has been impacted.
	Te Pumanawa Church Street upgrade	Initiate	■	●	■	●	●	Anticipated two month delivery delay, but works will still be completed this FY.
	Basin View Precinct Enabling Works	Initiate	●	●	●	●	●	
	Te Pumanawa Public Realm	Initiate	●	●	■	●	■	Schedule and risk at amber due to certain dependencies and ongoing support from Auckland Transport.
	Waiapu Precinct public realm and enabling works	Plan	■	■	■	●	■	Cost and Schedule at risk due to main contract still not being awarded and Engineering Approval has still not been received.
	Basin View Square	Initiate	■	■	●	■	●	Additional cost estimation underway for structural remediation of the site due to the deconstruction of buildings.
North	Huron and Northcroft Streetscapes	Deliver	●	●	●	●	●	
	Northcote Community Facility and Cadness Reserve upgrade	Initiate	●	●	●	●	●	
	Northcote Town Centre – Streets enhancements	Initiate	●	●	■	●	■	Tenancy termination is unconfirmed and on critical path, schedule will be affected by mid May.
	Te Ara Awataha; Greenslade Reserve and Jesse Tonar Scout Reserve up	Deliver	●	●	●	●	●	
South	Cambridge Terrace Extension+carpark	Deliver	●	●	●	●	●	
	Cavendish Drive & Sharkey Street AUT Link - Capital Works for Streetscape Upgrade	Initiate	■	●	■	■	■	Currently working on revised timelines with the designer. An agreement on costs needs to be reached with AT before project can proceed to DBC phase.
	Chambers Laneway - Capital works upgrade to streetscapes	Deliver	●	●	●	●	●	
	Karina Williams Way Extension Capital Works	Plan	●	■	■	●	■	Additional costs due to requirement of a retaining wall. Any delays in the regulatory process will directly delay the project. Note, this project may be deferred due to the FY26 reprioritisation process.
	Manukau - Hayman Park Wetland Works	Deliver	■	●	■	●	■	Resource consent has been delayed but has now been issued and works have commenced. There is a risk of project delay as winterworks require approval.
	Manukau - Osterley Way at Civic Streetscape Works	Plan	■	●	■	●	●	The design of the project is currently being reviewed following feedback from Auckland Transport. This will result in significant changes to the current design and a delay in delivery of the project.
	Manukau - Puhinui Stage 1: Ratavine Reserve Works	Deliver	●	●	●	●	●	
	Manukau - Sports Bowl	Initiate	●	●	●	●	●	
	Manukau Public Art Investment	Plan	●	●	●	●	●	
	Manukau Puhinui Stage 2: CMDHB Walkway Works	Initiate	●	■	●	●	●	This project is likely to be delayed due to Healthy Waters funding constraints in FY26 and FY27.
	Manukau Puhinui Stage 3: Wiri Reserve Works	Strategic A	●	●	●	●	●	
	Market Precinct - Town Square, Roulston Lane, Roulston Street, Marke	Initiate	●	●	●	●	●	
	Papatoetoe Stadium Reserve capital works upgrade	Deliver	●	●	●	●	●	
	Roulston Park – Capital works upgrade of public amenities	Deliver	■	■	■	■	■	Changes required due to the Local Board requirement for the park to be fully fenced and gated.
	Small T Manukau	Deliver	●	●	●	●	●	
	Small T Pukekohe	Deliver	●	●	●	●	●	
Manukau - 14 Davies Avenue Access Lane project	Initiate	●	●	■	●	●	A delay in the Auckland Transport design review process is compressing the schedule.	
Amersham Way – Capital Works for Streetscape Upgrade (Stage 1)	Initiate	●	●	●	●	●		
Small T Papatoetoe FY25 – FY27	Initiate	●	●	●	●	●		

Location	Project Name	Phase	Overall	Cost	Schedule	Scope	Risk	Comment
Waterfront	(WH) Westhaven Seawall Upgrade (AHB)	Deliver	●	●	●	●	●	
	(WQ) Water Edge Response Works	Deliver	●	■	■	●	●	Heritage steps viewing platform timeframe is very tight and a cost review of the heritage steps will also be completed once costs are clearer.
	(WQ) Wynyard Central Public Art - Madden Street/Daldy Street	Deliver	●	■	■	●	●	Construction work is at risk of not being completed in FY25 due to the delay in fabrication of the moulds for the art works.
	(WQ) Te Ara Tukutuku	Plan	●	●	●	●	●	
	(WQ) TAT- Enabling works - Stage 1	Deliver	■	■	■	●	●	Cost forecasting for Enabling works has been reduced for FY25 reflecting the delay to the start of construction due to the decontamination process taking longer than expected. Works have now started.
	(WQ) TAT- Project hub and nodes	Initiate	■	■	●	●	●	Forecasted spend for this project is greatly reduced. Reduce or change to scope and delivery results in less capex being invested up front. These costs won't be able to made up through other streams this late in the FY.
	(WQ) TAT- Coastal Remediation Stage 1	Plan	●	●	●	●	●	
West	Henderson Valley Road Enhancements Stage 1	Initiate	●	●	●	●	●	
	Opanuku Link - Bridge, Reserve	Initiate	■	■	■	■	■	The project is currently being re-assessed due to the high budget estimate.
	Heart of Henderson town square capital works and site sale	Initiate	●	●	●	●	●	
	Small T Avondale	Plan	●	●	●	●	●	
	Henderson Corban Estate Access and Enhancement Works	Strategic A	●	●	●	●	●	
	Wai Horotiu Te Kopua - New capital works for bridge and pathways	Plan	●	●	●	●	●	
	Catherine Plaza – Capital works upgrade of public amenities	Plan	●	●	●	●	●	
	Small T Henderson FY25 - FY27	Initiate	●	●	●	●	●	
Te Hono (Avondale Town Square, Crayford Lane and Playground)	Plan	■	■	■	■	■	Due to the complexities of the project there are risks across all areas. The ECI contractor has not met the conditions of the ECI contract and the project will be taken to the market. An enabling works package has been brought forward and tendered to keep the project on schedule.	
Regional	Orakei Service Property Optimisation	Deliver	■	●	■	●	■	The project is currently delayed awaiting improved market conditions
	Property Optimisation, 3 Gibbons Rd, Takapuna	Initiate	■	■	■	●	●	Awaiting on overall library design to determine saleable area - local board and Service Investment and Programming agree to pause and explore alternative funding sources
	Ti Rakau Drive Vehicle Crossings	Deliver	●	●	●	●	●	
	Hobsonville - (Launch Road) PS6 Wastewater upgrade works	Deliver	●	●	●	●	●	
Renewals	21 Princes Street, CBD, refurbishment	Deliver	●	■	■	●	●	Additional costs and time delays expected due to additional rotten areas discovered during works.
	Westhaven Maintenance Yard Relocation	Plan	■	●	■	●	●	Awaiting CVA from Mana Whenua. Resource consent approval is subject to receiving CVA, the project can't progress further until this has been resolved.
	Renewals Sub-Programme	Deliver	●	●	●	●	●	
	Wairopa Channel navigational markers	Plan	■	●	■	●	■	Business case approval obtained. Slight delay in Physical works due to Contractor availability. This likely to be commenced in July 2025.
	Onehunga Wharf Shed D	Plan	■	●	■	●	●	Overall delivery is delayed due to unexpected components identified during structural investigation. Building and resource consents are required due to the additional required structural works.
	Onehunga Wharf Shed E	Deliver	■	■	■	■	●	Deconstruction is completed. Additional time required to complete the floor slab reinstatement. Estimated completion by end of April 2025.
	202-208 West Coast Rd	Plan	●	●	●	●	●	
	Onehunga Wharf Reticulation Network	Initiate	■	●	■	●	■	The scope is taking longer than expected due to missing information relative to existing condition.
	Bascule Bridge Upper Structure	Deliver	■	■	■	●	●	QS is reviewing remobilisation costs, additional funding will be required. Schedule timeframe is tight for SOI target at the end of June 2025.
	137 Westhaven Drive - Marina work depot	Plan	●	●	●	●	■	There is a risk of the works impacting the IT services to the marinas as the server room is to be demolished. These risks are currently being worked through.

**DEVELOPMENT AGREEMENT SUMMARY**

*n.b dates in Italics are forecasts*

Programme	Project Name	Partner / Purchaser	Transaction Status	Sale Price (ex GST)	RAG	Comment	Agreement Date	Unconditional Date	Settlement Date
-----------	--------------	---------------------	--------------------	---------------------	-----	---------	----------------	--------------------	-----------------

Supports	16 Fencible Drive, Howick	Habib Enterprises Limited	Settled	\$ 1,350,000			21/12/2021	23/02/2022	20/05/2022
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Disposals	24 Saleyard Road, Whitford	Sustainable Green Developments Limited	Settled	\$ 2,500,000	●		13/06/2024	13/06/2024	13/09/2024
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Papatoetoe	3 St George Street, Old Papatoetoe		Unconditional		●				
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Supports	132 Greenlane East, Green Lane		Unconditional		●				
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Supports	10-22 Totara Avenue, New Lynn (Sites C&D)	Kainga Ora (Housing New Zealand Build Limited)	Settled	\$ 2,082,000			25/11/2021	29/11/2021	13/12/2021
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Disposals	17 Erson Ave, Royal Oak		Unconditional		●	Progressing as planned			
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Programme	Project Name	Partner / Purchaser	Transaction Status	Sale Price (ex GST)	RAG	Comment	Agreement Date	Unconditional Date	Settlement Date
Disposals	2 Levene Place, Mt Wellington		Settled						
Regional - Optimisation	2 Pompellier Terrace, Ponsonby		Unconditional			Project is cost neutral as Council has sold the air rights that has funded the developer delivering a new basement car park facility. Progressing as planned.			
Supports	Airfields Lot 5b, Hobsonville		Unconditional			Progressing as planned			
Supports	Bledisloe House, City Centre		Unconditional			Progressing as planned			
Supports	84-100 Morrin Road, St Johns		Unconditional			Progressing as planned			
Supports	Downtown car park - 73-83 Customs Street Street West, Auckland Central		Unconditional			Progressing as planned			
Supports	4 Melview (10 Ambrico Place), New Lynn	Pukemiro Farms	Settled	\$ 1,200,000		DA monitoring	14/05/2024	21/05/2024	21/11/2024
Supports	34 Moore Street, Howick		Unconditional			Progressing as planned			
Waterfront	(WQ) Stage 3 - Site 6A & 6B		Unconditional			Progressing as planned			
Avondale	18 Elm Street, Avondale	Housing New Zealand Limited	Settled	\$ 13,090,000			5/12/2019	30/06/2020	22/07/2020
Avondale	Avondale: 1817 Great North Road, Avondale	The Crown	Settled	\$ 3,950,000		DA monitoring	18/03/2020	18/03/2020	17/09/2020
Corporate Property	2-6 Henderson Valley Road, Henderson	Laidlaw College Foundation	Settled	\$ 26,800,000		DA monitoring	19/12/2019	19/12/2019	1/12/2020
Corporate Property	82 Manukau Road, Pukekohe	Franklin Medical Properties Limited	Settled	\$ 6,086,850		DA monitoring	14/05/2020	21/09/2020	19/02/2021
Henderson	Oratia Precinct Redevelopment - 14 Edmonton Road, Henderson	The Crown (Land Information New Zealand)	Settled	\$ 6,500,000		DA monitoring	6/04/2023	6/04/2023	21/04/2023
Manukau	20 Barrowcliffe Place, Manukau	New Zealand Housing Foundation / Kotuitui Limited Partnership	Settled	\$ 15,000,000			28/02/2018	23/05/2018	31/01/2022
Ormiston	Lot 3 187 Flat Bush School Road, Ormiston	Zengs Property Investment Limited	Settled	\$ 3,325,000			30/06/2018	1/09/2019	19/12/2019
Supports	Airfields Stage 2, Hobsonville	Top Garden Property Development Limited and Grand Equity Investment NZ Limited	Settled	\$ 64,180,000		DA monitoring	10/02/2017	10/02/2017	13/11/2017
Supports	84a Morrin Road, St Johns	Meadowstone Auckland Limited	Settled	\$ 4,770,000		DA monitoring	10/05/2023	29/06/2023	8/05/2024
Supports	Civic Administration Building	Civic Land Limited	Settled	\$ 3,000,000		DA monitoring. Final settlement reliant on Stage 2 being completed.	22/12/2016	28/06/2019	TBD
Supports	Airfields Lot 6c, Hobsonville	Kainga Ora (Housing New Zealand Build Limited)	Settled	\$ 9,400,000		DA monitoring	26/11/2021	13/12/2021	17/12/2021
Supports	27-31 Greenslade Crescent, Northcote	Lease to Kainga Ora Homes and Communities	Settled	\$ 3,220,000		DA monitoring	18/06/2021	30/06/2021	16/07/2024
Waterfront	(WQ) Site 18 - Orams Stage 1 & 2	Orams Group Limited	Settled	\$ 30,060,000					
Waterfront	(WQ) 30 Madden - West 1 Stage 2A	Willis Bond and Company Investments Limited	Settled	\$ 10,371,000		DA monitoring	26/11/2020	26/11/2020	19/02/2021
Waterfront	Britomart Development Deed	Britomart Group Limited & Peter Charles Cooper	Settled	\$ 72,000,000			23/04/2004	23/04/2004	23/04/2005

## Health and Safety report April 2025

Author: Bernardo Vidal, Head of Health and Safety

May 2025

### Whakarāpopototanga matua | Executive summary

1. In April, three minor incidents were recorded in the Eke Panuku Noggin Health and Safety reporting system. These included one security-related event involving property damage and two near misses. Of these, the security event and one near miss were reported by contractors, while the second near miss was reported by an employee. No accidents, unsafe conditions, or unsafe actions were reported during the month.
2. Security contractors and Māori wardens carried out 918 security observations. These involved members of the public and external factors beyond Eke Panuku's control.
3. Finally, there were a combined 42 recorded site visits and safety walks conducted by our project leads across 100 % of active projects.

### Matapaki | Discussion

#### Notable events

##### 4. Incident 1

Date:	6 April 2025
Event:	Unauthorised Access and Vandalism Incident at Site Gate
Location:	19 Tripoli Rd Panmure
Description:	On the evening of 5 April 2025, unknown individuals unlawfully entered the Own Your Own Home (OYOH) site where demolition work is taking place by cutting the gate padlock. Once inside, they proceeded to throw bricks at a stationary security vehicle.
Incident category:	Security / Property Damage
Actual Severity:	<span>Low</span>
Potential Severity:	<span>Medium</span>
Immediate action taken:	Police were called to the scene, responded promptly, and escorted the individuals off the premises. As a precautionary measure, the damaged padlock was replaced with a new chain the same night to restore site security.
Investigation needed:	No

##### 5. Incident 2

Date: 29 April 2025

Event: Elevator Misalignment Creates Step Hazard

Location: Elevator Auckland Council Building

Description: Upon entering the elevator, it was observed that the elevator floor was misaligned with the building floor, creating a noticeable step. The change in level was not immediately apparent, resulting in the individual stepping at an angle and experiencing a near miss involving potential ankle strain. The same misalignment was present upon exiting the elevator, presenting an ongoing trip hazard.

Incident category: Near Miss

Actual Severity: Low

Potential Severity: Medium

Immediate action taken: The misalignment issue was promptly reported to the Corporate Facilities Department for assessment and resolution.

Investigation needed? No

#### 6. Incident 3

Date: 7 April 2025

Event: Site Fence Stability Risk Due to High Winds – Preventive Measures Taken

Location: Queens Wharf

Description: Due to strong winds in the area, a section of the site fence installed for the Water Edge Response Works project nearly collapsed.

Incident category: Near miss

Actual Severity: Low

Potential Severity: High

Immediate action taken: The banner was removed to reduce wind load, and the fence was reinforced to ensure stability and prevent collapse. It is important to note that the banner in question belongs to the contractor responsible for the project’s development.

Investigation needed? No

### Health, Safety and Wellbeing main actions

7. Improve HS reporting including lead KPIs that test the performance of critical risks, such as:
  - a. Property inspections undertaken. Details in paragraph 8.
  - b. Capital Works inspections reporting. Details in paragraph 9.
8. Property risk assessment reporting

Two property inspections were conducted in April as part of the ongoing Health and Safety collaboration with the Facilities and Property Management team. These inspections focused exclusively on risks and hazards related to property matters and/or tenant-created situations that could pose a risk to the property, Eke Panuku employees, or the public.

The Facilities and Property teams will now prioritise resolving the outstanding corrective actions identified during these inspections.

9. Capital Works Inspections (CWI) reporting

In April, project leads across 13 live projects, undertook a combined total of 42 site visits and safety walks with contractors, ensuring coverage across 100% of all active projects. In addition, health and safety staff attended the weekly Roulston Park Pukekohe site meeting and identified minor improvements related to slip trip and fall hazard. A total of 21 safety inspections were reported across live projects, performed by contract engineers, external project managers, and contractors, with two health and safety inspections carried out by project leads.

10. Wellbeing risk assessment plan

In April, the Wellbeing Committee will deliver its fourth and final strategic initiative: Women's Health. This initiative comprises two key activities:

- Raising awareness of breast cancer through a Pink Ribbon Morning Tea.
- Providing education and support around menopause. People and Culture and Health and Safety are organising an online korero with a menopause specialist. Transition to the Donesafe incident management platform.

The transition to the Donesafe incident management platform is progressing as planned. All activities remain on track, and there are no new updates to report at this stage.

11. Lone Work Risk Assessment

The initial phase of implementation, focused on identifying the number of employees exposed to lone working is scheduled to commence following the completion of the transition to Auckland Council.

As mentioned in the previous report, the Fear Free workshop sessions, delivered by an external provider, began in late April with the attendance of nine employees. We expect to increase the number of participants during the workshops scheduled for May.

12. Health and safety key performance indicators

Health and safety key performance indicators (KPIs), featuring both lead and lag measures, are represented in chart (Figure 1) and table (Figure 2) and format.

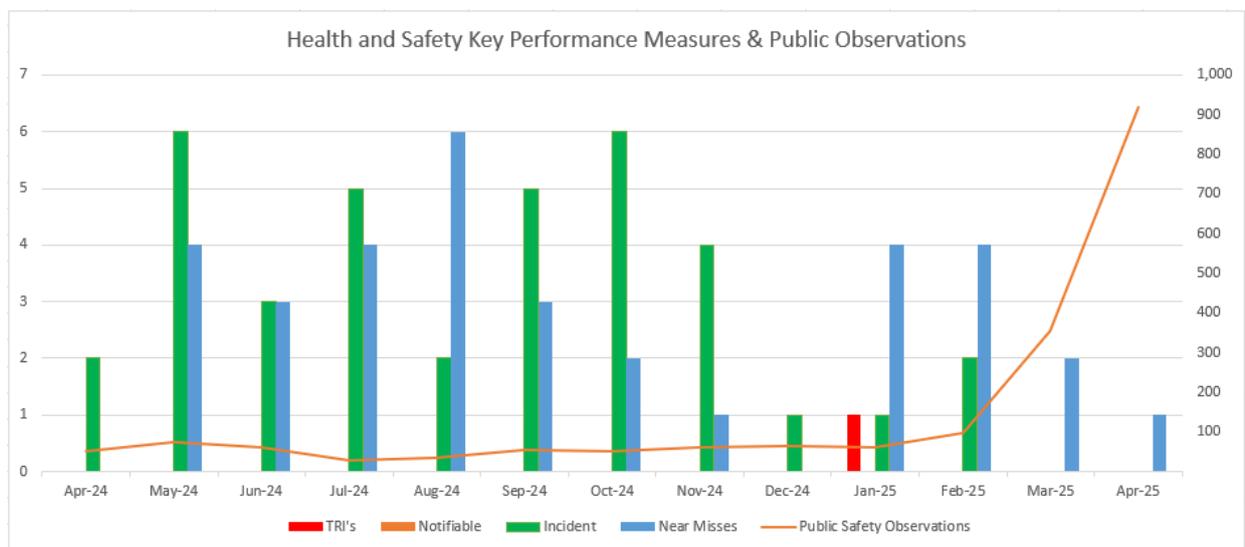


Figure 1 – 12 Month rolling H&S performance measures

TRI – Total Recordable Injuries includes lost time injuries and medical treatment injuries for employees only.  
 Notifiable refers to incidents and injuries reportable to the health and safety regulator.

	Measure	Performance April		Previous month (March)
		Low – Med Risk	Critical or high risks	
Employees	Safety Concerns / conditions	-	-	-
	Near Misses	1	-	2
	First Aid injuries	-	-	-
	Pain and Discomfort	-	-	-
	Restricted Work Case (RWC)	-	-	-
	Medical Treatment Injuries (MTI)	-	-	-
	Lost Time Injuries (LTI)	-	-	-
	Property Damages	-	-	-
	Security Concern	-	-	-
	<b>Total Events</b>	<b>1</b>	<b>-</b>	<b>2</b>
Contractors	Safety Concerns/conditions	-	-	2
	Near Misses	1	-	1
	First Aid injuries	-	-	1
	Restricted Work Case (RWC)	-	-	-
	Medical Treatment Injuries (MTI)	-	-	-
	Lost Time Injuries (LTI)	-	-	-
	Medical Condition (Non-Work Related)	-	-	-
	Property Damages	-	-	3
	Security Events	1	-	-
	Unsafe actions	-	-	-
	<b>Total Events</b>	<b>2</b>	<b>-</b>	<b>7</b>
Member of the public	Safety Concerns	-	-	-
	Security concerns	-	-	1
	Near Misses	-	-	-
	First Aid injuries	-	-	2
	Unsafe actions	-	-	1
	Property Damages	-	-	-
	<b>Total Events</b>	<b>0</b>	<b>-</b>	<b>4</b>
<b>Total events</b>		<b>3</b>	<b>-</b>	<b>13</b>
<b>TRIFR (employees)</b>		<b>0</b>		<b>0</b>

Figure 2 – Health and Safety Key Performance Indicator Table

## Workplace incident themes and trends

13. In April, only three events were recorded in the Noggin incident and accident management system, with no retrospective reports from previous months. This marks the second consecutive month of reduced reporting of incidents, accidents, and hazardous conditions. A likely contributing factor is the Easter holiday period, which led to a significant reduction in the time employees and contractors were actively on duty.

14. On the other hand, this is the second consecutive month with a significant increase in security observations reported by City Guards and Māori Wardens, rising from 99 in February to 354 in March and 918 in April. While Eke Panuku does not have direct control over incidents in these areas, this data offers valuable insights into emerging security trends.
15. The high number of security observations recorded in April directly reflects the same factors previously identified. The areas highlighted, particularly Wynyard, Karanga Plaza, and the Westhaven North Reclamation Carpark, continue to show the same trend in activity, with a significant concentration of incidents. Consistent with prior months, the top three issues reported remain public behaviour, alcohol consumption, and vehicle offenses, confirming that these ongoing drivers are sustaining elevated observation levels in these key locations.

## Public health, safety and wellbeing events

		Performance April	Previous Month (March)
Public Realm	Security and Māori Warden observations	918	354
	Public injuries	0	0
	Public incidents or observations	0	1

Figure 3 - Public realm incident and observation table

Data provided for information purposes and are not key performance indicators as Eke Panuku has very little influence or control over the outcome of these events.

16. There were 918 observations raised by security guards and Māori Wardens during April. All the observations occurred in the public realm and were outside the direct influence or control of Eke Panuku. All issues were also reported through to other agents, responsible for dealing with the identified issues, such as New Zealand Police and emergency services, Auckland Transport and parking enforcement.
17. The security guards patrol the waterfront seven days a week. The Māori Wardens patrol the waterfront on Friday and Saturday nights.

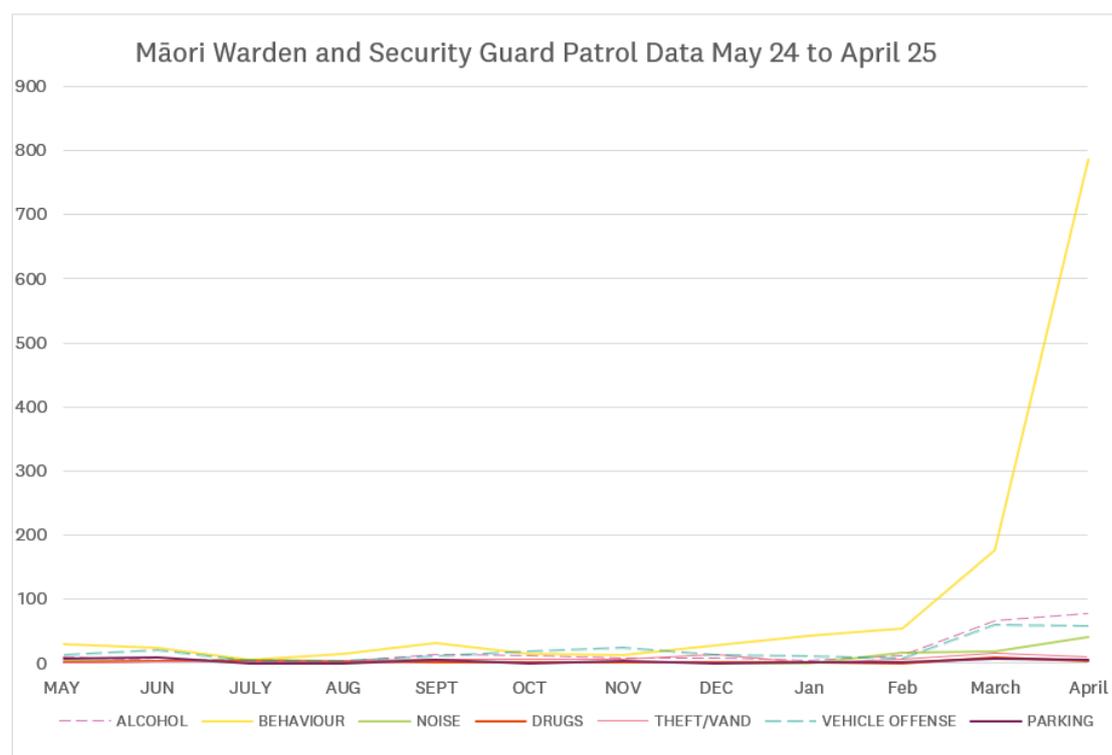


Figure 4 - Combined public observation data by category

18. The top three most common observations are highlighted below and compared with previous month.

Rank	April		March
	Issue	No. of observations	No. of observations
1	Behaviour	722	176
2	Alcohol	78	66
3	Vehicle	58	59

*Figure 5 - Top three issues raised through Waterfront Patrols in April 2025*

## **Ngā tāpirihanga | Attachments**

There are no attachments for this report.

## Takapuna Programme Business Case Overview

Author: Kate Cumberpatch, Priority Location Director

May 2025

### Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. approves the reviewed Programme Business Case Overview for the Takapuna priority location programme.
- b. approves the expected benefits to be realised for the Takapuna programme being:
  - i. Site sales of \$35.3 million
  - ii. 535 dwellings
  - iii. 11,700sqm of commercial space
  - iv. 13,700sqm of new or improved public realm.
- c. approves a programme life cost, projected to end in 2032, of \$29.9 million nett, being expenditure of \$65.2 million, including opex, capex and acquisition costs, less projected site sales of \$35.3 million.

### Whakarāpopototanga matua | Executive summary

1. This paper seeks formal approval of the reviewed Programme Business Case Overview for the Takapuna priority location programme.
2. The programme commenced in 2016. The projected end date of this programme is 2032.
3. The vision for the Takapuna programme is to “make the most of Takapuna’s lake and seaside setting to create a safe, accessible and vibrant town centre oriented around pedestrians and cyclists.”
4. The goals of the Takapuna programme, as set out in the High Level Project Plan, are:
  - a. Revitalise the town centre through mixed-use development on the Anzac Street car park
  - b. Improve connections to the beach
  - c. Improve public realm in the town centre with open space and laneways
  - d. Help meet housing demand and choice
  - e. Provide an adequate level of car parking and transport facilities
  - f. Be a potential catalyst for future development.
5. The total anticipated investment in the programme is \$65.2 million. Spend to date on the programme has been \$61.7 million.
6. The financial benefits of this programme are projected to be in the region of \$35.3 million based on current market values and conditional development agreements. Actuals received to date at \$180,000.

7. Unlocking the transformation of Takapuna has been important. The essential first step was to unlock the development opportunities by delivering an off-street car park facility. This was completed in 2020. The other essential step was to get approval on the change of use of 40 Anzac Street, a potential development site in the centre of Takapuna. The change of use was approved in 2018 and required a town square of 3,200sqm to be delivered. The new town square, Waiwharariki Anzac Square, was completed in 2023.
8. There are two large development sites and two small development sites within the Takapuna programme. The large development sites are both contracted under conditional development agreements. Construction of both development sites will commence when the property market strengthens. These two larger sites will deliver nearly all the home and commercial area benefits for the Takapuna programme.
9. The cost benefit ratio for Takapuna is 1.04:1, with a net economic benefit of \$18 million. The most significant economic benefit is new homes. This cost benefit ratio does not fully capture the benefits of urban regeneration, including the catalytic impact of the investment, as some benefits are unable to be monetised.
  - a. The programme is in its final delivery phase and is focused on the delivery of the benefits to be realised through the two significant developments that are contracted through conditional development agreements.

## Horopaki | Context

10. The below table sets out previous relevant decisions.

Previous Board / Auckland Council engagement and decisions		
Date	Governance	Decision / Outcome
24 February 2016	Eke Panuku Board	Approved Takapuna High Level Project Plan
10 March 2016	Auckland Planning Committee	Approved Takapuna High Level Project Plan
20 May 2020	Eke Panuku Board	Approved Takapuna Programme Business Case 2020

## Nga whiringa me te taatai | Options and analysis

### Kua whakaarohia nga whiringa | Options considered

11. Our approach to delivering the strategic outcomes for the Takapuna programme is frequently reviewed and updated to reflect changing circumstances.
12. The delivery of all projects and how they are realising the benefits for Takapuna have been considered in this Programme Business Case Overview review.
13. The Programme Business Case Overview is attached to this report for reference (**Attachment A**).

## **Takapuna programme to date**

14. Since its inception in 2016, we have delivered nearly all projects within the Takapuna programme. These are set out in more detail in the Programme Business Case Overview.
15. Projects delivered to date include acquisition of 30 Hurstmere Road to enable better development outcomes, delivering the Toka Puia car park to unlock development in the town centre, delivering Waiwharariki Anzac Square, completing improvements to Northcroft Street and contracting the two significant development opportunities within Takapuna town centre with reputable developers who will deliver high-quality housing and commercial space.
16. Benefits realised to date are 8,700sqm of public realm, one site sale realising \$180,000, deposits received from development partners for two contracted developments and completing one acquisition. Delivering the car park facility was a significant enabling works benefit which unlocked development potential for all sites within the Takapuna programme.

## **Takapuna programme**

17. The Takapuna programme was largely completed at the end of FY24 with nearly all capital projects complete and both significant developments under contract. During FY25 we continued to work with our two development partners to progress the conditional development agreements. During FY25 we continued to monitor the progress of work being planned by Healthy Waters for stormwater network improvements. This work is important to us as it will enable development to be delivered more efficiently, and the timing of Healthy Waters' work will determine the timing for the last capital project being improvements to Huron Street.
18. In FY26 the focus for the Takapuna programme will be to achieve unconditional status on development agreements and work towards construction commencing on these two important development projects.
19. The programme timeline has been extended to 2032 due to the soft property market and direct feedback from our development partners that marketing of development is delayed and subsequent stages of development will be slower. This programme end date may extend with some development monitoring, depending on the recovery of the development market.

## **Programme changes**

20. The main changes to the Takapuna programme since 2020 are:
  - a. increased housing and commercial area benefits following confirmation from development partners on concept plans for sites.
  - b. decrease in expected sale returns from remainder of Anzac development due to decline in property market.
  - c. increased capital expenditure following completion of significant capital projects Toka Puia and Waiwharariki Anzac Square. Increased costs due to unknown site conditions realised during construction and cost escalation.
  - d. timeline extended due to downturn in property market and development partners seeking extensions to delivery conditions within development agreements.
21. A summary of the reasons for changes between the 2016 High Level Project Plan, the 2020 Programme Business Case and the 2025 Programme Business Case Overview are attached to this document (**Attachment B**).

## **Ngā ritenga ā-pūtea | Financial and resourcing impacts**

22. The overall financial cost of this programme is forecast to be \$29.9 million nett over the period 2016-2032.
23. This \$29.9 million nett cost is the result of gross costs of \$65.2 million and projected site sales of \$35.3 million at current values.
24. The net cost is a combination of costs primarily driven by Toka Puia and Waiwharariki Anzac Square with a sales revenue that is at a very low point in the cycle.
25. The programme has a net economic benefit of \$18 million with the most significant economic benefit being new homes.
26. The programme costs have nearly doubled since the initial High Level Project Plan 2016 expected cost. This is due to the actual costs for constructing Toka Puia being known and the increased scope for a town square being confirmed by Auckland Council.
27. The programme makes the financial assumption that the property market will support sales of property in a timeframe that supports reinvestment.

## **Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations**

28. The most significant risk to this programme is the market. Development and sales times are slowing and values decreasing, although the market cycle will change in due course and increase site values. This continues to slow progress and realisation of benefits in the programme.

## **Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts**

29. The Devonport-Takapuna Local Board is supportive of the Takapuna programme and understands that the programme is nearing completion.
30. The Takapuna Beach Business Association is supportive of the delivery of the Takapuna programme and is highly engaged in using the new Waiwharariki Anzac Square.

## **Tauākī whakaaweawe Māori | Māori outcomes impact**

31. Mana whenua had direct involvement in the creation of the cultural narrative for the Takapuna programme. Mana whenua were integral to the Waiwharariki Anzac Square design and gifted the name for the Toka Puia car park. Mana whenua have also been engaged by both development partners to collaborate on the design of developments in Takapuna.
32. Annual updates on the programme, with opportunities for feedback, are undertaken with mana whenua.

## **Tauākī whakaaweawe āhuarangi | Climate change impact**

33. Increasing the density of housing in Takapuna will result in reduced carbon emissions through improved utilisation of existing infrastructure and transit-oriented development.
34. Eke Panuku has adopted a minimum standard of a Homestar 6 rating for all homes, resulting in warmer, drier and more energy efficient buildings.

## **Ngā koringa ā-muri | Next steps**

35. The focus in Takapuna is on delivering the development projects. This will involve monitoring development agreements in alignment with the property market.
36. This Programme Business Case Overview will be reviewed again in three years.

## **Ngā tāpirihanga | Attachments**

Attachment A – Takapuna Programme Business Case Overview 2025

Attachment B – Takapuna Programme Change Summary

## **Ngā kaihaina | Signatories**

Ian Wheeler, Chief Operating Officer

David Rankin, Chief Executive

# Takapuna

## Programme Business Case Overview PBCO 2025

May 2025 |



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## Reviewed and signed by:

Kate Cumberpatch  
Priority Location Director



Date: May 2025

# Purpose

The purpose of this Programme Business Case Overview is to provide an up-to-date summary of the agreed urban regeneration programme for Takapuna. This document illustrates the vision, goals and key moves of the Takapuna High Level Project Plan 2016, and the achievements to date. It outlines the direction and outcomes for the future, the key projects, timelines, investment and benefits, and captures programme changes that respond to the changing context and environment over recent years.

We reassess our programmes every three years in response to the changing context, and recalibrate our approach accordingly.

Some key changes that have affected all locations include:

- 1. Economic pressures** mean it is more difficult to achieve development than we had originally planned. Development programmes are being delayed, our housing numbers and property sales have decreased and construction cost increases are significant.
- 2. Post-covid socio-economic changes** and how local neighbourhoods are used.
- 3. Auckland Council and Auckland Transport changing budgets and priorities.** We are taking more of a lead agency approach to bring effect to things that are within our control.
- 4. Climate change and flooding** the significant impacts of flooding in 2023/24.
- 5. Changing priorities** of significant government-led infrastructure projects.

## References

Eke Panuku, Unlock Takapuna High Level Project Plan 2016

Eke Panuku, Unlock Takapuna Framework Plan 2017

Eke Panuku, Unlock Takapuna Programme Business Case 2020

Eke Panuku, Approved Project Business cases and Change Requests - various

# What we have achieved so far...

Takapuna regeneration programme is nearing completion with delivery occurring over the last 8 years. Nearly all public realm spaces, new and upgraded, have been completed including the new Waiwharariki Anzac Square and an upgrade to Northcroft Street. Toka Puia carpark was completed, unlocking development within the core of the town centre. Development agreements are in place for both Anzac and Auburn street sites, and these will be delivered by our development partners over the coming years.

The investment made into the Takapuna town centre has catalysed investment and development by other public and private entities. Significant property development has taken place or is planned within the centre including high density residential development along Takapuna Beach or in surrounding streets. Auckland Council's Healthy Waters is also proposing an upgrade of the stormwater network across the whole town centre, and Auckland Council with Auckland Transport upgraded Hurstmere Road.



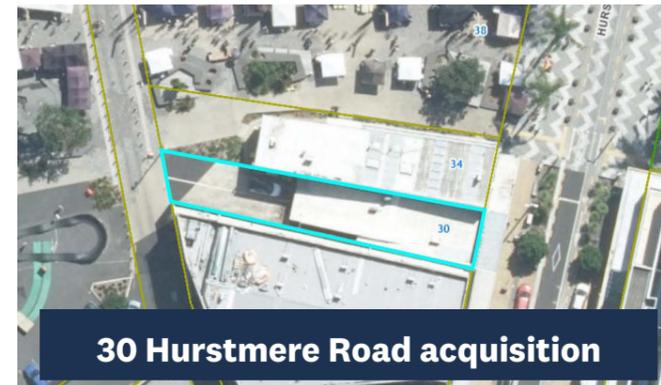
**Takapuna Central apartments consent granted**



**Toka Puia carpark**



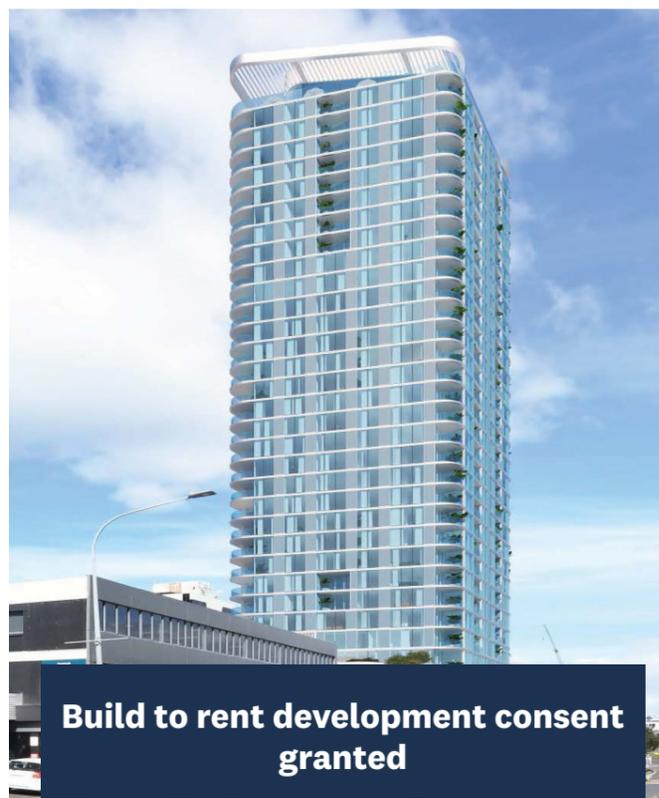
**Innovating Streets for People Project to improve Northcroft and Huron Streets**



**30 Hurstmere Road acquisition**



**Northcroft Street upgrade**



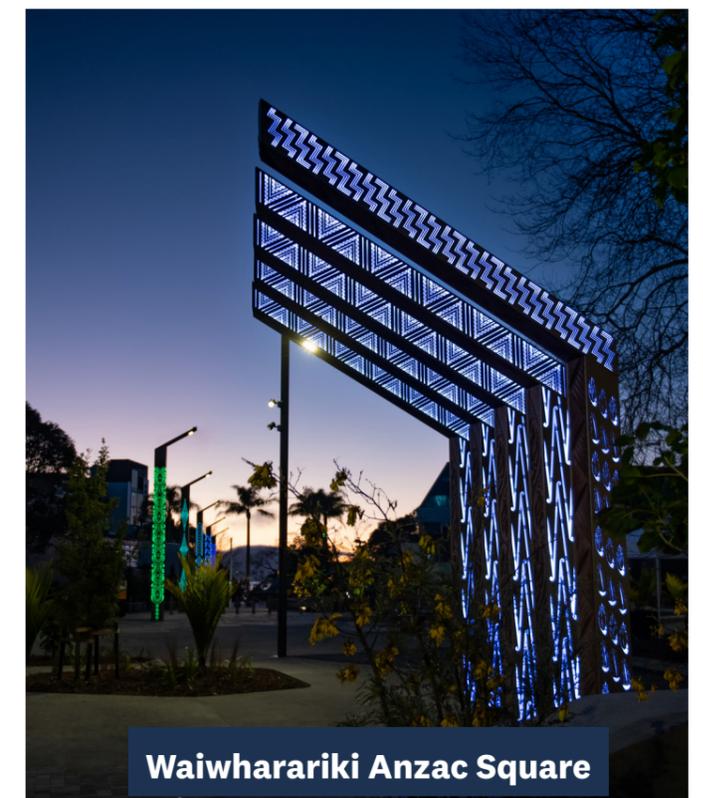
**Build to rent development consent granted**



**Masterplan for development sites on 40 Anzac Street**



**Placemaking activities**



**Waiwharariki Anzac Square**

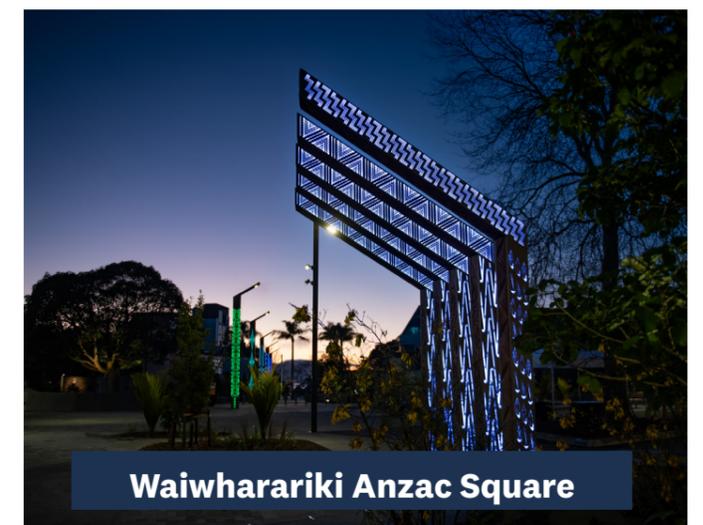
# Pūrākau: Cultural Narrative Summary

According to the region's kōrero tuku iho, a disagreement between Matakamokamo and his wife Matakerepō led to punishment by Mataoho, the deity associated with earthquakes and volcanic activity. Mataoho sank their mountain home, leaving Pupuke Moana in its wake, along with the formation of Rangitoto.

The couple fled to Rangitoto with their maid Tukiata, but in their panic left their twin children behind. When ordered to rescue the children, Tukiata disobeyed her instruction not to look back at Rangitoto, and the twins Hinerei and Matamiha were turned to stone at the southern end of Takapuna Beach. The parents attempted to return to Te Whenua Roa o Kahu, (the North Shore) angered Mataoho, and they were turned to stone at Awataha (Shoal Bay). Volcanic eruptions sank the stones, resulting in two distinctive craters named after them, Te Kōpua o Matakamokamo (Onepoto Crater) and Te Kōpua o Matakerepō (Tuff Ring).

These craters are still seen today, as are the rock formations of their children at Takapuna Beach, and their maid as the rock pinnacle Te Toka a Tukiata near Rangitoto Beacon.

*This pūrākau is a summary only of key landscape features common to mana whenua iwi with a connection through this area. For more detailed stories of the place engagement with individual mana whenua representatives is critical.*



# Context Location area

Takapuna is a metropolitan centre of Auckland at the heart of the Northshore, close to the city centre, with excellent public transport and direct access to a wide range of amenities.

Its unique geography is defined by Lake Pupuke, Takapuna Beach and Shoal Bay - with Rangitoto forming a backdrop.

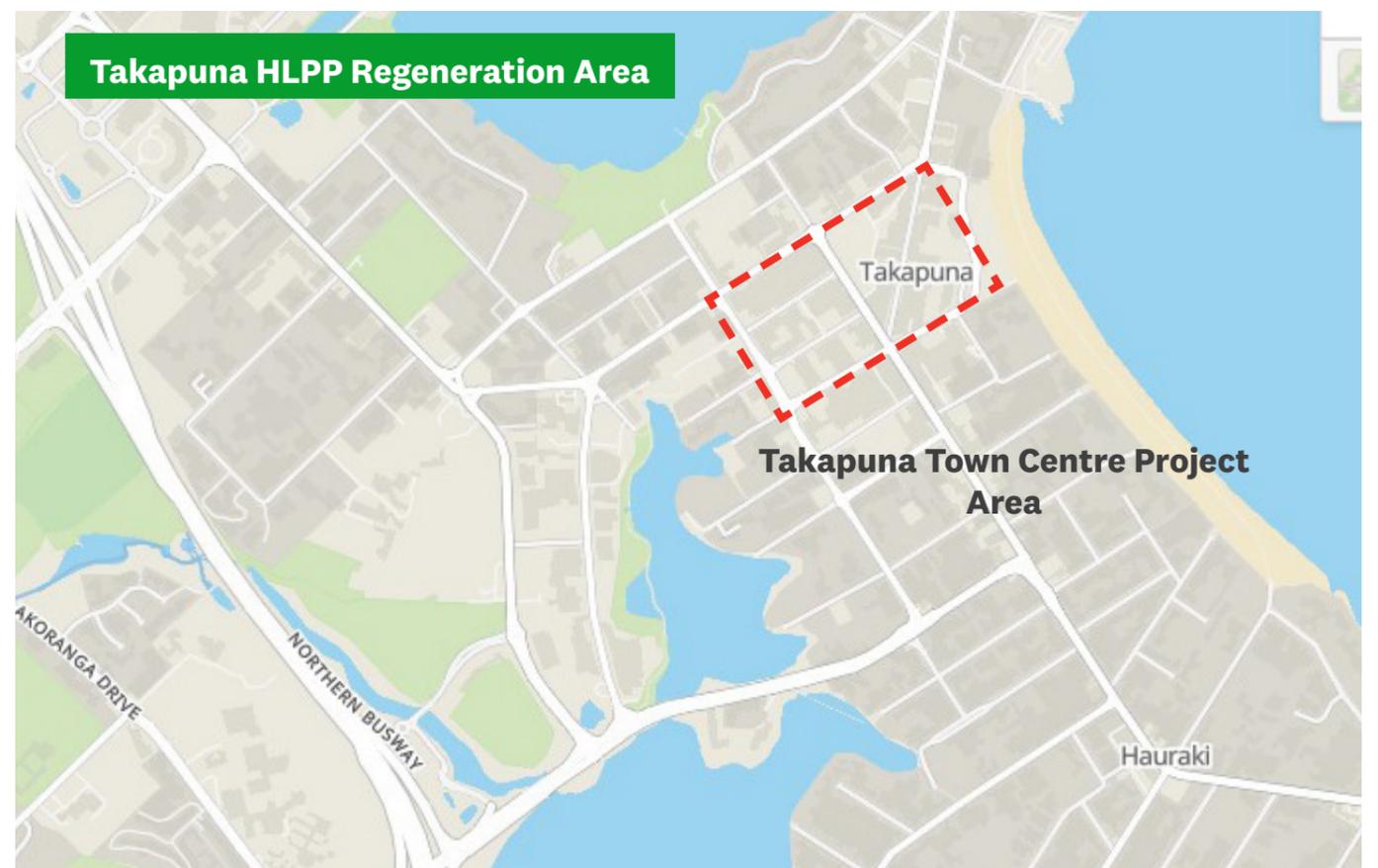
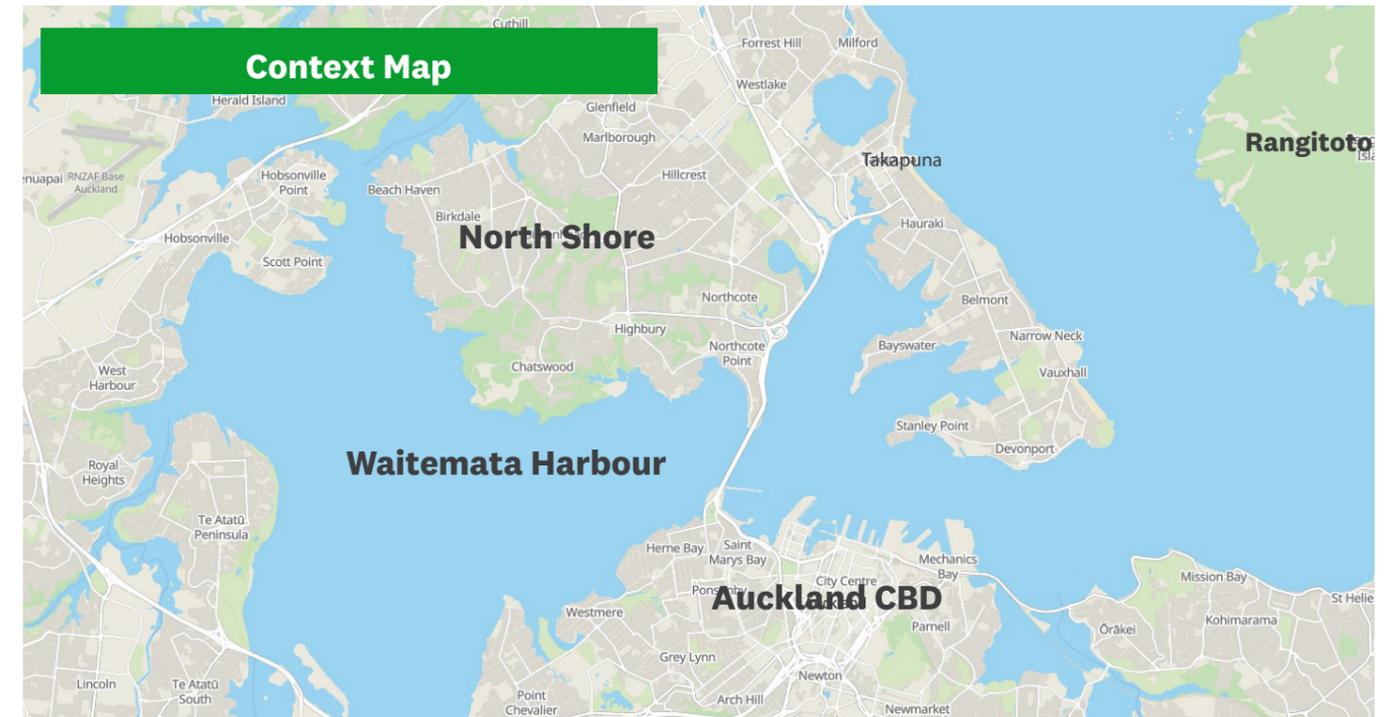
The demographics in Takapuna record a much higher average household income than Auckland, as well as a higher median age and higher proportion of one-person households.

Takapuna has seen significant investment in recent years by both public and private entities. Hurstmere Road, the main retail street in Takapuna, was upgraded by Auckland Council. Auckland Council's Healthy Waters is planning stormwater upgrades across the whole Takapuna town centre. Private sector development has taken place or is in the pipeline for many new developments in the core and surrounding streets of Takapuna town centre.

## Why Takapuna?

Takapuna was chosen as an Eke Panuku Regeneration location due to a number of regeneration attributes:

-  + Scale & Impact
-  + Key Land Holdings
-  + Commercially viable & market attractive
-  + Partnership Opportunities
-  + Leverage off previous investment
-  + Proximity to Public Transport



# Takapuna High Level Project Plan (HLPP)

This vision supported by six goals was approved on 10 March 2016 by resolution of the Auckland Council Auckland Development Committee. The committee endorsed the 2016 Takapuna High Level Project Plan (HLPP), Eke Panuku as the lead delivery agency for Takapuna, and approved the disposal of council owned properties for the project.

## Vision

*“Make the most of Takapuna’s lake and seaside setting to create a safe, accessible and vibrant town centre oriented around pedestrians and cyclists.”*

## Goals



**Goal One - Revitalise the town centre through mixed-use development on the Anzac Street car park**



**Goal Two - Improve connections to the beach**



**Goal Three - Improve public realm in the town centre with open space and laneways**



**Goal Four - Help meet housing demand and choice**



**Goal Five - Provide an adequate level of car parking and transport facilities**



**Goal Six - Be a potential catalyst for development**

## Strategic Moves



**KEY MOVE 1:** Redeveloping Anzac Street car park and adjacent properties through mixed-use development, active street frontages, laneways and public realm.



**KEY MOVE 2:** Redeveloping the Gasometer site through mixed-use development and long-term parking provision

**Note:** The HLPP strategic move to ‘Further investigate the potential of properties in The Strand’ has been removed. This was to be a second stage of the programme but has been removed due to the Governing Body seeking urban regeneration to focus on new locations and the resource requirements.

# Problem Definition Challenges & response

## Problem Definition

The key problems facing Takapuna are/were:

- 1 Spatially constrained - Land spatially constrained by surrounding water-bodies minimising supporting hinterland.
- 2 Disconnection - High amenity provided by Takapuna Beach acting as a regional attractor but visually disconnected from the centre.
- 3 Lack of focus - Lack of town centre focus with dispersed retail development.
- 4 Poor quality environment - Poor quality amenity between gasometer carpark and central core.



Beach, Lake Pupuke and Harbour limit developable land near town centre



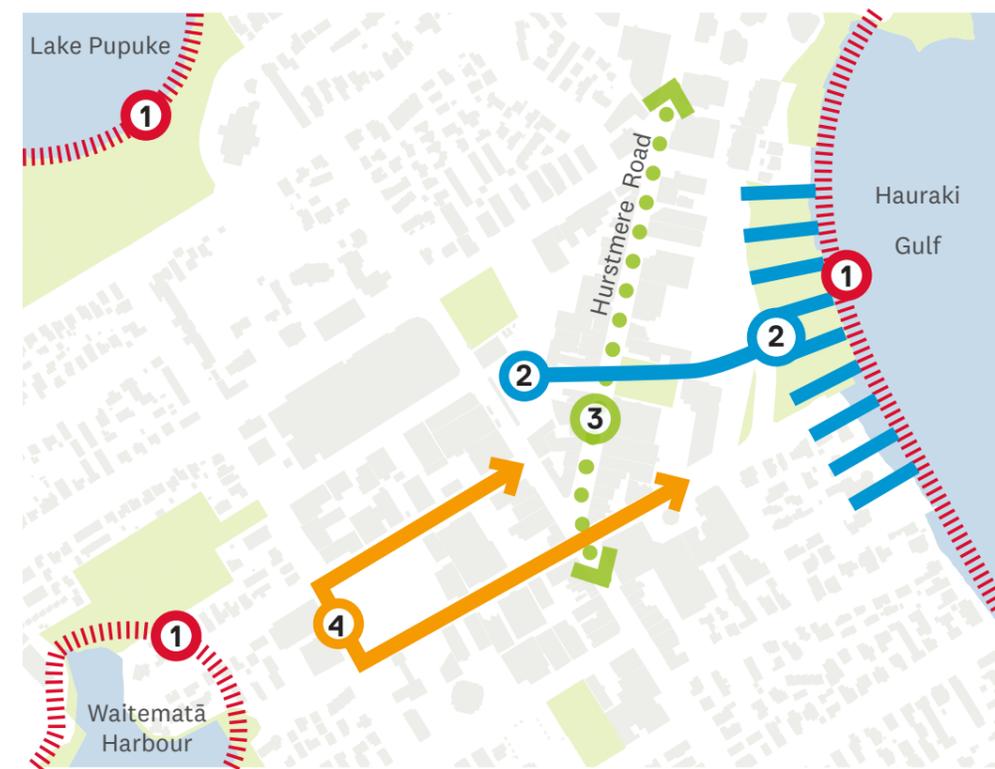
No visible connections between town centre and beach



Long, undefined main street with no clear centre



Roads are car dominated and discourage walking and cycling.



## Response

- 1 Town centre revitalisation - increase resident population, retail and activity in the town centre
- 2 Connect to the beach - create a better visual and physical connection between the beach and the town centre.
- 3 Public realm improvements - provide a new heart in the town centre, and make roads places for pedestrians and cyclists.
- 4 Increase housing choice - maximise residential redevelopment on Eke Panuku sites to provide different apartment typologies and ownership models.



Mixed use development on the Anzac Street carpark site.



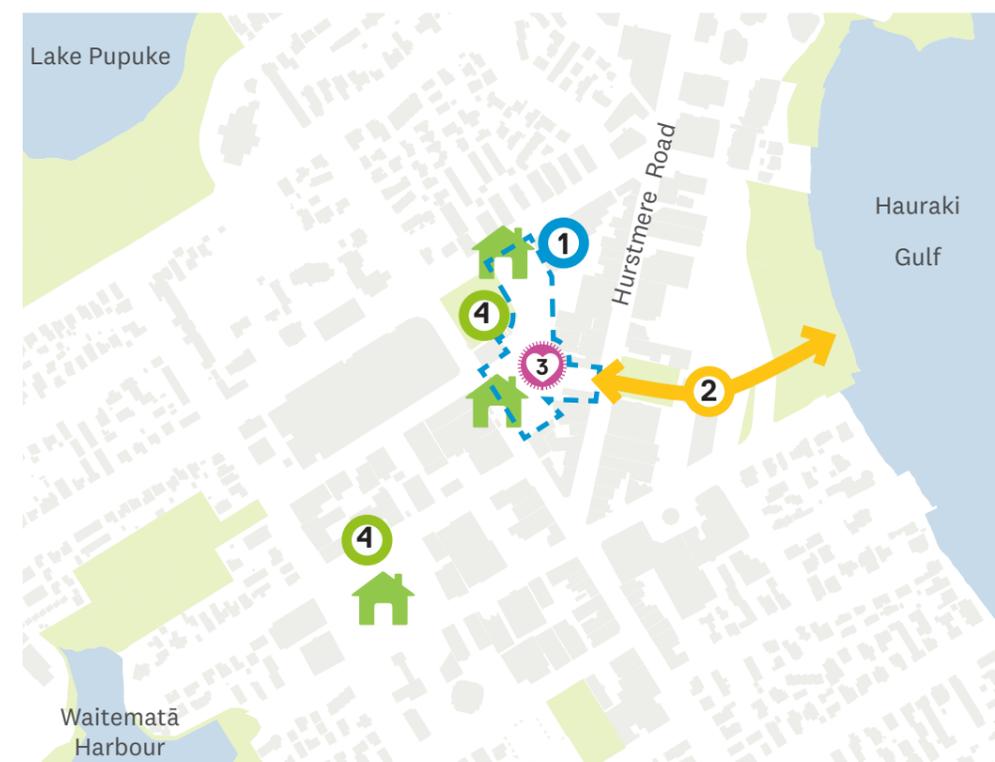
Improve the connection to the beach between Lake and Hurstmere Roads.



New town square and enhanced streetscapes.



Help meet demands for housing by providing variety of housing and price points.



# Preferred Regeneration Approach Summary

## Strategic Levers



Lead Agency



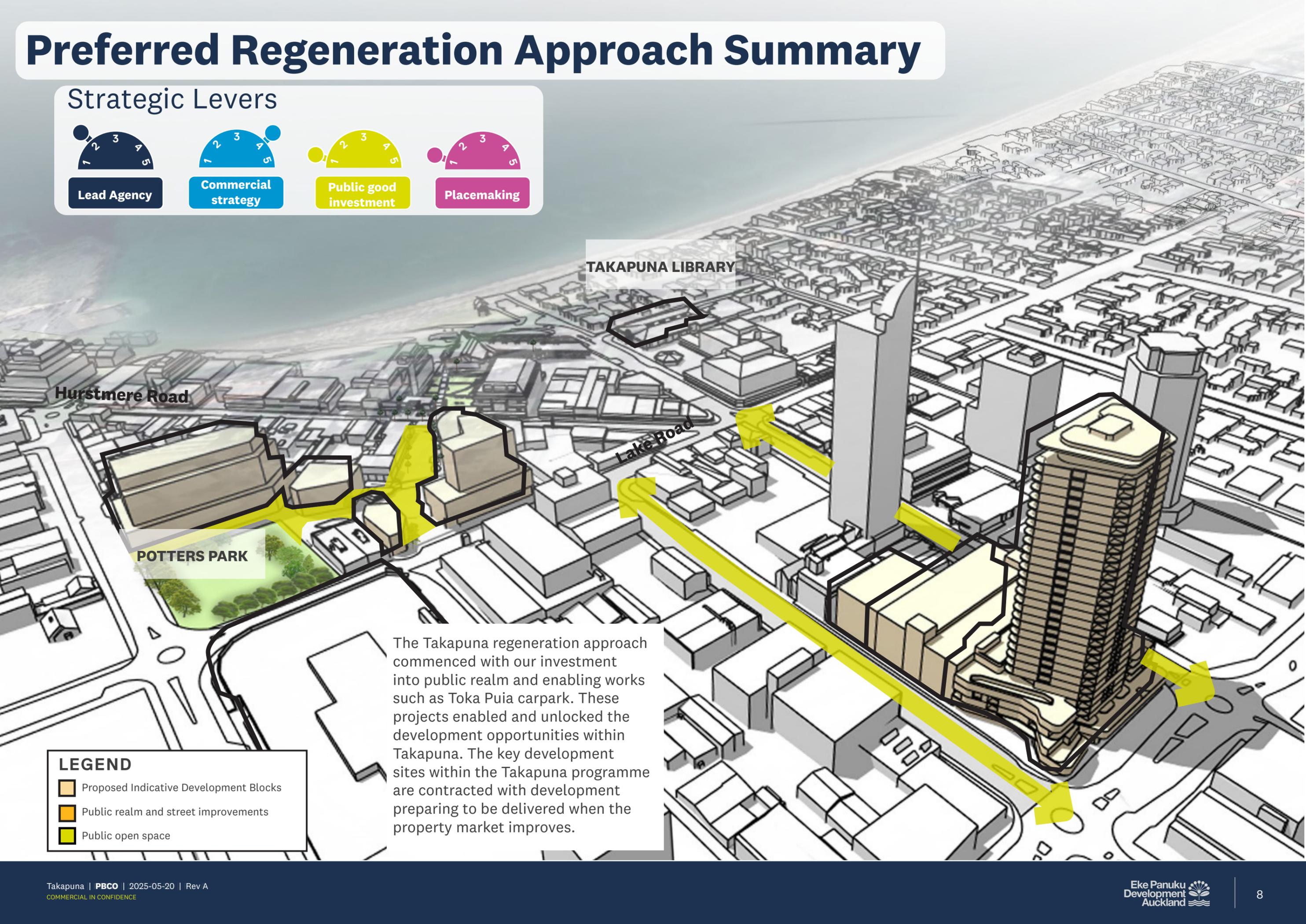
Commercial strategy



Public good investment



Placemaking



TAKAPUNA LIBRARY

Hurstmere Road

POTTERS PARK

Lake Road

### LEGEND

-  Proposed Indicative Development Blocks
-  Public realm and street improvements
-  Public open space

The Takapuna regeneration approach commenced with our investment into public realm and enabling works such as Toka Puia carpark. These projects enabled and unlocked the development opportunities within Takapuna. The key development sites within the Takapuna programme are contracted with development preparing to be delivered when the property market improves.

# The Commercial Plan

## Market Conditions

### Retail/Commercial

Eke Panuku has supported the existing retailers through investment in Waiwharariki Anzac Sq which, combined with street upgrades, has increased activity and footfall.

Market feedback is that there is limited appetite for additional retail space in Takapuna. The Anzac central apartment has live/work units overlooking Potters Park after market testing found limited interest in retail units at ground level.

### Residential

Eke Panuku's two major development partners in Takapuna have both delayed marketing and construction of their projects, which reflects the recent struggles in Auckland's residential redevelopment sector, particularly for apartments. Our two main projects are:

- **The Gasometer**, by McConnell Property, at 14 Huron Street will deliver 354 build to rent units in a 38 storey tall tower development.
- **Takapuna Central Apartments**, by Willis Bond, at 40 Anzac Street will deliver 109 apartments in the first of five stages surrounding Waiwharariki Anzac Town Square.

Takapuna has benefited from significant construction which was completed, or started during the last property cycle. This includes developments such as Barrys Point Apartments, with 102 units and the Sargeson apartments on Anzac Street. Stage 1 of the Amaia apartments is nearing completion. This development will have over 550 apartments off Esmonde Road.

The market has also indicated that Takapuna remains a desirable location for new development. Consent has just been granted for a 213 unit development in four towers up to 10 levels, between Hurstmere

Rd and The Strand.

### Market Feedback

Feedback from our development partners is that due to soft property market conditions, marketing and delivery of the key development sites in Takapuna are best to be paused until the market strengthens.

## Commercial Plan Response

- 1) Deliver public realm and enabling works projects to support a thriving town centre and unlock development opportunities.
- 2) Seek master developer for central Anzac precinct following change of use decision to secure delivery.
- 3) Ensure a development partner selected for Auburn Street development site that delivers height through high-density development due to limited height allowed through planning rules.



# The Financial Plan

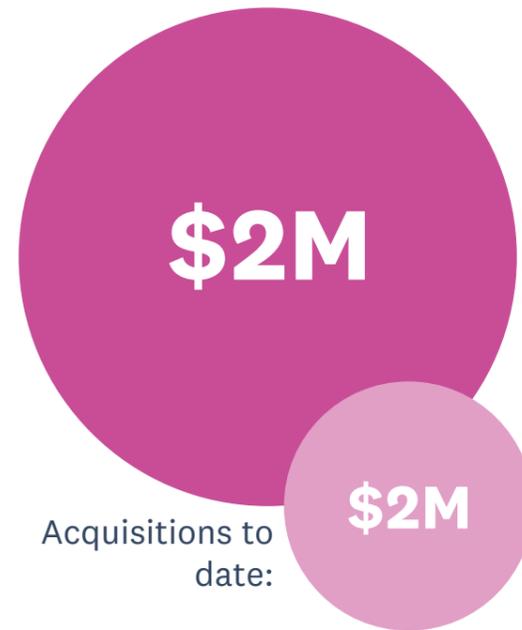
Total programme financials with spend to date stated.

## Site Sales



Sales revenue expected to be achieved over the life of the programme. This figure includes the resale of sites acquired using the Strategic Development Fund.

## Acquisitions



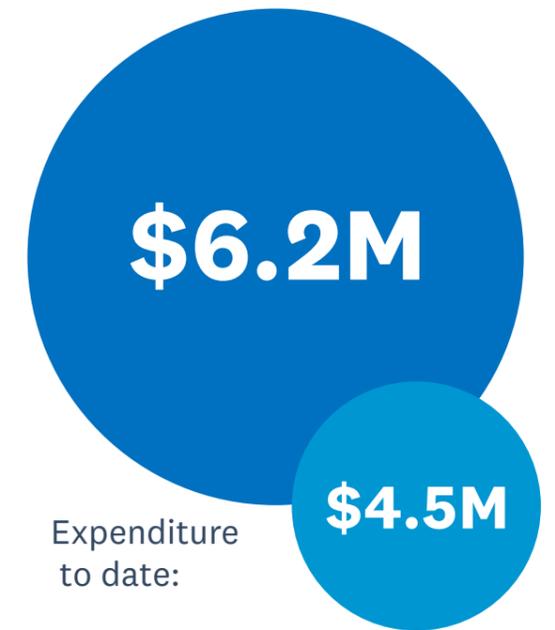
Funds used to acquire property for future development and sale, public realm and/or infrastructure.

## Capital investment



Funds used over the life of the programme to upgrade, and/or build long term assets; such as property, infrastructure or public realm. This figure excludes acquisitions.

## Operational expenditure



Funds used to support the preparation and roll out of the programme; such as placemaking, planning, investigations, communications and engagement.

# The Benefits Plan What success looks like?

The total value assessment (TVA) quantifies the estimated economic benefits beyond the financial case and enables human and environmental resources to be put to best use for societies collective benefit.

A BCR (Benefit Cost Ratio) over 1.0 suggests a programme is economically successful. The BCR for this programme is 1.04:1

### Key benefits include:

- Accelerated housing for Auckland, Eke Panuku ‘unlocks’ brownfield development sites before they would otherwise be developed.
- New job opportunities for construction and expansion of labour force.
- Energy efficient homes, reduced vehicle use, and construction waste minimisation initiatives.

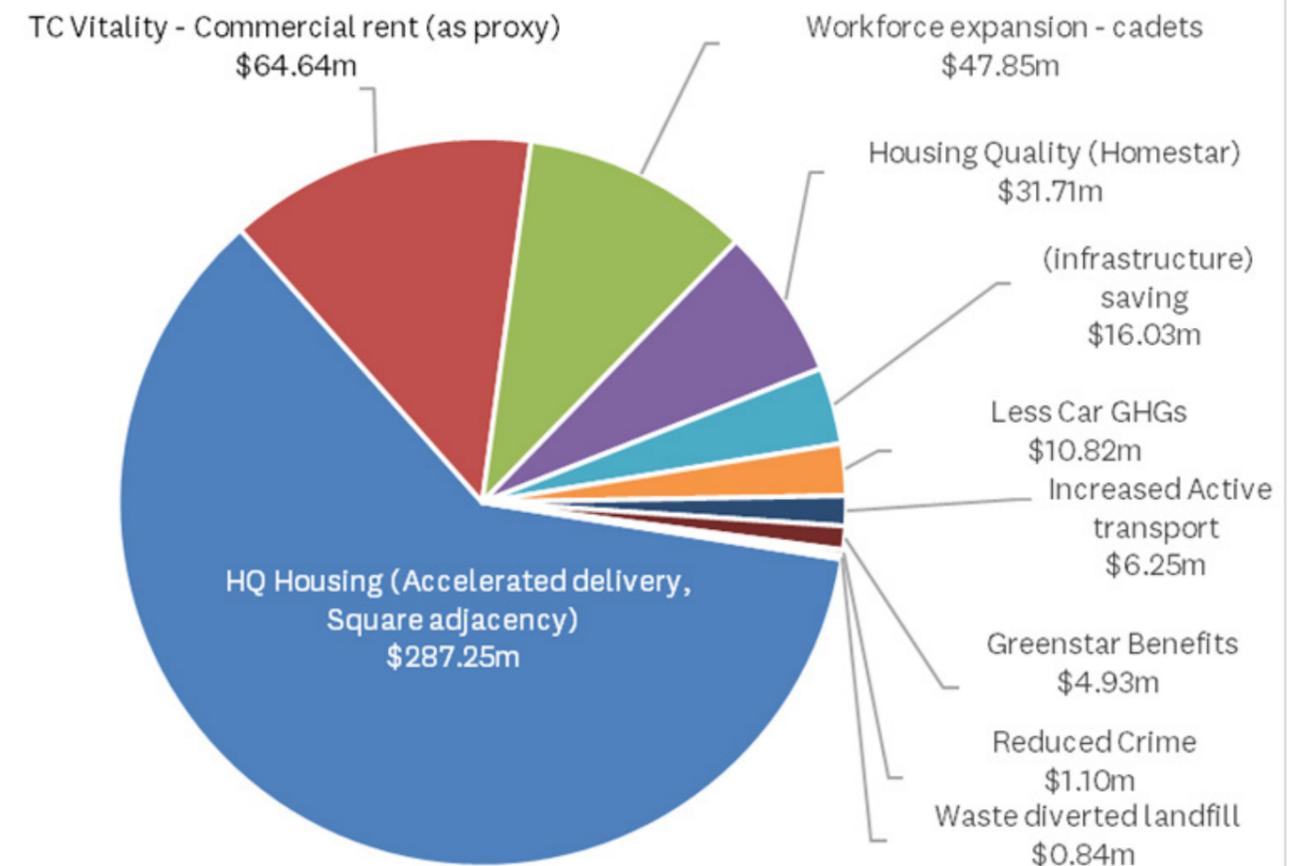
### Non-monetised benefits include:

- Catalyst effect: improved public amenity may prompt private developments within the vicinity of the project area.
- Increased public transport use, reduced congestion, emissions and private vehicle use.
- Improving cultural health - completing Waiwharariki.
- New town square, connections and residents that increase town centre footfall, and energy efficient housing.
- Improved residents reduced health outcomes through increased walking and public transport use.
- New job opportunities in commercial/retail spaces.
- Greenstar spaces - increased value, and more productive workers

The Takapuna PBC economic analysis details \$453.4M of economic cost, \$471.4m of benefits, and net benefit of \$18m.

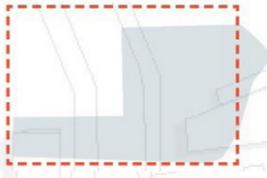
The BCR (Benefit To Cost Ratio) is 1.04:1

### Takapuna PBCO 2025 \$471.4M economic benefit breakdown



**1.04:1**  
BENEFIT COST RATIO  
TAKAPUNA

# Spatial Delivery Plan for Takapuna



## PROJECTS COMPLETED

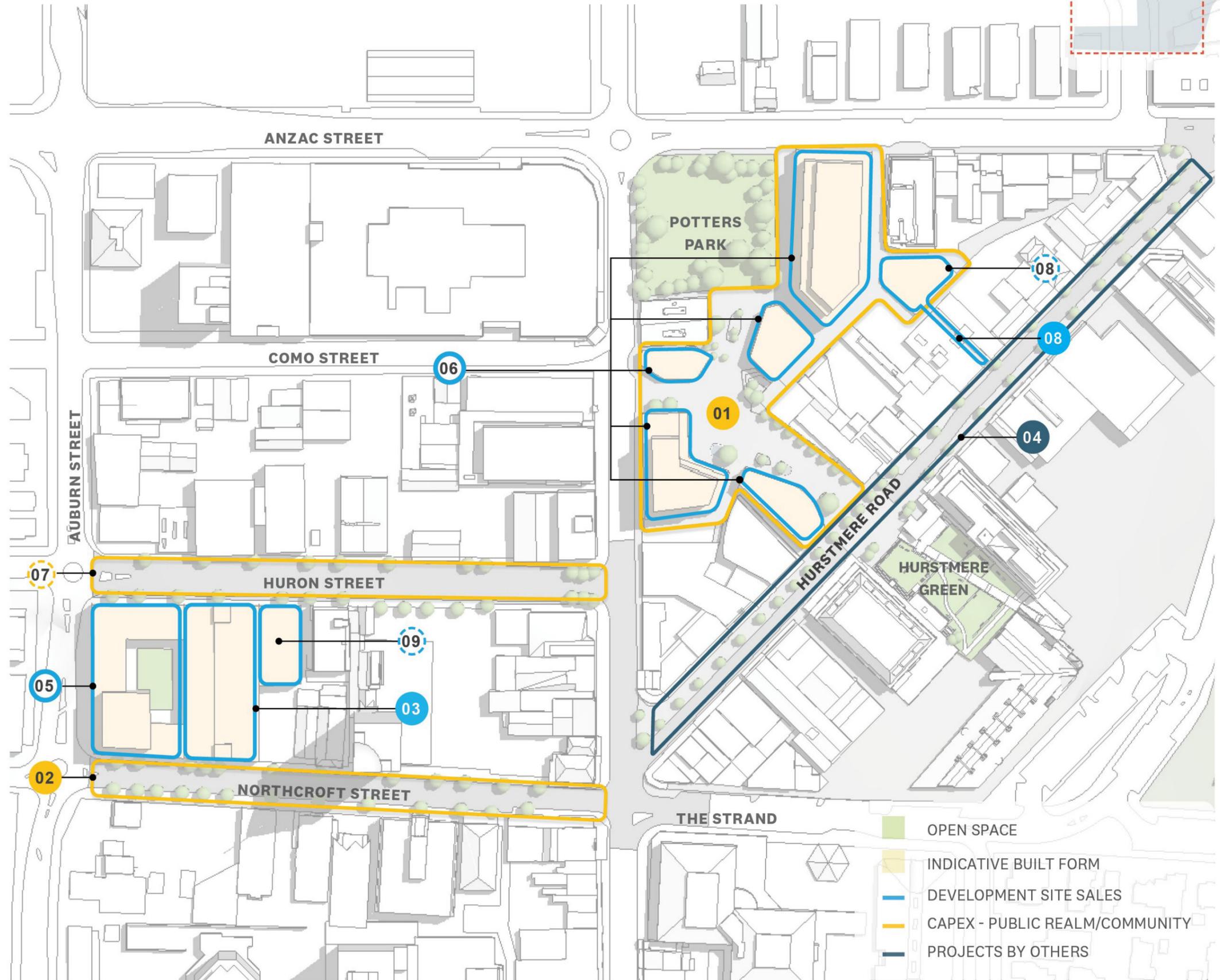
- 01 WAIWHARARIKI ANZAC SQUARE
- 02 NORTHCROFT STREETScape UPGRADE
- 03 TOKA PUIA CAR PARK
- 04 HURSTMERE ROAD UPGRADE (AT)
- 08 72A HURSTMERE ROAD

## SHORT TERM: FY 2026

- 05 AUBURN STREET DEVELOPMENTS
- 06 ANZAC STREET DEVELOPMENT SITE

## LONG-TERM PROJECTS: FY 2027+

- 07 HURON STREETScape UPGRADE
- 08 R78 HURSTMERE ROAD DEVELOPMENT
- 09 14 HURON STREET DEVELOPMENT



# Delivery Programme

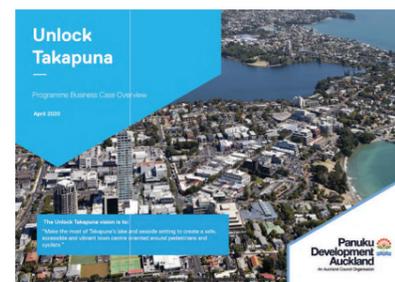
Throughout the life of the programme we undertook masterplanning, placemaking, engagement and communications in Takapuna.

Project Name	Delivered to date	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032+
<b>Public Realm Projects</b>								
03 Gasometer car park	DELIVERED							
01 Anzac Street/Hurstmere Road Town Square	DELIVERED							
02, 07 Huron and Northcroft Streetscapes	NORTHCROFT			PLAN	CONST			
<b>Site Sales/Development Sites</b>								
06 Anzac Street and Hurstmere Road development	PLAN	CONSTRUCTION			CONSTRUCTION		PLAN	CONSTRUCTION
05 Takapuna site sale Auburn St (Gasometer)	PLAN	CONSTRUCTION						
08 R78 and 72A Hurstmere Road sites	DELIVERED		PLAN	DELIV				
09 Takapuna site sale 14 Huron St (Gasometer)			PLAN	CONST				

**Delivery Risks:** The programme outlined above is indicative only and subject to a number of risks and dependencies including construction delivery risks, funding risks, resourcing and property market dynamics.

# Summary of Takapuna Programme Changes

**Note on definitions:** Not all figures are directly comparable as working definitions of key benefits such as sales, housing (highest and best use vs minimum required) and acquisitions(SDF vs Capital Acquisitions) have evolved over time.



	2016 High Level Project Plan	2020 Programme Business Case	2025 Programme Business Overview
<b>Site sales</b>	<b>\$38M</b>	<b>\$42.1M</b>	<b>\$35.3M</b>
<b>Dwellings</b>	<b>339</b>	<b>250</b>	<b>535</b>
<b>Commercial GFA</b>	<b>7,000 sqm</b>	<b>10,500 sqm</b>	<b>11,700 sqm</b>
<b>Public realm GFA</b>	<b>1,700 sqm</b>	<b>14,200 sqm</b>	<b>13,700 sqm</b>
<b>TVA</b>	<b>1.24:1</b>	<b>1.04:1</b>	<b>1.04:1</b>
<b>Cost - Capex</b>	<b>\$32M</b>	<b>\$48.4M</b>	<b>\$57M</b>
<b>Cost - Opex</b>	<b>\$4.2M</b>	<b>\$6.5M</b>	<b>\$6.2M</b>
<b>Cost- Acquisitions</b>	<b>\$2.0M</b>	<b>\$2.0M</b>	<b>\$2.0M</b>
<b>End date</b>	<b>2025</b>	<b>2030</b>	<b>2032</b>
<b>Key reasons for changes:</b>		<ul style="list-style-type: none"> <li>+ Housing numbers decreased following market testing.</li> <li>+ Commercial area increased following confirmation of public realm projects and refinement of the masterplan.</li> <li>+ Public realm increased as town square size confirmed and streetscape included.</li> <li>+ Increased construction costs, particularly underground works for Toko Puia.</li> <li>+ Timeline extended due to changed project timeframes and priorities.</li> </ul>	<ul style="list-style-type: none"> <li>+ Housing numbers and commercial area increased following development proposals from partners.</li> <li>+ Decrease in expected sale returns from remainder of Anzac development due to decline in property market.</li> <li>+ Increased costs due to higher construction costs - final costs for Toko Puia and Waiwharariki Anzac Square known.</li> <li>+ Timeline extended due to downturn in economic conditions pushing out site sales.</li> </ul>

*Vision: Make the most of Takapuna's  
seaside setting to create a safe,  
accessible and vibrant town centre  
oriented around pedestrians and  
cyclists*

# *ngā mihi*



## Attachment B - Takapuna Programme Changes - High Level Project Plan to Programme Business Case Overview 2025

	High Level Project Plan 2016	Programme Business Case 2020	Programme Business Case Overview 2025
<b>Strategic case</b>			
Programme goals	6 goals: <ul style="list-style-type: none"> <li>- Revitalise town centre through mixed-use development on the Anzac Street car park</li> <li>- Improve connections to the beach</li> <li>- Improve public realm in the town centre with open space and laneways</li> <li>- Help meet housing demand and choice</li> <li>- Provide an adequate level of car parking and transport facilities</li> <li>- Be a potential catalyst for future development</li> </ul>	No change	No change
Key moves	4 key moves: <ul style="list-style-type: none"> <li>- Redeveloping the Anzac Street car park and adjacent properties through mixed-use development, active street frontages, laneways and public realm</li> <li>- Redeveloping the Gasometer site through mixed-use development and long-term parking provision</li> <li>- Consider acquiring additional properties to enhance achievement of objectives</li> <li>- Further investigate the potential of properties in The Strand</li> </ul>	Document did not include key moves but had the following as the steps within the regeneration approach: <ul style="list-style-type: none"> <li>- Deliver enabling infrastructure - car park and infrastructure</li> <li>- Deliver new public realm - Waiwharariki Anzac Square</li> <li>- Enable housing choice and provision</li> </ul> This is largely the same as the HLPP except has removed further investigation into potential redevelopment of properties in The Strand.	No change

	High Level Project Plan 2016	Programme Business Case 2020	Programme Business Case Overview 2025
<b>Economic case – Key benefits</b>			
New homes	<b>339*</b>	<b>250</b> <i>Decreased following expectation from interested development partners.</i>	<b>535</b> <i>Refined following development proposals being received from partners.</i>
Commercial	<b>7,000m<sup>2</sup>*</b>	<b>10,500m<sup>2</sup></b> <i>Refined through masterplanning and design work done following confirmation of public realm and car park projects being approved.</i>	<b>11,700m<sup>2</sup></b>
Public realm	<b>1,700m<sup>2</sup>*</b>	<b>14,200m<sup>2</sup></b> <i>Increased public realm following confirmation of town square size. Includes streetscape improvements as benefit.</i>	<b>13,700m<sup>2</sup></b>
Financial return (sales receipts)	<b>\$38.0M*</b>	<b>\$42.1M</b>	<b>\$35.3M</b> <i>Decrease in expected sale returns from remainder of Anzac development due to decline in property market</i>
Total Value Analysis (benefits to cost ratio)	<b>1.24:1*</b>	<b>1.04:1</b>	<b>1.04:1</b>
<b>Financial case</b>			
Acquisition costs	<b>\$2.0M*</b>	<b>\$2.0M</b>	<b>\$2.0M</b>
Capital expenditure	<b>\$32.0M*</b>	<b>\$48.4M</b> <i>Increase costs largely due to higher construction costs for projects, particularly for increased underground works to complete Toka Puia.</i>	<b>\$57.0M</b> <i>Increase costs largely due to higher construction costs for projects, final Toka Puia and Waiwharariki Anzac Square costs known.</i>
Operating expenditure	<b>\$4.2M*</b>	<b>\$6.5M</b> <i>Increase to align with extended programme time</i>	<b>\$6.2M</b> <i>Refined and tightened programme opex requirements over life of programme.</i>
Programme income	-	<i>Refer benefits above</i>	<i>Refer benefits above</i>
<b>Management case</b>			
Programme completion	<b>2025*</b>	<b>2030</b> <i>Extended timeline due to refreshing individual project timeframes &amp; priorities.</i>	<b>2032</b> <i>Timeline extended due to downturn in economic conditions and property market pushing out site sale forecasts.</i>
Summary of programme focus key	<ul style="list-style-type: none"> <li>- Build off-street car park facility on Gasometer site</li> <li>- Construct town square in centre of Anzac site</li> <li>- Develop around car park facility and town square with mixed use</li> </ul>	No change	No change

Note: \* figures are from March 2018 TVA and 2019 Programme Business Case

## Waterfront Programme Business Case Overview

Author: Fiona Knox, Priority Location Director – City Centre Major Projects

May 2025

### Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. approves the reviewed Programme Business Case Overview for the Waterfront Programme.
- b. approves the expected benefits to be realised for the Waterfront programme being:
  - i. Site sales of \$350M-\$400M
  - ii. 750-1,050 dwellings
  - iii. 56,000 sqm-89,000 sqm of commercial space
  - iv. 147,500 sqm of new or improved public realm.
- c. approves a programme life cost, projected to end in 2045, of \$171- \$221M net, being expenditure of \$507M CAPEX and \$64M OPEX, less projected site sales of \$350- \$400M.
- d. notes a \$75M CAPEX reduction in programme costs since the 2020 Programme Business Case was written. This reduction is primarily due to several major projects being paused or down tuned and the removal of the AC-AG Pier redevelopment from the waterfront programme. Forecasted costs associated with the regeneration of Queens Wharf have been removed as these will now be considered as part of the Central Wharves Masterplan programme.
- e. notes that a separate business case for the Central Wharves Masterplan Programme is currently in development, with \$6M in approved OPEX funding. A business case will be prepared alongside the Masterplan and will outline both the costs and expected benefits.
- f. notes a c.\$35M increase in forecasted revenue, of which \$150M relates to the Te Ara Tukutuku Project.

### Whakarāpopototanga matua | Executive summary

1. This paper seeks formal approval of the reviewed Programme Business Case Overview (PBCO) for the Waterfront programme. The PBCO represents the latest iteration of the Programme based on the refinement of the previous Programme Business Case (PBC) endorsed by the Eke Panuku Board in 2020.
2. The Waterfront programme is guided by the Waterfront Plan 2012 and the refreshed City Centre Masterplan 2020. Additional precinct plans have informed the creation and implementation of waterfront projects, including the Sustainable Development Framework (2013), the Westhaven Plan (2013 and 2015) and more recently Te Ara Tukutuku Plan 2021 and Vision and Concept Plans (2023 and 2024) and the Port Precinct Future Development Plan (2024).
3. The Waterfront Plan vision is for “a world-class destination that excites the senses and celebrates our sea-loving Māori culture and maritime history. It supports commercially successful and

innovative businesses, and is a place for all people, an area rich in character and activities that link people to the city and the sea.”

4. The Waterfront programme comprises three key precincts: Westhaven, Wynyard Quarter and the Viaduct and Central Wharves. A range of projects is underway, planned or delivered across each area, each contributing to the City Centre Masterplan – Waterfront Vision and Goals.
5. The 2020 Programme Business Case (PBC) was developed with a 10-year funding horizon, aligned with one Long Term Plan cycle. This revised PBC adopts a longer-term perspective, considering the full programme lifecycle to 2045. The total anticipated investment over the three precincts in the programme is \$507M CAPEX and \$64M OPEX - less projected site sales of \$350- \$400M.
6. To date, the programme has incurred \$187.5M CAPEX and \$21M OPEX, plus \$100.4M in gross sales income attributed to the Wynyard Central development agreements with Precinct, Willis Bond and Orams.
7. Compared to the 2020 PBC, the anticipated lifetime cost of the 2025 PBC is \$75M lower primarily due to:
  - several major projects across Westhaven Marina, Wynyard Quarter and the Viaduct being paused or down-tuned.
  - the removal of the Westhaven Marina AC-AG Pier redevelopment from this programme.
  - the removal of forecasted costs associated with the regeneration of Queens Wharf. These costs will now be considered as part of the Central Wharves Masterplan programme.
8. The Benefit-Cost Ratio (BCR) for the Waterfront Programme is 1.19:1, with a net economic benefit of \$214M. The most significant regional benefits are the delivery of new homes and high-quality public open spaces.
9. A BCR greater than 1 indicates that the programme’s benefits outweigh its costs, which include external factors such as construction labour and materials. By quantifying the wider social and environmental benefits beyond direct financial returns, the BCR helps assess whether the programme makes the best use of available resources for the collective good.
10. The key risks facing the programme are summarised below:
  - **Maintaining a genuine relationship with Mana Whenua:** The waterfront programme recognises mana whenua aspirations and expectations, while acknowledging the complexity of differing iwi perspectives.
  - **Ability to deliver on long-term waterfront vision:** Delivering the consulted waterfront programme requires significant funding beyond the current Long-term Plan. Without long-term financial commitment, key projects may stall, leading to reputational risk amid strong public and political expectations.
  - **Shifting Central Government policy:** Changing government policy and funding for major infrastructure may disrupt project momentum, require re-scoping, and create misalignment. Current examples include the resolving the Crowns interest in Queens Wharf and the Cloud, Future Waitematā Harbour Connections near Westhaven and future rapid transit responses, such as light rail connections and stations in or near Wynyard Quarter.
  - **Softening Market Conditions:** Declining business confidence and reduced construction activity are dampening private sector appetite and slowing development momentum across key sites. However, this trend is expected to shift with the next market cycle.

- **Property & Asset Management Risks:** Ageing infrastructure, environmental vulnerabilities drive up maintenance and renewal costs and undermine the long-term resilience and value of waterfront assets. Challenges related to developing on reclaimed and contaminated land are well known; however, risk is always present and needs deliberate management.

## Horopaki | Context

11. The Auckland waterfront is one of New Zealand’s most important international gateways for both commerce and tourism. Over the past 15 years, it has undergone a significant transformation, driven in part by major global events such as the Rugby World Cup, America’s Cup and FIFA Women’s World Cup, into a vibrant, high-value, publicly accessible mixed-use destination.
12. The Waterfront PBCO represents the latest iteration of the programme. The following decisions and approvals by the Eke Panuku Board, Waitemata Local Board, Auckland Council Planning Committee and Governing Body have set the direction of travel for a strategic approach and project and development site delivery within the Waterfront Precincts.

Previous Board / Council engagement and decisions		
Date	Governance	Decision / Outcome
June 2012	Governing Body	Approved Waterfront Plan
December 2013	Eke Panuku Board	Approved the Westhaven Plan and its subsequent refresh approved in June 2015
August 2018	Eke Panuku Board	Approved the Waterfront Programme Business Case 2019-2021
March 2020	Planning Committee	Approved the City Centre Masterplan refresh, including the waterfront
June 2020	Eke Panuku Board	Approved the Transform Waterfront Programme business case for 2021-2031
February 2022	Eke Panuku Board	Approved Te Ara Tukutuku Plan, the Precinct Plan for Wynyard Point regeneration
March 2022	Waitemata Local Board	Approved Te Ara Tukutuku Plan, the Precinct Plan for Wynyard Point regeneration
August 2023	Waitemata Local Board	Endorsed Vision and Framework for Te Ara Tukutuku
December 2023	Eke Panuku Board	Approved Vision and Framework for Te Ara Tukutuku
October 2023	Eke Panuku Board	Approved Ports Precinct Framework Plan.
June 2024	Finance Committee & Planning Committee & Governing Body	Approved Ports Precinct Framework Plan and funding to develop a Central Wharves Masterplan.

## Previous Board / Council engagement and decisions

Date	Governance	Decision / Outcome
July 2024	Eke Panuku Board	Approved the Concept Plan for Te Ara Tukutuku
	Waitematā Local Board	Endorsed the Concept Plan for Te Ara Tukutuku
July 2024 November 2024	Eke Panuku Board Planning, Environment & Parks Committee	Approved the City Centre Action Plan to support the implementation of the City Centre Masterplan, which included Te Ara Tukutuku and Central Wharves

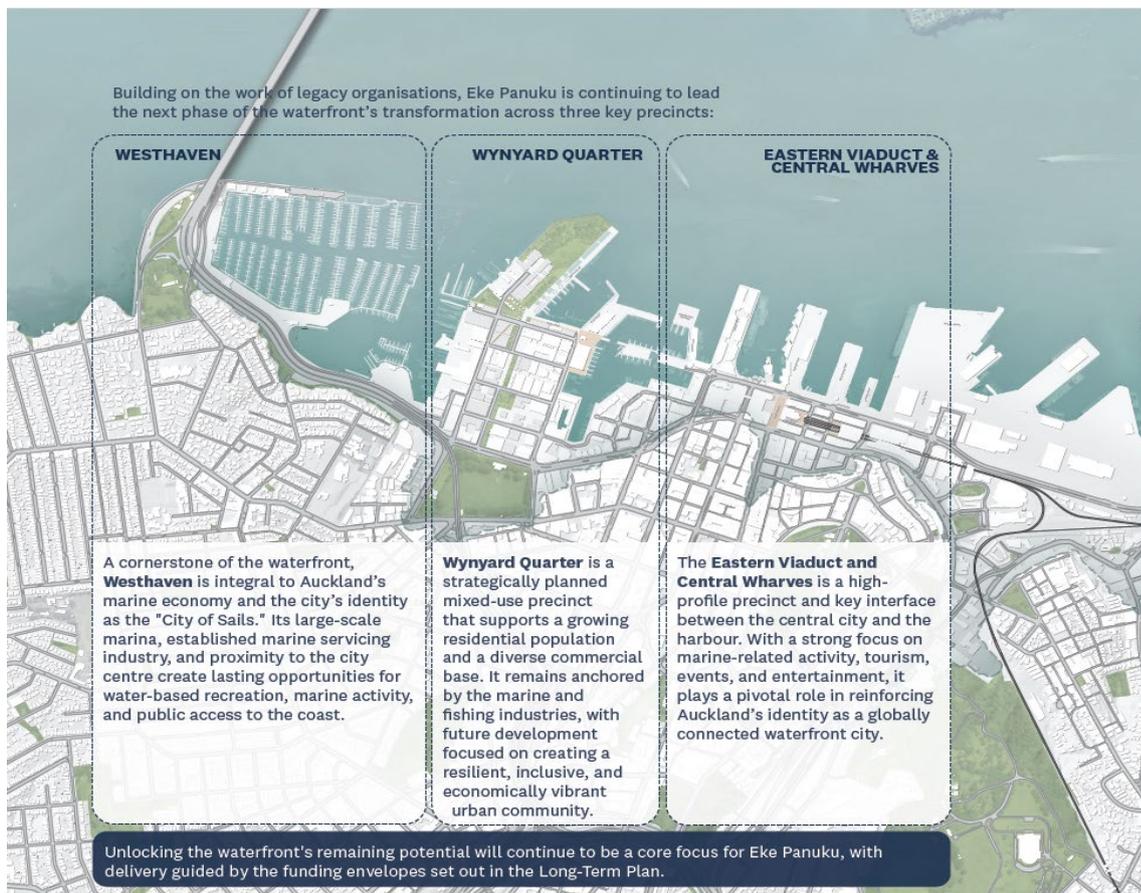
## Nga whiringa me te taatai | Options and analysis

### Kua whakaarohia nga whiringa | Options considered

13. Different urban regeneration options for the Waterfront were considered as part of the Waterfront Plan 2012 and the 2020 PBC. The recommended regeneration approach for the Waterfront is summarised on page 12 of the PBCO (**Attachment A**) and is consistent with previous strategic documents that have been approved by the Eke Panuku Board and endorsed by the Waitemata Local Board and Auckland Council Planning Committee.

### Waterfront programme summary

14. Building on the work of legacy organisations, we will continue to lead the next phase of the waterfront's transformation across three key precincts:



15. A key focus of the Programme for the next few years is:

- **Westhaven:** Developing future pipeline projects with a strong focus on futureproofing coastal assets and marine infrastructure. Priority projects include raising the northern reclamation to address the risks of inundation, delivering upgrades to Harbour Bridge Park and St Mary's Bay and completing the Pile Mooring public realm in partnership with mana whenua.
- **Wynyard Quarter:** Continuing the staged regeneration of Wynyard Quarter, including the progression of existing development agreements, bringing additional development sites to market, and leading the staged design and construction of a mixed-use precinct at Wynyard Point led by the Te Ara Tukutuku Plan.
- **Eastern Viaduct & Central Wharves:** Developing future pipeline projects that focus on delivering 'harbour edge stitch' to reconnect the city centre with the Waitematā Harbour. The Central Wharves Masterplan, supported by a business case and a pipeline of projects will help to guide and confirm future investment priorities for the precinct.

### **Progress to date**

16. Since its inception in 2011, Eke Panuku and its predecessors have delivered a range of projects within the Waterfront programme. Since its establishment, Eke Panuku has completed 21 major capital projects on the waterfront, including extensive subprogrammes that supported the America's Cup infrastructure programme, legacy spaces activation, as well as Health and Safety Water's Edge Response work. To date the waterfront programme has delivered:

- 65,400 sqm of public realm and made the water's edge safer for the community.
- Eight major development projects, providing 314 homes and 37,000 sqm of commercial gross floor area. This has generated a total of \$100.4M of site sales.

17. The programme's place-led, people-focused approach has ensured the waterfront remains a key attraction within the city centre. Eke Panuku has demonstrated creativity, agility and flexibility in preparing sites for major international events while simultaneously delivering significant infrastructure, including new public spaces, housing, and commercial developments. Through a matrix delivery approach, Eke Panuku is also building a consistent operational model that supports the long-term maintenance of our assets and infrastructure.

18. Since the 2020 PBCO, the following work has been progressed with key highlights against the Waterfront Plan goals being:

#### **Ki Tātahi - A blue-green waterfront**

- The completion of the Westhaven Seawall project in January 2025. This project enhances asset protection from storm surges, creates a new walkable promenade, and improves the northern part of Westhaven.
- Enabling works for Te Ara Tukutuku starting in April 2025. These works will manage stormwater on the ex-Shell site and cap it to control leachate into Te Waitemata. This is the first stage of the Te Mata Te Mauri (Heal) initiative provided through the Te Ara Tukutuku Plan, Vision and Concept documents.

#### **Tūāhōanga ahu mahi - A smart working waterfront**

- A fully tenanted Marine Village at Westhaven has been achieved. The Marine Village now hosts commercial marine businesses with an established Food and Beverage (F&B) tenant. The building has been fitted with solar panels to assist with operational costs.

- The Pile Berth redevelopment at Westhaven Marina was completed in December 2024. This legacy project has increased marina capacity which enhances its competitiveness as an international facility.
- Orams Marine has completed Stage One of the marina facility, with Stage Two now under construction. Residential plans are in progress and being considered by the Eke Panuku team and Technical Advisory Group.
- SeaLink Ltd's new bespoke facility is now operational following lease negotiations and an agreed exit from North Wharf due to the 36th America's Cup. This facility provides essential services to Te Waitemata communities.
- Significant adjustments have been made to Wynyard Quarter and the Viaduct to relocate and reuse the waterside infrastructure created as a part of the AC36 event in 2021.

### **Kia tau te mauri mō te ira tangata ki te ao tūroa - A liveable waterfront**

- Willis Bond & Co has delivered the Beaumont Apartments at 30 Madden Street, Wynyard Quarter.
- Precinct Properties has progressed to the final stage of the innovation precinct, providing new commercial space and securing Beca Ltd as its anchor tenant.

### **Tauranga tāngata - A public waterfront**

- Major public spaces, including Amey Daldy Park and Silo Park Extension, were completed, integrating artworks like Mai i ngā ki te moana at Amey Daldy and Te Nukuao at Silo Park. These works are significant cultural markers that are highly recognised parts of the waterfront landscape.
- Post-AC36, a sustained effort has been made to activate previously inaccessible flat, hard-stand legacy spaces through creating a bespoke kit of parts that can be used flexibly across the waterfront.
- A major health and safety review on the water's edge led to several capital projects being created, including balustrades at Wynyard Wharf South and Halsey Wharf and a bespoke jump platform at Karanga Plaza.
- A swimming pool at Karanga Plaza. The pool, delivered in December 2024, adds a multi-functional swimming and recreational space to the waterfront.
- The roll out of capital projects was supported by a thriving placemaking programme that activated waterfront public spaces through diverse events and activities, including basketball courts, water areas, children's play spaces on the Hobson Wharf extension, and workshops on the Wharf.

### **Hononga tāngata - A connected waterfront**

- The second stage of Tiramarama Way was completed. There is now a connected laneway that delivers on multiple objectives, including a place to transit through, to linger and to engage.
- Two other street networks were completed over this time, Madden & Pakenham Streets Upgrade and the Eastern Viaduct Quay St Intersection Works.

# Hīraunga | Implications

## Programme changes

19. The main changes to the Waterfront Programme since 2020, that are reflected in the 2025 programme, are outlined below:

### For Westhaven

- Harbour Bridge Park design process and subsequent upgrade was put on hold as a response to the Council budget reprioritisation process. This was also impacted by changing designs associated with the SkyPath project and Northern Pathway projects which have both been scrapped.
- The Westhaven Marina Pier AC-AG project was put on hold because of the Council's budget reprioritisation process. Previously considered part of the Waterfront regeneration programme, the redevelopment of the AC-AG Pier has now been transferred to the Assets and Delivery budget for future delivery as a commercial project.

### For Wynyard Quarter

- Willis Bond extended and requested changes to the development scope for the 'East 1' development site. 'West 2' Residential apartments have been delayed due to ongoing negotiations on land value.
- The Lysaght go-to-market timing has been adjusted to extend by one year, as FY25 market conditions and tenant tenure uncertainty were not conducive to offers at the current market value.
- The North Wharf Development 'Go to Market' process progressed; however, delays had to be actively managed. A preferred partner has now been selected.
- Te Ara Tukutuku project design and delivery has been staged over a much longer term than previously anticipated to balance the major investment required with the funding process through the Long-term Plan.
- The design and delivery of the Te Ara Tukutuku project has been staged over a longer term than originally anticipated, in order to balance the significant investment required with the funding process outlined in the Long-term Plan.
- The Vos Shed Slipway (Wynyard Point) was deferred a response to the Council budget reprioritisation process.

### For the Eastern Viaduct

- A new Te Wero Bridge, with greater pedestrian and cycle capacity, has been deferred indefinitely. This follows the extensive renewal work which has been completed on the Wynyard Crossing bridge extending its operational life for the medium term.
- The public realm upgrade of the Eastern Viaduct and Te Wero Island (East-West Connection) was put on hold as a response to the Council budget reprioritisation process.

## Waterfront Programme Business Case Refresh

20. The Eke Panuku Programme Business Case process has evolved over time. As such there are some differences between the 2020 document and the 2025 document. These are outlined below:

- The content of the 2020 PBC covered the 10-year Long Term Plan only. This refreshed 2025 PBCO covers the whole of the programme life cost.
  - The total lifetime cost of the 2025 PBCO is forecast to be \$507M, which is \$75M lower than the 2020 Programme Business Case (\$582M).
  - The total lifetime site sales gross of the 2025 PBCO is forecast to be \$350-\$400M, which is \$273M higher than the 2020 forecast.
  - The total lifetime public realm benefits in the 2025 PBCO is forecast to be 147,000 sqm, which is 93,000 sqm higher than the 2020 forecast.
  - The Waterfront programme end date is now projected for FY45.
21. As noted in this paper, several of the changes between the 2020 PBC and 2025 PBCO reflect the need to defer or scale back capital projects, deliberate decisions to adjust go-to-market timings, and ongoing negotiations with developers in response to changing market conditions. As a result, the overall programme end date has been extended by five years.
22. Regarding the increase in site sales forecast change and public realm changes, this has been generated through more detailed thinking particularly for Wynyard Point staged regeneration. The Te Ara Tukutuku business case progress for Wynyard Point has been supported by an investigation into market conditions and development opportunities aligned with the emerging design. This has resulted in an updated figure for gross site sale and public realm changes.
23. The Waterfront Programme Change Summary (**Attachment B**) outlines the specific changes in greater detail.

## Ngā ritenga ā-pūtea | Financial and resourcing impacts

24. The programme makes the following financial assumptions:
- **Capital expenditure:** Council allocates funds through its annual budgeting processes (Long-term Plan and Annual Plan) for the capital work being undertaken within the Waterfront programme, as part of realising the vision of the City Centre Masterplan 2020.
  - **Operating revenue and expenditure:** The budget includes revenue and operating costs from the commercial operation of the Waterfront properties and marinas. This income is sourced primarily from:
    - Ground and building rent from the commercial leases of the council-owned land. Ground rent from new development partners is largely prepaid by the developer.
    - Berthage fees and marina income for Westhaven, Silo and Viaduct marinas.
  - **Capital Savings:** If appropriate, any savings identified through this programme will be reallocated to support the delivery of other projects where costs may have escalated above initial funding levels. Capital savings can arise from either:
    - i. Work being completed for less than the anticipated fund allocated; or
    - ii. A Development Agreement (DA) removing capital investment obligations from Eke Panuku, as these are deferred or transferred to the developing party.
  - **Regional Land Transport Plan (RLTP) and City Centre Targeted Rate (CCTR):** There are opportunities to source funding from these sources as the projects contribute to delivering the City Centre Masterplan.

## Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

25. The key risks to the Waterfront Programme have been identified as:

- **Maintaining a genuine relationship with mana whenua:** Eke Panuku has an established process for working with mana whenua on the waterfront. The waterfront programme understands mana whenua's aspirations and expectations on the waterfront and acknowledges the complexity, including that some iwi aspirations are different to others. There are elements of this that are outside our control and have a direct impact on the programme and subsequently our reputation.
- **Ability to deliver on long-term waterfront vision:** Delivering the consulted vision requires a significant budget that extends beyond the current Long-term Plan window. Many waterfront projects are at a large scale and have strong public and political interest and support, and there is considerable reputational risk if progress stalls. This long timeframe is not unusual for the transformation of a city centre waterfront.
- **Softening Market Conditions:** Weakened business confidence, reduced construction activity, and deferred public sector projects have dampened private sector appetite for development. High interest rates, property values, and household debt levels in Auckland further constrain momentum. These conditions pose a risk to the pace and viability of private investment across key waterfront sites.
- **Changing Government Priorities:** Shifts in central government policy, infrastructure funding, or strategic priorities could impact planning timeframes, disrupt delivery schedules, and reduce alignment across agencies. This may result in delays, funding gaps, or the need to re-scope projects within the waterfront programme. Examples include the potential impact of an additional harbour crossing, rapid transit responses (such as light rail) and current ownership agreements for Queens Wharf and the Cloud.
- **Property & Asset Management Risks:** Ageing seawalls and legacy industrial uses and contamination, combined with vulnerabilities like sea-level rise, stormwater runoff, and a lack of integrated blue-green infrastructure, threaten the safety and resilience of the highly valuable Waterfront assets. If not addressed, these issues will lead to higher maintenance costs, reduced asset value, and long-term environmental degradation.

## Tauākī whakaaweawe Māori | Māori outcomes impact

26. Te Waitematā is highly valued by iwi and the City Centre Masterplan emphasises Māori outcomes as key to unlocking the potential of both the city centre and waterfront. This vision ensures mana whenua's prominent and active presence, with Māori culture, language, and design principles woven throughout. The plan also supports mana whenua's role in welcoming visitors, growing Māori enterprise, and enhancing environmental health through mātauranga Māori.
27. Eke Panuku has deepened its relationship with iwi and evolved its engagement processes and approach, particularly over the past three years. For example, collaboration with mana whenua on significant regeneration projects such as Te Ara Tukutuku has shown that co-design, which integrates mātauranga Māori with modern science, enhances project visibility and fosters greater buy-in from stakeholders and the community.
28. The way the Waterfront Programme procures consultants, particularly through the inclusion of mana whenua representation on panels and by ensuring mana whenua specialists are appropriately

resourced to support the kaupapa, has been a fundamental success factor. The collective learnings from this approach will be continued and further developed in future work.

## **Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts**

29. Several key stakeholders are invested in the Waterfront's vision, development, and ongoing activities. The Waterfront programme regularly engages with these groups, tailoring communication based on the scale of impact, risk, and opportunity profile.
30. Key stakeholders and partners include mana whenua, the Waitematā Local Board and Ward Councillor, the City Centre Advisory Panel (CCAP), City Centre Residence Group, Heart of the City (BID), the Joint City Centre Steering Committee (SteerCo), and various Council Controlled Organisations (CCOs).

## **Tauākī whakaaweawe āhuarangi | Climate change impact**

31. The Waterfront programme is taking a proactive, place-based approach to embed climate resilience into the future of the waterfront.
32. In response to projected climate impacts, waterfront projects embed integrated adaptation and mitigation strategies to strengthen long-term resilience. These include green infrastructure, water-sensitive urban design, and the restoration and expansion of the urban ngahere to support biodiversity, reduce heat island effects, and create a healthier waterfront environment.
33. Adaptive seawall and waterfront park design will help manage coastal and stormwater risks, while compact, connected urban form will support active modes of transport, contributing to both climate mitigation and community wellbeing.

## **Ngā koringa ā-muri | Next steps**

34. The waterfront programme is committed to the regeneration of whenua (land), wai (water), including Te Waitematā, and tangata (people), recognising the deep interconnection between environmental health, cultural wellbeing, and community resilience.
35. The focus for the Waterfront is to continue the staged regeneration of Wynyard Quarter by building on the lessons and successes achieved to date. Eke Panuku will progress existing development partnerships, bring additional sites to market, and continue to lead the staged design and construction of Wynyard Point, guided by the Te Ara Tukutuku Plan. Public engagement will also continue during this period to raise awareness and maintain the profile of this highly anticipated destination.
36. Following the successful delivery of a wide range of waterfront projects outlined in Auckland Council's strategic plans, an additional focus is on establishing the next phase of the project pipeline at Westhaven and Central Wharves.
37. All this work will continue to occur in conjunction with our mana whenua partners and Auckland Council whanau. Key stakeholders and our current and future development partners are key to continuing to implement the consulted vision.
38. This updated Waterfront PBCO will serve as a template for the development of a combined City Centre PBCO, supporting the creation of an integrated city centre and waterfront investment pipeline. This work will underpin the next substantial review of the City Centre Action Plan, scheduled for FY26, to inform the upcoming Long-term Plan.

## **Ngā tāpirihanga | Attachments**

Attachment A – Waterfront Programme Business Case Summary

Attachment B – Waterfront Programme Change Summary

## **Ngā kaihaina | Signatories**

Ian Wheeler, Chief Operating Officer

David Rankin, Chief Executive

Watersfront

# Watersfront

Programme Business Case  
Overview 2025

May 2025 | Revision A



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## Reviewed and signed by:

Fiona Knox  
Priority Location Director, City Centre Major Projects



# Purpose

This Programme Business Case Overview provides an up-to-date summary of the agreed urban regeneration programme for the waterfront. It outlines the vision and goals set out in the Waterfront Plan 2012, aligned with the City Centre Masterplan and City Centre Action Plan and highlights the significant achievements delivered to date.

The document sets out the future direction, desired outcomes, key projects, timelines, investments, and benefits associated with the ongoing regeneration of the waterfront. It also captures recent programme changes that respond to shifts in context, priorities and the broader environment.

We reassess and recalibrate the programme every three years to ensure it remains responsive, relevant and aligned with Auckland’s evolving needs.

Some key changes that have affected all locations and have had a noticeable impact on the waterfront include:

- 1. Economic pressures:** The economic downturn and rising cost of living have significantly affected both the commercial and residential property markets. Development and construction costs have increased, putting added pressure on investment and delivery time-lines.
- 2. Post-COVID socio-economic shifts:** Changes in work patterns and reduced travel frequency to the city have altered how and when people use the waterfront, impacting foot traffic, business activity, and engagement with public spaces.
- 3. Climate change and flooding:** The severe weather events and flooding of 2023/2024

have underscored the urgent need for proactive climate resilience planning and infrastructure adaptation.

- 4. Ports precinct and central wharves:** A renewed focus on the future of the central waterfront has increased interest in revitalising the area, unlocking opportunities for transformation.
- 5. Changing government priorities:** Shifts in central government policy, infrastructure funding, and project focus have influenced planning horizons and alignment across agencies.

Despite these challenges, the place-led and people-focused approach has ensured the waterfront remains a key attraction within the city centre. We’ve demonstrated creativity, agility and flexibility in preparing key sites for major international events while progressing significant infrastructure projects that have delivered new public spaces, housing and commercial premises.

Design and engagement and enabling works are now underway for the next stage of Wynyard Quarter’s regeneration, which will introduce a new mixed-use development and deliver the first major public open space in the city centre in over 100 years. Te Ara Tukutuku will deliver our next legacy for Tāmaki Makaurau.

## References

- Waterfront Auckland, Waterfront Plan 2012
- Eke Panuku, Transform Waterfront Programme Business Case 2020
- Eke Panuku, Approved Project Business Cases and change requests - various



# Waterfront Context

The waterfront today is one of New Zealand's primary international gateways for commerce and tourism. It is home to one of the largest marinas in the southern hemisphere, Auckland's fishing industry and a point of embarkation for the Hauraki Gulf islands and harbour communities.

Historically an industrial zone, the Auckland Waterfront has undergone extensive regeneration—accelerated by major global events such as the America's Cup and Rugby World Cup—into a high-value, mixed-use destination. This transformation has delivered vibrant public spaces, a wide range of recreational and commercial offerings, and significantly improved connectivity with the central city.

Despite this progress, the waterfront—often referred to as the 'jewel in Auckland's crown', its 'international gateway', and 'shop window'—continues to hold considerable untapped potential.

Building on the work of legacy organisations, Eke Panuku is continuing to lead the next phase of the waterfront's transformation across three key precincts:

## WESTHAVEN

A cornerstone of the waterfront, **Westhaven** is integral to Auckland's marine economy and the city's identity as the "City of Sails." Its large-scale marina, established marine servicing industry, and proximity to the city centre create lasting opportunities for water-based recreation, marine activity, and public access to the coast.

## WYNYARD QUARTER

**Wynyard Quarter** is a strategically planned mixed-use precinct that supports a growing residential population and a diverse commercial base. It remains anchored by the marine and fishing industries, with future development focused on creating a resilient, inclusive, and economically vibrant urban community.

## EASTERN VIADUCT & CENTRAL WHARVES

The **Eastern Viaduct and Central Wharves** is a high-profile precinct and key interface between the central city and the harbour. With a strong focus on marine-related activity, tourism, events, and entertainment, it plays a pivotal role in reinforcing Auckland's identity as a globally connected waterfront city.

Unlocking the waterfront's remaining potential will continue to be a core focus for Eke Panuku, with delivery guided by the funding envelopes set out in the Long-Term Plan.

# What we have achieved so far...

## Wynyard Quarter



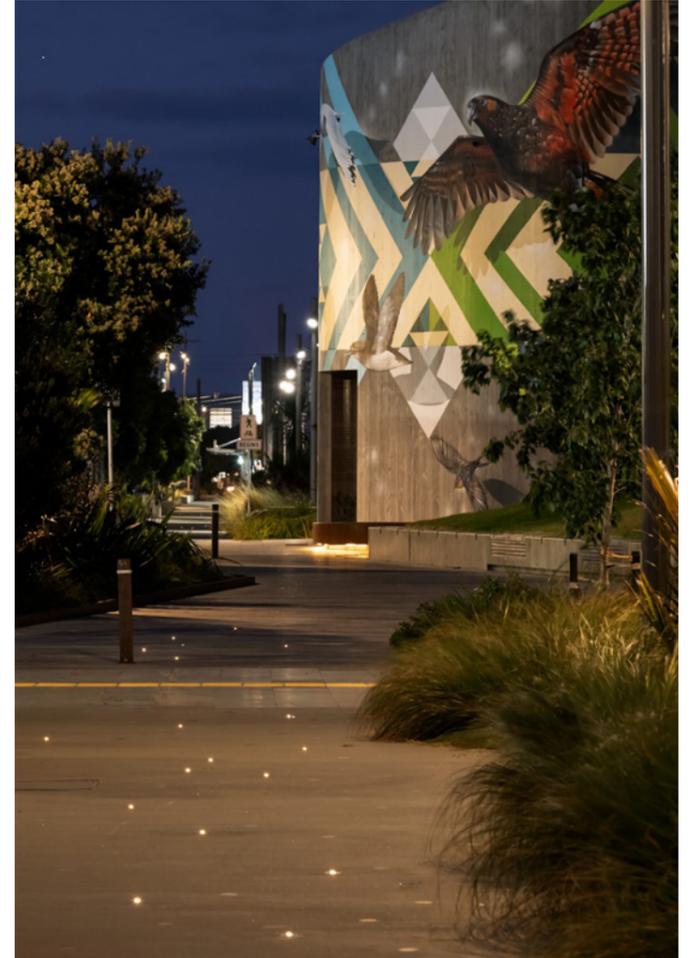
10 Madden Street Commercial Office



Wynyard Central Commercial Office



Tiramarama Way Stage 2



Pump station mahi toi: Mai i nga maunga ki te moana



Amey Daldy Park



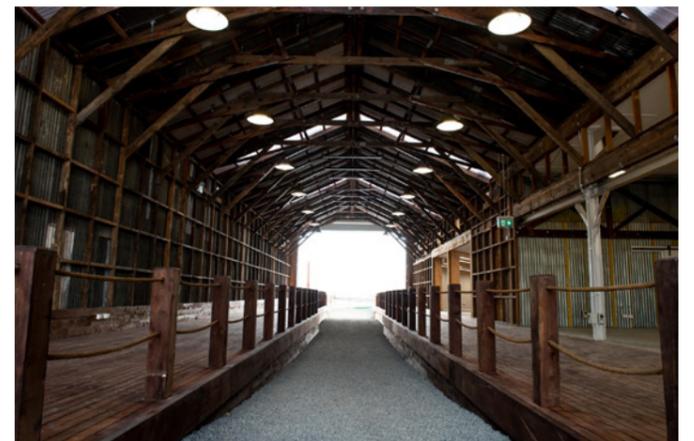
Freda Barnes Plaza (N.Cole)



Orams Marine Stage 1



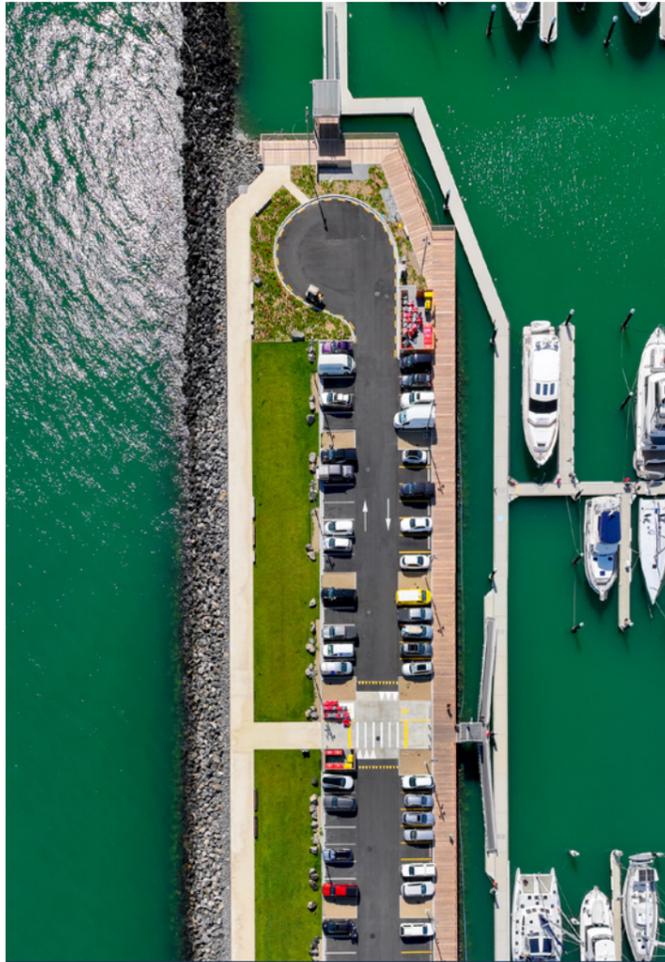
Wynyard Central Residential



Vos Shed Restoration

# What we have achieved so far...

## Westhaven



Westhaven Pile Berth Redevelopment



Westhaven Promenade



Westhaven Seawall Upgrade



Westhaven Marine Village

## Legacy Spaces and Water Edge Response Works



Hobson Wharf Extension



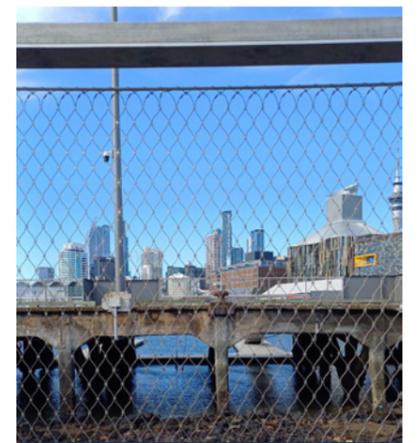
Karanga Jumping platform



Wynyard Quarter Legacy Space Activation



Karanga swimming pool and change sheds



Waters edge balustrading

# Strategic Context

## Why Waterfront?

The Auckland Waterfront represents one of New Zealand’s most significant urban transformation opportunities and is a critical delivery area for the City Centre Masterplan (CCMP). Regeneration of the waterfront gives effect to the CCMP’s vision of a more connected, inclusive, vibrant, and resilient city centre.

Key strategic considerations include:

- + **Partnership with Mana Whenua:** As a place of deep cultural and ancestral significance, the waterfront provides an opportunity for enduring partnership with Māori, and for this partnership to be translated into regeneration outcomes - tangata, whenua, moana.
- + **International Gateway:** As Auckland’s interface with the Hauraki Gulf and broader region, the waterfront is a key point of arrival and exchange, supporting marine transport, tourism, and global visibility.
- + **Economic Opportunity:** The waterfront precincts have strong potential to support a more diversified, innovation-led economy, with growth opportunities across the marine, tourism, events, and creative industries.
- + **Jewel of the Waitematā in the Auckland Crown:** The Waitematā is a taonga (treasure) of Tāmaki Makaurau, symbolising Auckland’s identity and connection to the sea. It calls for care, investment, and thoughtful design, as both a source of cultural and economic pride, and a living reminder of the city’s relationship with its whenua and moana.
- + **Urban Integration:** Its position at the intersection of key east-west and north-south corridors makes the waterfront a natural node for movement, accessibility, and improved citywide connectivity.
- + **Public Value and Amenities:** There is an opportunity to unlock legacy industrial land near Te Waitematā to deliver high-quality recreational, cultural, and civic amenities that celebrate Auckland’s identity and support the needs of future generations.
- + **Climate Resilience and Sustainability:** The waterfront offers a unique opportunity to showcase large-scale climate-responsive, integrating sustainable transport, blue-green infrastructure, and long-term adaptation to sea-level rise and other environmental challenges.

## Waterfront Vision:

The waterfront regeneration programme is guided by the Waterfront Plan Vision:

**“A world-class destination that excites the senses and celebrates our sea-loving Māori culture and maritime history. It supports commercially successful and innovative businesses, and is a place for all people, an area rich in character and activities that link people to the city and the sea.”**

It is also informed by a range of documents such as the Te Ara Tukutuku Plan 2021, the Westhaven Plan, and the City Centre Masterplan (refreshed in 2020).



In the **Central Waterfront Precinct**, following completion of the port precinct framework, work is now underway through the first stage is to develop a **Central Wharves Masterplan**.

This Masterplan includes Queens wharf, Hobson wharf with Captain Cook and Marsden wharf being released from port operations. The project aims to implement the **City Centre Masterplan’s “harbour edge stitch”**, reconnecting the city centre with the Waitematā Harbour and its water’s edge.

## Waterfront Goals:

Refreshed in 2017 with our mana whenua partners, the Waterfront Goals continue to guide our work across the waterfront.

Blue-green waterfront



**Ki Tātahi**

Sustainable and resilient in the face of climate change.

Smart working waterfront



**Tūāhōanga Ahu Mahi**

Retains authentic waterfront uses and attracts innovative businesses and investment.

Public waterfront



**Tauranga Tāngata**

A place for all Aucklanders and visitors.

Connected waterfront



**Hononga Tāngata**

Accessible, easy to reach, and easy to move around.

Liveable waterfront



**Kia Tau te Mauri mō te Ira Tangata ki te Ao Tūroa**

A welcoming and resilient neighbourhood with a diverse mix of people and uses.

# Problem Definition Challenges and response

The Investment Logic Map (ILM) as part of the Programme Business Case (July 2020 - June 2024) defined challenges and these are summarised as:

## Problems

### + **Untapped potential:**

Legacy industrial uses and aged infrastructure continue to constrain land use flexibility, create interface challenges, and inhibit community integration. Without timely intervention, Auckland risks missing the opportunity to realise higher-value public and commercial outcomes.

### + **Poor use of key Waterfront space:**

Waterfront land is scarce and confined. Timely, high-quality intervention is required to maximise public value and unlock its full potential.

### + **Environmental risk and ecological degradation:**

Ageing seawalls and legacy industrial uses contribute to environmental vulnerability, including risks associated with sea-level rise, stormwater runoff, and the absence of integrated blue-green infrastructure. These conditions jeopardise the safety and resilience of current and future owners, users, and the surrounding marine ecosystems.

### + **Need to support Auckland's liveability:**

Auckland's rapid growth is placing increasing pressure on the city centre to deliver high-quality urban environments. Targeted investment is needed in waterfront movement and accessibility to support broader citywide connectivity, alongside enhanced public amenities, urban parks, and mixed-use spaces. Without this, the ongoing deficit risks undermining Auckland's liveability, reducing its international appeal, and limiting its ability to attract and retain talent.

## Response

**In response to the identified challenges, the priority is to support a thriving city centre, using the principles and criteria outlined in the Thriving Town Centres guidance.**

### **The working way forward:**

#### + **Continue:**

Continue our planned works completing many of the priority projects defined in the Waterfront Plan and updated through the Te Ara Tukutuku Plan – notably within Wynyard Quarter.

#### + **Adaptability:**

A flexible waterfront space that supports a variety of uses, from passive uses to major events, ensuring it remains vibrant and responsive to evolving needs.

#### + **Refresh:**

Refresh our plans for Central Wharves and test our thinking with key stakeholders, public and politicians. Refresh our development strategy in light of a changing market.

#### + **Reignite:**

Reignite Auckland's passion for the Waterfront – drawing the curtain back on the new places and spaces on the waterfront and consulting and funding the future vision for Wynyard Quarter and the Central Wharves.

# The Commercial Plan

## Market Conditions

Nationally, business confidence and construction activity have declined, impacted by the deferral of major public sector projects and rising unemployment across key sectors. These conditions have softened the development pipeline and reduced near-term investor appetite.

The Auckland Waterfront is not immune to these pressures. High interest rates, combined with Auckland’s elevated property values and household debt levels, have dampened the momentum for private development. However, the city’s scale, international connectivity, and track record of regeneration success, position the waterfront to lead recovery efforts.

Recent interest rate cuts, along with long-term public investment, point to a likely uplift in construction activity and development interest in 2025. This will offer a window to catalyse progress on key waterfront sites and unlock broader city centre regeneration.

*(Source: Auckland Economic Quarterly, Q3 & Q4 2024 – Chief Economist Unit)*



## Commercial Plan Response

The waterfront development strategy is undergoing a strategic refresh to reflect current market conditions, delivery progress, and long-term priorities.

### National Policy Statement Urban Development

Eke Panuku has continued to protect and evolve the waterfront planning framework through the NPSUD, and is enabling the transformation of Wynyard Point into park and development sites through Plan Change 78.

### Development activity across the precinct has reached a critical juncture, with key projects progressing at various stages:

- + **Wynyard Central** has been a key catalyst for regeneration at Wynyard Quarter. Major milestones include:
  - Park Hyatt Hotel, successfully delivered by Fu Wah.
  - Innovation Precinct, with Precinct Properties progressing the third and final stage of its commercial innovation precinct.

- Residential Development, with Willis Bond completing three of five residential stages.
- + **Orams Marine Village** is another cornerstone project at Wynyard Quarter. In 2018, a Development Agreement was agreed with Orams Group to further develop the marine facilities as well as an ancillary commercial development and residential development.
- + **North Wharf (Site 14)** In 2023, the North Wharf site was taken to market to enable comprehensive redevelopment.
- + **Jellicoe Street Temporary Carpark (Site 19)** will unlock a major opportunity for residential-led mixed-use development.
- + **Silo 6 (Site 12)** will unlock another smaller development opportunity. However, given the small site size, and significant constraints, further consideration will be required to determine the best future use.

- + **Te Ara Tukutuku** will unlock approximately 15,000m<sup>2</sup> of land, enabling up to 70,000m<sup>2</sup> of gross floor area. These sites will accommodate a mix of uses, with phasing likely to enable development from post-2034.

### Key considerations for future development:

- + Integration of the **City Centre Bus Plan**, including a proposed off-street facility for around 12 buses. This will need to be worked through with Auckland Transport to accommodate a future development footprint.

### Private sector momentum continues to complement public efforts:

- + **Mansons TCLM** is delivering a new office development at 30 Daldy Street, expected to complete in early 2025.
- + **Winton’s** mixed-use project plans to bring a retirement village and a hospitality precinct.

# The Waterfront Financial Plan

Total programme financials with spend to date stated.

## LTP CAPEX



Funds used over the life of the programme to upgrade, and/or build long term assets such as infrastructure, property or public realm. Includes Westhaven, Wynyard Quarter and Viaduct and Queens Wharf.

## Sales Gross

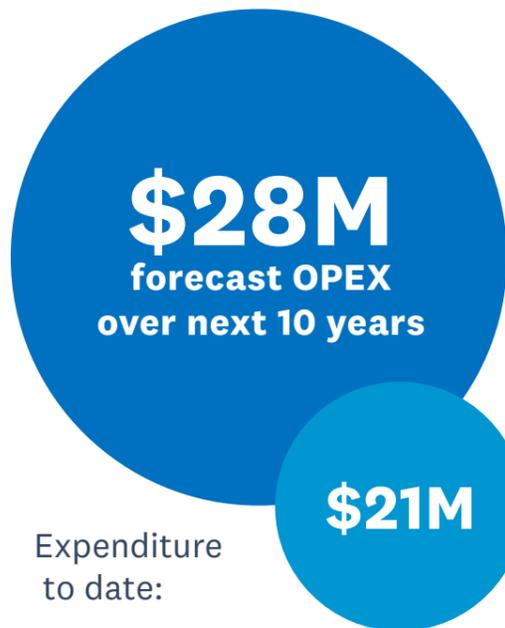


Sales revenues expected to be achieved over the life of the programme

## New Homes



## LTP OPEX



Funds used to support the preparation and roll out of the programme, such as placemaking and activations, planning, investigations, communications and engagement.

## Gross Floor Area (GFA sqm)



## Public Realm (sqm)



# The Benefits Plan What success looks like?

The total value assessment (TVA) qualifies the estimated economic benefits beyond the financial case and enables human and environmental resources to be put to best use for societies collective benefit.

A BCR (Benefit Cost Ratio) over 1.0 suggests a programme is economically successful.

The BCR for this programme is **1.19:1**

## Key benefits include:

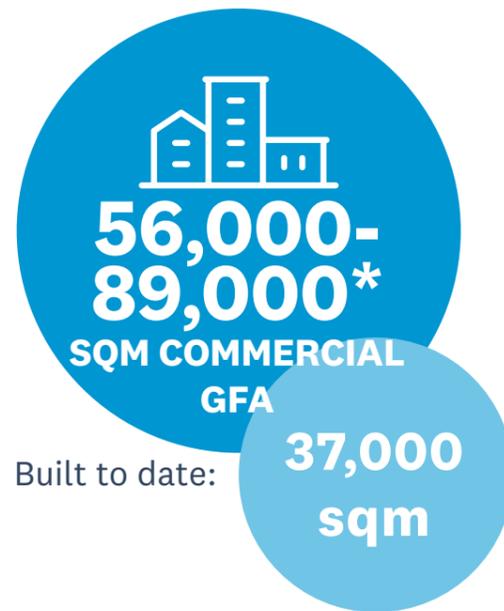
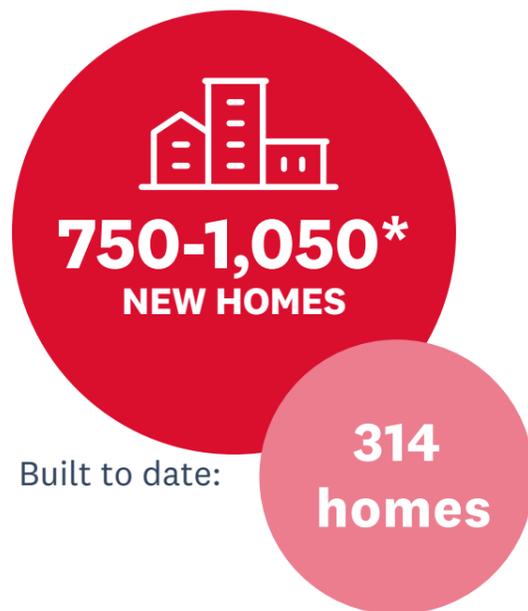
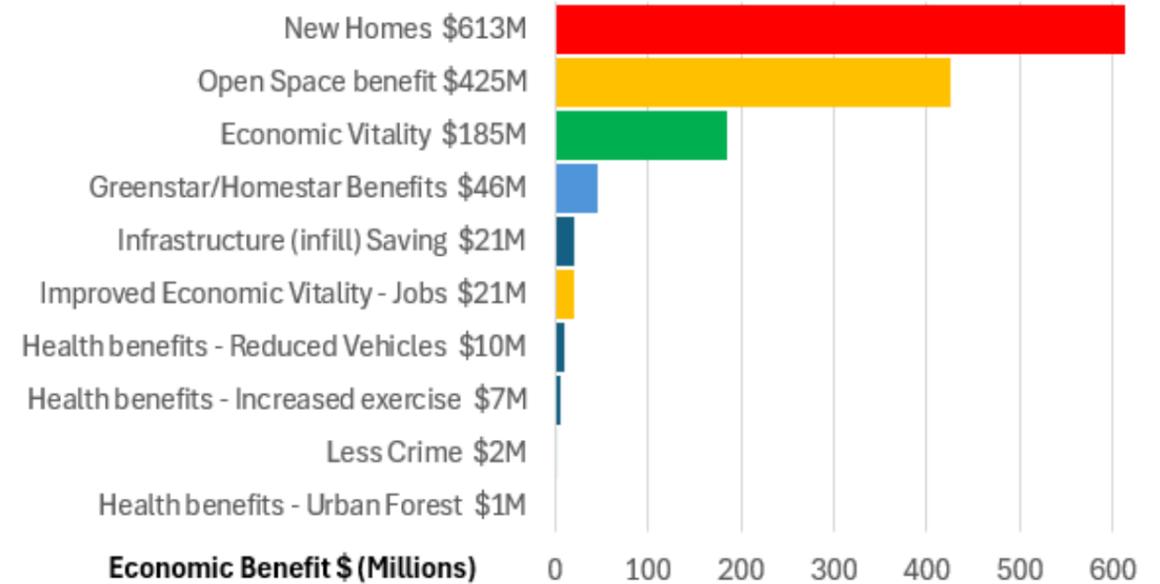
- Accelerated housing for Auckland, Eke Panuku ‘unlocks’ brownfield development sites before they would otherwise be developed.
- New job opportunities for construction and expansion of labour force.
- Energy efficient homes, reduced vehicle use, and construction waste minimisation initiatives.
- Improved vitality via Commercial Grade A Greenstar development.
- Increased patronage of Council’s new community facilities leading to health, social, and wellbeing benefits

## Non-monetised benefits include:

- Catalyst effect: improved public amenity may prompt private developments within the vicinity of the project area.
- Increased climate resilience through improved green and blue networks.
- Residents reduced health risk through increased public transport use.
- Measuring cultural health benefits: Mauri Tukutuku

## Total Value Analysis (TVA)

The Waterfront PBC economic analysis shows \$1,116m of economic cost, \$1,330m of economic benefit (TVA), and net benefit of \$214m.



**1.19:1**  
BENEFIT COST RATIO  
WATERFRONT

\* Benefit figures will range depending on the mix of use in the development strategy, impacting the number of new homes vs commercial GFA.

# Spatial Delivery Plan



**PROJECTS COMPLETED:  
FY 2025**

- 01 WESTHAVEN SEAWALL UPGRADE (AHB)
- 02 WATER EDGE RESPONSE WORKS (QUEENS WHARF WESTERN EDGE, TIDAL STEPS JUMP PLATFORM, SWIMMING POOL)
- 03 WYNYARD CENTRAL COMMERCIAL OFFICE (PRECINCT)
- 04 ORAMS STAGE 1 MARINE (SITE 18) (CONSTRUCTION COMPLETED)

**SHORT TERM: FY 2026**

- 05 WYNYARD CENTRAL PUBLIC ART - WAKA MOANA
- 06 WATER EDGE RESPONSE WORKS CONTINUES QUEENS WHARF HERITAGE PLATFORM UPGRADE
- 07 TE ARA TUKUTUKU (ENABLING WORKS)
- 08 TE ARA TUKUTUKU (STAGED DESIGN, CONSENT PREPARATION AND CONSTRUCTION)
- 09 101 PAKENHAM STREET WEST (LYSAGHT BUILDING)
- 10 ORAMS STAGE 2 MARINE (CONSTRUCTION CONTINUES)
- 11 CENTRAL WHARVES MASTERPLAN

**MEDIUM TERM: FY 2027**

- 08 TE ARA TUKUTUKU CONTINUED
- 11 CENTRAL WHARVES MASTERPLAN CONT'D BUSINESS CASE AND PIPELINE
- 12 NORTH WHARF DEVELOPMENT - SITE 14
- 13 RESIDENTIAL 'EAST 1' - (WILLIS BOND)

**LONG TERM: FY 2028+**

- 08 TE ARA TUKUTUKU CONTINUED
- 11 CENTRAL WHARVES MASTERPLAN BUSINESS CASE AND PIPELINE
- 14 RESIDENTIAL 'WEST 2' - (WILLIS BOND)
- 15 ORAMS STAGE 3 RESIDENTIAL - SITE 18
- 16 HARBOUR BRIDGE PARK
- 17 SILO DEVELOPMENT SITE - SITE 12
- 18 VOS SHED SLIPWAY
- 19 JELlicoe STREET MIXED USE - SITE 19

- 20 EAST WEST CONNECTION / PUBLIC SPACE UPGRADE
- 21 WYNYARD POINT - REDEVELOPMENT STAGE 1 AND 2
- 22 NORTHERN RECLAMATION
- 23 ST MARY'S BAY REVITALISATION

- OPEN SPACE
- DEVELOPMENT SITE SALES
- CAPEX - PUBLIC REALM/COMMUNITY

# Waterfront Delivery Programme

Throughout the life of the programme, we will be undertaking placemaking, engagement, and communications across the Waterfront. The delivery programme outlines the project plan for the LTP period; however, some projects—such as Te Ara Tukutuku—will extend beyond the LTP. The programme end date is 2045, based on the benefit realisation timeframe.

## Capital Projects Since 2020

	Delivered to date	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	FY2034
<b>Westhaven</b>										
Marine Village	COMPLETED									
Solar Panels for Marine Village	COMPLETED									
Redevelopment of Pier J and S	COMPLETED									
Pile Berth Redevelopment Project	COMPLETED									
Promenade Stage 2	COMPLETED									
Silo Marina Optimisation	COMPLETED									
Curran Street upgrade	COMPLETED									
Northern Pathway enabling works	COMPLETED									
Westhaven Seawall Upgrade	COMPLETED									
Auckland Harbour Bridge Park			PLAN		CONSTRUCTION					
Westhaven North Transformation									PLAN	
<b>Wynyard Quarter</b>										
Amey Daldy Park	COMPLETED									
Freda Barnes Plaza (N.Cole)	COMPLETED									
Tiramarama Way Art Display Case	COMPLETED									
Vos Shed Restoration	COMPLETED									
Tiramarama Way (Stage 1 and 2)	COMPLETED									
Pump station mahi toi: Mai i nga maunga ki te moana	COMPLETED									
Wynyard Central Public Art - Waka Moana		CONSTRUCTION								
Vos Shed Slipway (Wynyard Point)			PLAN	CONSTRUCTION						
<b>Water Edge Response Works</b>										
Balustrading - Wynyard Wharf South; Urunga Plaza; Queens Wharf; Halsey Wharf	COMPLETED									
Karanga jumping platform	COMPLETED									
Karanga Plaza swimming pool and change sheds	COMPLETED									
Queens Wharf heritage platform upgrade		CONSTRUCTION								
<b>Te Ara Tukutuku</b>										
Vision and Concept Plan	COMPLETED									
Early enabling works		CONSTRUCTION								
Staged design, consent preparation and construction					STAGED PLANNING AND CONSTRUCTION					
<b>AC36 Related infrastructure</b>										
Relocation of AC36 Marine Infrastructure	COMPLETED									
Silo Park Extension Phase 2	COMPLETED									
Wynyard Quarter Legacy Space Activation Works	COMPLETED									
<b>Viaduct and Central Wharves</b>										
Eastern Viaduct Quay St Intersection Works	COMPLETED									
Market Square enabling works	COMPLETED									
East West Connection / Public Space Upgrade									PLAN	

# Waterfront Delivery Programme

Throughout the life of the programme, we will be undertaking placemaking, engagement, and communications across the Waterfront. The delivery programme outlines the project plan for the LTP period; however, some projects—such as Te Ara Tukutuku—will extend beyond the LTP. The programme end date is 2045, based on the benefit realisation timeframe.

## Site Sales/Development Sites

Delivered to date    FY2026    FY2027    FY2028    FY2029    FY2030    FY2031    FY2032    FY2033    FY2034

### Wynyard Quarter

Site Name	Delivered to date	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	FY2034
10 Madden Street Commercial Office (Precinct)	COMPLETED									
30 Madden Residential - West 1 Stage 2A (Willis Bond)	COMPLETED									
30 Madden Residential - West 1 Stage 2B (Willis Bond)	COMPLETED									
Wynyard Central Commercial Office (Precinct)	COMPLETED									
Sealink commercial lease negotiations	COMPLETED									
Orams Stage 1 Marine - (Site 18)	COMPLETED									
Orams Stage 2 Marine - (Site 18)		CONSTRUCTION								
Orams Stage 3 Residential - (Site 18)		PLAN		CONSTRUCTION						
101 Pakenham Street West (Lysaght Building)		PLAN	SETTLEMENT							
North Wharf Development - (Site 14)		PLAN					CONSTRUCTION			
Residential 'East 1' - (Willis Bond)		PLAN		CONSTRUCTION						
Residential 'West 2' - (Willis Bond)			PLAN	CONSTRUCTION						
Jellicoe St Temporary Carpark - Site 19			PLAN	CONSTRUCTION						
Silo development site - Site 12								PLAN	CONSTRUCTION	
Wynyard Point - Redevelopment Stage 1									PLAN	
Wynyard Point - Redevelopment Stage 2									PLAN	

# Summary of Waterfront Programme Changes

**Note on definitions:** Not all figures are directly comparable as working definitions of key benefits such as housing (highest and best use vs minimum required) and acquisitions (SDF vs Capital Acquisitions) have evolved over time.



	2020 Programme Business Case	2025 Programme Business Case Overview by 2045
<b>Sales gross</b>	<b>\$45M-\$77M</b> by 2030	<b>\$350M-\$400M</b>
<b>New Homes</b>	<b>600</b>	<b>750 - 1050</b>
<b>Commercial GFA (sqm)</b>	<b>39,000 sqm</b>	<b>56,000 - 89,000 sqm</b>
<b>Public realm (sqm)</b>	<b>54,000 sqm</b>	<b>147,000 sqm</b>
<b>TVA</b>	<b>n/a</b>	<b>1.19:1</b>
<b>Cost - Capex</b>	<b>\$582M</b> FY21+ to FY28	<b>\$507M</b>
<b>Cost - Opex</b>	<b>\$26M</b> FY21+ to FY28	<b>\$64M</b>
<b>End date</b>	<b>2040</b> unless otherwise indicated	<b>2045</b>

## Key reasons for changes:

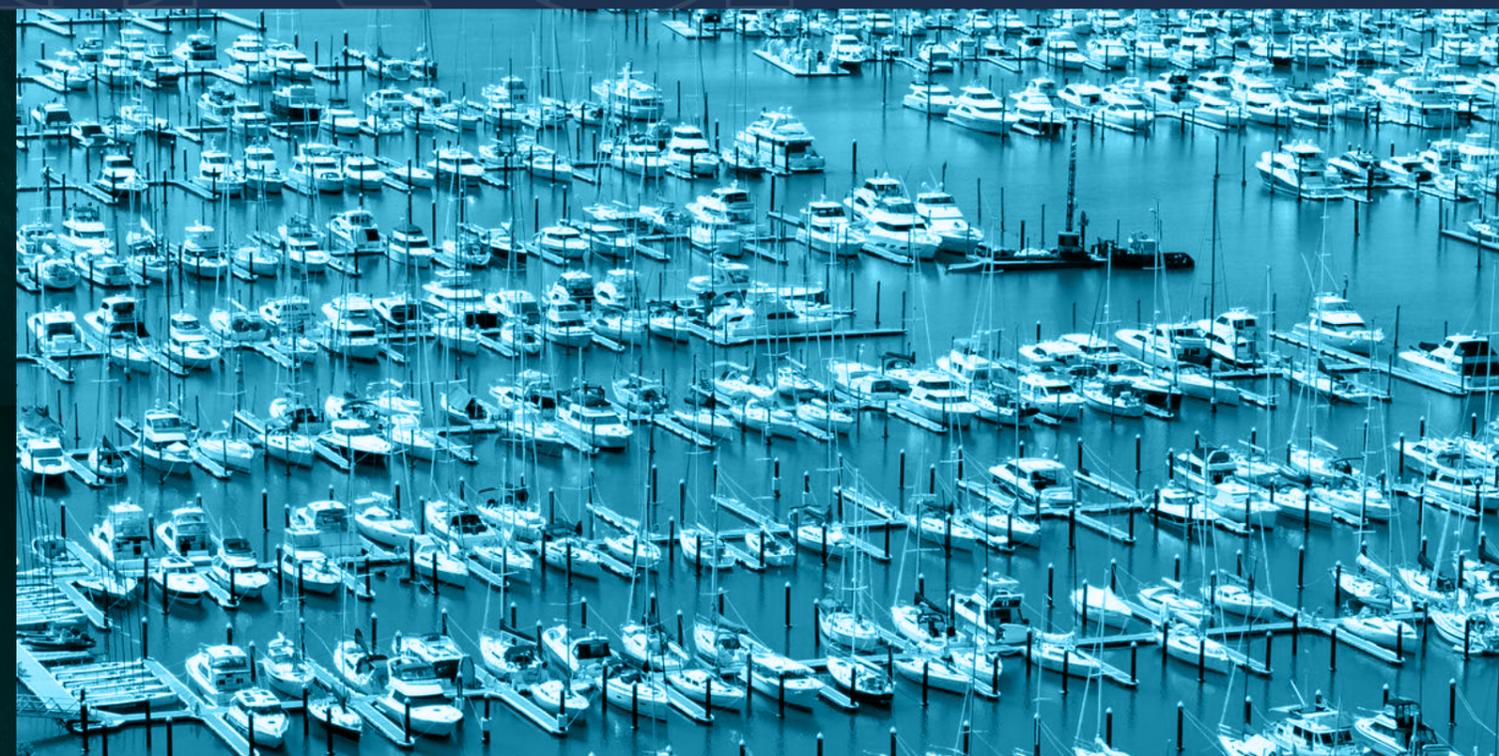
The main changes to the Waterfront Programme since 2020, as reflected in the 2025 programme, are:

- + Decreased budget and delayed delivery timeframes as a response to Council’s post-covid financial position:
  - Several projects were put on hold (e.g. Harbour Bridge Park, Vos Shed Slipway, East-West Connection Public Space Upgrade, Westhaven Pier AC-AG project).
  - The next stage of mixed use regeneration of Wynyard Quarter, through Te Ara Tukutuku, will take over 15 years to deliver. Benefit figures will range depending on the mix of use in the development strategy, impacting the number of new homes vs commercial GFA.
- + Revised site sale forecasts due to market conditions e.g. North Wharf Development, Willis Bond ‘East 1’ and ‘West 2’ Residential Apartments
- + The regeneration of Queens Wharf has been removed from the Waterfront Programme - this is now being progressed under the Central Wharves Programme, funded separately.
- + The existing Wynyard Crossing Bridge has undergone intensive renewals work extending it’s operational life. Therefore, timing for a new Te Wero Bridge has been changed accordingly and the replacement cost has been excluded from this PBCO.
- + NOTE: that since the PBC in 2020, more projects have been added and detailed work and analysis has been undertaken through business case development and total value analysis. This in turn has significantly increased the benefits presented in this 2025 PBC. Specifically these include:
  - Site sales: the staged regeneration of Wynyard Quarter, through, Te Ara Tukutuku; Jellicoe St carpark; North Wharf; East 1 and West 2 residential developments.
  - Public realm: Te Ara Tukutuku (estimated 50,000 sqm), Auckland Harbour Bridge Park (18,000 sqm), and the East West Connection/Public Space Upgrade (10,000 sqm) make up the majority of the forecast public realm yet to be delivered.

eke

*ngā mihi*

pono hiri ki



## Attachment B – Waterfront Programme Changes – Waterfront PBC 2020 to Programme Business Case Overview 2025

	Programme Business Case 2020	Programme Business Case Overview 2025
<b>Economic Case - Key benefits</b>		
<b>Sales Gross</b>	<b>\$45M - \$77M by 2030</b>	<p><b>\$350M-\$400M</b></p> <p>Having a more defined programme and benefits framework has led to an increase in the projected benefits. Most of this increase relates to Te Ara Tukutuku, where the completion of the DBC has enabled more accurate benefit estimates compared to 2020. To date, \$100.4M has been realised.</p> <p>Note that:</p> <ul style="list-style-type: none"> <li>• Te Ara Tukutuku is estimated to deliver a further \$150 M.</li> <li>• Willis Bond East 1 and West 2 residential apartments have been added to the programme.</li> <li>• Jellicoe Street Carpark and the North Wharf Development – Site 9 are additional projects in the pipeline.</li> </ul>
<b>New homes</b>	<b>600</b>	<p><b>750 - 1050</b></p> <p>Note that:</p> <ul style="list-style-type: none"> <li>• To date, 314 homes have been delivered.</li> <li>• Depending on the future development strategy, Te Ara Tukutuku could deliver between 100 and 300 new homes.</li> <li>• Other significant additions include Orams Stages 1 &amp; 2, Willis Bond's 'West 2' Residential Apartments, and the Jellicoe Street Carpark – Site 19, which are collectively forecast to deliver 400 new homes.</li> </ul>
<b>Gross Floor Area (GFA sqm)</b>	<b>39,000 sqm</b>	<p><b>56,000 - 89,000 sqm</b></p> <p>Note that:</p> <ul style="list-style-type: none"> <li>• To date, 37,000 sqm has been delivered.</li> <li>• Based on the strategy for Te Ara Tukutuku, a decision may be made to deliver commercial GFA rather than the originally planned 300 homes. If it is agreed to deliver only 100 homes in Te Ara Tukutuku (which may be the preferred strategy given the location), the commercial GFA is estimated to be 40,000 sqm. Hence, a range has been provided for both GFA and new homes.</li> </ul>
<b>Public realm</b>	<b>54,000 sqm</b>	<p><b>147,000 sqm</b></p> <p>Note that:</p> <ul style="list-style-type: none"> <li>• To date, 65,400 sqm has been delivered.</li> <li>• In addition, the Te Ara Tukutuku DBC (estimated 50,000 sqm), Auckland Harbour Bridge Park (18,000 sqm), and the East West Connection/Public Space Upgrade (10,000 sqm) make up most of the forecast public realm yet to be delivered.</li> </ul>

Financial Case		
<b>CAPEX</b>	<b>\$582M FY21+ to FY28</b>	<b>\$507M (whole life)</b>  This reflects changes in assumptions and delivery since 2020, predominantly due to: <ul style="list-style-type: none"> <li>• The pausing or downscaling of several major projects across Westhaven, Wynyard Quarter, and the Viaduct.</li> <li>• The removal of the AC-AG Pier redevelopment from this programme.</li> <li>• The removal of forecasted costs associated with the regeneration of Queens Wharf, as these will now be considered under the Central Wharves Masterplan programme.</li> </ul>
<b>OPEX</b>	<b>\$26M FY21+ to FY28</b>	<b>\$64M (Whole life)</b>  <ul style="list-style-type: none"> <li>• This remains unchanged and is estimated to be \$2.8M per year. It will gradually decrease as we approach the end of the programme.</li> </ul>
Management Case		
<b>Programme completion</b>	<b>2040</b>	<b>2045</b>  This is based on: <ul style="list-style-type: none"> <li>• extended staging of Te Ara Tukutuku delivery</li> <li>• a reflection of the revised timing for the full realisation of programme benefits.</li> </ul>
<b>Summary of programme focus:</b> The top two priorities are: <ol style="list-style-type: none"> <li>1. The staged design and construction of the Wynyard Point redevelopment, led by the Te Ara Tukutuku Plan</li> <li>2. The development and implementation of the Central Wharves Masterplan and associated project pipeline.</li> </ol>		
<ul style="list-style-type: none"> <li>• <b>Westhaven:</b> Developing future pipeline projects with a strong focus on futureproofing coastal assets and marine infrastructure. Priority projects include raising the northern reclamation to address the risks of inundation, delivering upgrades to Harbour Bridge Park and St Mary's Bay and completing the Pile Mooring public realm in partnership with mana whenua.</li> <li>• <b>Wynyard Quarter:</b> Continuing the staged regeneration of Wynyard Quarter, including the progression of existing development agreements, bringing additional development sites to market, and leading the staged design and construction of a mixed-use precinct at Wynyard Point led by the Te Ara Tukutuku Plan.</li> <li>• <b>Eastern Viaduct &amp; Central Wharves:</b> Developing future pipeline projects that focus on delivering 'harbour edge stitch' to reconnect the city centre with the Waitematā Harbour. The Central Wharves Masterplan, supported by a business case and a pipeline of projects, will help to guide and confirm future investment priorities for the precinct.</li> </ul>		

# 32, 1/42 and 2/42 Church Crescent, Panmure and 2/10 Waipuna Road, Mount Wellington disposal recommendation

Author: Carl May, Team Leader Portfolio Review

May 2025

## Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. approve the recommendation to the Governing Body that the following properties are surplus to council requirements and should be divested:
  - i. 32 Church Crescent, Panmure
  - ii. 1/42 and 2/42 Church Crescent, Panmure
  - iii. 2/10 Waipuna Road, Mount Wellington.

## Whakarāpopotanga matua | Executive summary

1. Numbers 32, 1/42 and 2/42 Church Crescent, Panmure and 2/10 Waipuna Road, Mount Wellington are no longer required for transport infrastructure purposes.
2. Eke Panuku has consulted with council and its CCOs. No alternative public work has been identified.
3. The Maungakiekie-Tāmaki Local Board has endorsed the recommendation to dispose of the properties.
4. Subject to Governing Body approval and after discharge of offer back obligations under s40 Public Works Act 1981 (PWA) it is proposed to dispose of these properties on the open market.
5. The disposal of these properties will contribute towards Eke Panuku's objective of strategically creating value from assets.

## Horopaki | Context

6. Sales proceeds from the proposed disposals will be allocated towards the council's asset recycling target of \$300 million contained in Auckland Council's Long-Term Plan 2024-2034. This figure is to be achieved from proceeds of sale of surplus council owned property and alternative commercial arrangements.
7. Asset recycling is an important lever for Auckland Council, providing capital to be invested into the most strategically important activities.

## Previous Board / Council engagement and decisions

Date and meeting	Document	Decision / Outcome
29 April 2025 Maungakiekie-Tāmaki Local Board	Asset recycling: 32 Church Crescent, 1/42 and 2/42 Church Crescent, Panmure and 2/10 Waipuna Road, Mount Wellington	The local board endorsed the recommendation to dispose of the properties.

## Nga whiringa me te taatai | Options and analysis

### Property information – 32 Church Crescent, Panmure

- 32 Church Crescent, Panmure, is a 1265m<sup>2</sup> property containing a large two-storey dwelling that was acquired by the Auckland Council in 2013 as part of the AMETI roading project. AT is completing the legalisation of 295m<sup>2</sup> as road. This will leave a balance of 970m<sup>2</sup>.
- The Auckland Unitary Plan zoning is *Residential - Terrace Housing and Apartment Building*. The current CV is \$2.45 million.

### Property information – 1/42 and 2/42 Church Crescent, Panmure

- 1/42 and 2/42 Church Crescent, Panmure is a 678m<sup>2</sup> property with two residential units held on cross leases that was acquired by the Auckland Council in 2013 as part of the AMETI roading project.
- The Auckland Unitary Plan zoning is *Residential - Terrace Housing and Apartment Building*. The current CVs are \$750,000 and \$840,000 respectively.

### Property information – 2/10 Waipuna Road, Mount Wellington

- 2/10 Waipuna Road, Mount Wellington is a half share of a 675m<sup>2</sup> cross-lease property (i.e. 337.5m<sup>2</sup>) containing two single-storey brick and tile residential units that was acquired by the Auckland Council in 2008 as part of the AMETI – Mount Wellington Highway Improvements project. Auckland Council holds the half share fronting onto the street.
- The Auckland Unitary Plan zoning is *Residential - Terrace Housing and Apartment Building*. The current CV is \$820,000.

## Kua whakaarohia nga whiringa | Options considered

- The Auckland Transport Board resolved in December 2021 (for the Church Crescent properties) and in May 2022 (for 2/10 Waipuna Road) that the properties are no longer required for transport and infrastructure purposes, and approved their transfer to Auckland Council.
- Eke Panuku has consulted all relevant council departments and CCOs to confirm that the properties recommended in this report do not need to be retained by council for alternative public works.
- 32 Church Crescent is subject to offer back obligations to the former owner in accordance with s40 Public Works Act 1981 (PWA). The offer back requirement will only be triggered if the parcels are no longer required for that public work or any other public work or any exchanges under s105 PWA.
- The former owners of 1/42 and 2/42 Church Crescent and 2/10 Waipuna Road signed a Deed of Waiver agreeing not to require the property to be offered back. It may therefore be deemed unreasonable or unfair for the council to have to offer the property back to the former owners if it is no longer required for a public work, pursuant to s40(2)(a) PWA.

18. The sale of these properties will contribute towards Eke Panuku's objective of strategically creating value from assets.

### **Ngā ritenga ā-pūtea | Financial and resourcing impacts**

19. Resource from the Strategic Asset Optimisation team and Development directorate will be required to progress the disposal of these properties and will be funded from the proceeds of sale.

### **Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations**

20. No significant risks associated with the recommendation contained in this report have been identified.
21. The properties' market values may be lower than anticipated, or they may fail to sell in the current market. If the properties fail to sell in the first instance, they can be brought to market again when property market conditions improve.

### **Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts**

22. Eke Panuku undertook consultation with council departments and CCOs for 32 Church Crescent in March 2023, for 1/42 and 2/42 Church Crescent in March 2024, and for 2/10 Waipuna Road in January 2025.
23. No alternative public work requirements were identified.
24. The Maungakiekie-Tāmaki Local Board endorsed the recommendation to dispose of the properties at its business meeting on 29 April 2025.

### **Tauākī whakaaweawe Māori | Māori outcomes impact**

25. Nineteen mana whenua iwi authorities were consulted regarding any issues of cultural significance associated with the subject properties.
26. Consultation for 32 Church Crescent took place in December 2022, for 1/42 and 2/42 Church Crescent in March 2023, and for 2/10 Waipuna Road in March 2025.
27. No issues of cultural significance were raised in response. In the event the properties are approved for sale and after discharge of obligations under s40 PWA, all iwi entities will be informed of the decision and invited to participate in an open market transaction process should they wish to acquire any of the properties.

### **Tauākī whakaaweawe āhuarangi | Climate change impact**

28. The proposed sale of these properties may lead to land use changes. Any form of construction and development can increase carbon emissions.
29. Emissions associated with any potential redevelopment can be reduced through development standards agreed through a future development agreement, application of Eke Panuku's Homestar 6 policy and requirements to reduce carbon emissions in commercial developments.
30. The properties are not in flood prone areas and are not coastal properties likely to be impacted by coastal inundation.

## **Ngā koringa ā-muri | Next steps**

31. Subject to Eke Panuku Board approval, staff will recommend the disposal of these properties to the Governing Body at its meeting on 26 June 2025.
32. The terms and conditions of any disposal would be approved under appropriate financial delegation.

## **Ngā tāpirihanga | Attachments**

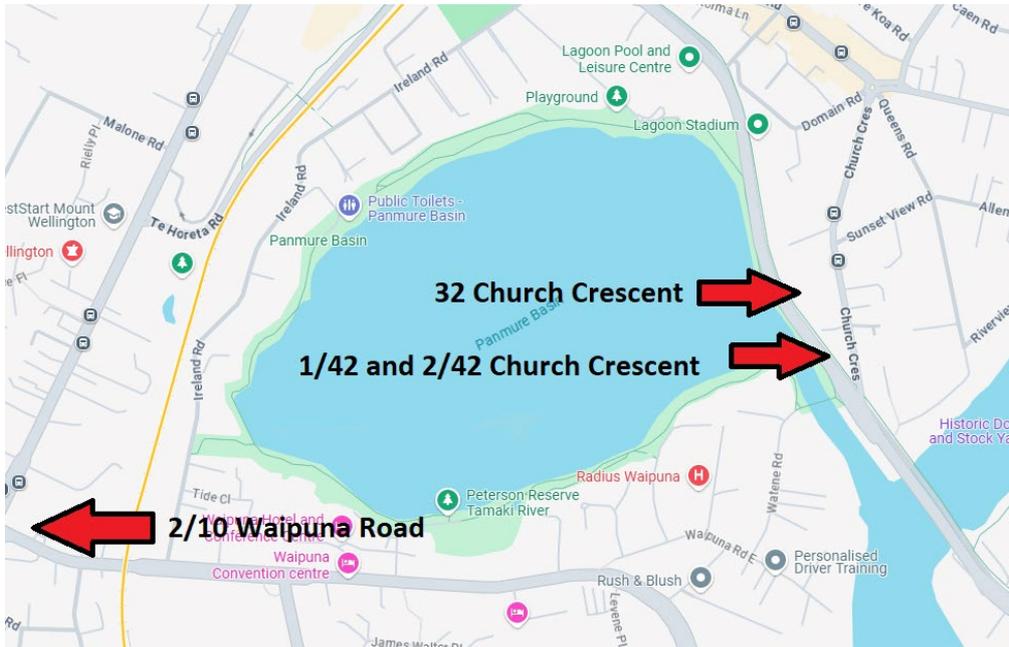
Attachment A – Property images and details

## **Ngā kaihaina | Signatories**

Marian Webb, GM Assets & Delivery

David Rankin, Chief Executive

# Attachment A – Property images and details



## 32 Church Crescent, Panmure

Certificate of Title	NA1022/281
Legal Description	Lot 6 DP 38895
Lot Size (m <sup>2</sup> )	970 m <sup>2</sup>
Auckland Unitary Plan	Residential - Terrace Housing and Apartment Building
Capital Value (CV)	\$2,450,000

Figure 1. Geospatial aerial. Subject property is outlined in blue.



Figure 2. Google street view.



### 1/42 and 2/42 Church Crescent, Panmure

Certificate of Title	NA35C/943, NA35C/944
Legal Description	Lot 4 DP 49462
Lot Size (m <sup>2</sup> )	678 m <sup>2</sup>
Auckland Unitary Plan	Residential - Terrace Housing and Apartment Building
Capital Value (CV)	1/42: \$750,000; 2/42: \$840,000

Figure 3. Geospatial aerial. Subject property is outlined in blue.

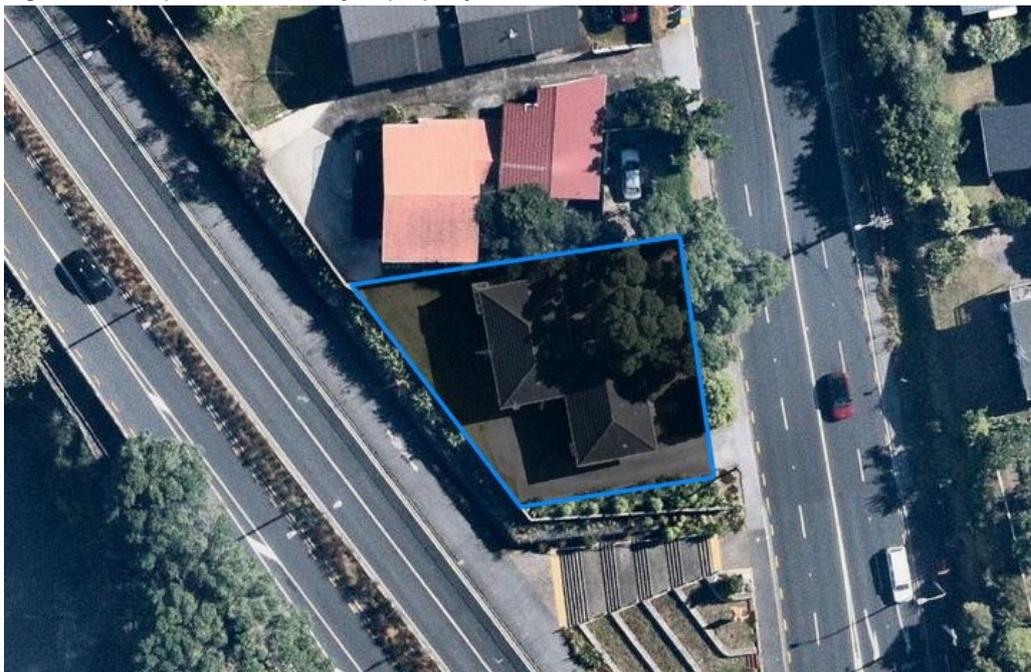


Figure 4. Google street view.



## 2/10 Waipuna road, Mount Wellington

Certificate of Title	NA52A/294
Legal Description	Flat 2 DP 95966, ½ SH Lot 15 DP 51781
Lot Size (m <sup>2</sup> )	337.5 m <sup>2</sup>
Auckland Unitary Plan	Residential - Terrace Housing and Apartment Building
Capital Value (CV)	\$820,000

Figure 5. Geospatial aerial. Subject property is outlined in blue.



Figure 6. Google street view.



## FY2025-26 Annual Budget, programme of activities and performance targets

Author: Kirsty Teesdale, Manager Financial Planning & Reporting

May 2025

### Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. approves the FY 2025-2026 budgets, programme of activities and performance targets.
- b. notes that in the context of the CCO reform process and the disestablishment of Eke Panuku effective 1 July 2025, the budget, programme and performance targets outlined in this paper will be considered by the Policy and Planning committee of council in July 2025.

### Whakarāpopototanga matua | Executive summary

1. Eke Panuku Development Auckland is to be disestablished, and all functions will transfer into council by 1 July 2025.
2. This paper contains a summary of the high-level information that would normally be included in the Statement of Intent (SOI) and Corporate Business Plan. An objective of the CCO Reform is to maintain momentum with current work programmes. Approval by the Board of the FY 2025-2026 budgets, programme of activities and performance targets will enable continued momentum and delivery of agreed work programmes and projects. The budgets, programme of activities and performance targets (detailed in **Attachment A**) will be reported to the Policy and Planning Committee in July.
3. We will carry out the planned urban regeneration programmes in the priority locations, progressing development projects, public realm improvements and placemaking activities. These are based on approved High Level Project Plans, programme business cases and prioritisation. A selection of highlights include:
  - Commercial lever: Progressing the marketing of development sites in Onehunga and Manukau subject to market conditions. Progressing a number of development sites to conditional development agreements including 111 Lake Road, Northcote for a new supermarket and 38-47 College Road, Northcote for residential development and three sites in Panmure. Working with our development partners to progress key sites such as Dominion and Valley Road (to settlement), Avondale Central, Edinburgh Superblock in Pukekohe, the Waiapu Precinct Woolworths in Onehunga, the Auburn Street development site in Takapuna to unconditional development agreements and development of the first block of the Anzac St site in Takapuna.
  - Public realm lever: Completing construction of Lagoon Edge Reserve in Panmure, Stadium Reserve upgrade in Papatoetoe, Catherine Plaza in Henderson and two projects in Manukau, the Hayman Park Wetlands upgrade and Te Aka Raataa (Stage 1) which is part of the Puhinui Regeneration. The capping layer for Te Ara Tukutuku, Wynyard Point will also be completed.

- Commencing construction of the Northcote Cadness Reserve upgrade, adjacent to the future community hub renovation and Ernie Mays Street, a central connection providing for new development blocks and flood protection. Commencing construction of the Avondale Civic Precinct town square, street upgrades in Manukau and the Onehunga Wharf water reticulation network and public realm (stage 1).
- Placemaking lever: Planned activities include supporting construction mitigation to grow awareness, mainstreet programming to grow visitation and safety, mural and passive installations to grow community connectedness and wayfinding activities to build awareness of future connections.
- City Centre: Progressing a refresh of the Action Plan and integrated work programmes, continuing the central wharves masterplan, continuing the downtown development programme and initiatives to ensure station neighbourhood and midtown network readiness for the CRL opening in 2026.

## Horopaki | Context

4. Auckland Council publishes a new 10-year budget known as a Long-term Plan (LTP) every three years.
5. Each year council runs a Budget Refresh process where Eke Panuku typically updates the Governing Body on expected direct revenue and expenditure and capital spend expectations for the coming year. The LTP is also updated with the flow on effect of any significant financial changes. The expectation is that these changes will be minimal.
6. Normally a Statement of Intent (SOI) is agreed with the council’s Governing Body and a Corporate Business Plan which is consistent with the SOI and sets out Eke Panuku business priorities, budgets, performance measures and targets for the next financial year is also completed.
7. The draft annual plan was submitted to the council on 28 February 2025, and subsequently a programme of work that contributes to achieving objectives in the Auckland Plan, Development Strategy and regeneration programmes has been developed.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
Feb 2025 Governing Body	Draft Annual Plan	Approved for consultation, including budgets for Eke Panuku programmes
July 2024 Board	Statement of Intent 2024-2027; Corporate Business Plan 2024/25	Approved

## Nga whiringa me te taatai | Options and analysis

### Kua whakaarohia nga whiringa | Options considered

8. **The Eke Panuku budget** includes all the people costs of the organisation, associated running costs and corporate good costs. Eke Panuku is fully funded by council so the net of revenues and expenditure would be offset by council funding. The company is managed to a net zero profit / loss position. As has been provided to the board before, and due to the complicated inter-council group

charging, the inflows and outflows table shown in paragraph 12 sets out more clearly the operational and capital income and expenditure in relation to the different activities.

9. This budget will be transferred into Auckland Council on transition.

\$ millions	Draft Budget FY26
Direct revenue	20.2
Direct expenditure	44.0
<b>Net Direct (Expenditure)/Revenue</b>	<b>(23.8)</b>

10. **The non service property and marina budgets** which includes the revenues and expenditure in relation to the property we manage on behalf of Auckland Council. It includes the asset management of the commercial property portfolio, marinas and public space in the Wynyard Quarter. This does not include the Auckland Transport portfolio or the Waste Services landfill derived dividends we also manage as these budgets are held elsewhere. A surplus of \$22.3m is expected to be generated. In addition, there is a budget for capital renewals of \$9m maintaining public assets and properties.

\$ millions	Draft Budget FY26
Direct revenue	56.2
Direct expenditure	33.9
<b>Net Direct (Expenditure)/Revenue</b>	<b>22.3</b>
Capital Renewals	9.0
Renewal opex	0.3

11. **Cash inflows and outflows.** In group accounting terms there is complicated inter-group charging. The table below depicts the operational and capital income and expenditure flows from Eke Panuku operations in a consolidated format, joining assets managed on behalf of Auckland Council, Auckland Transport and Eke Panuku. We have eliminated inter-entity transactions between Eke Panuku and Auckland Council. Capital inflows are based on when projected unconditional sales agreements are reached. When the functions move into two new departments within council there will no longer be the need to have inter-group charging.

\$millions	Draft Budget FY26
<b>Capital Inflows</b>	
Selling Council's surplus property	20.2
Selling or long leasing property to reinvest in our urban regeneration locations	5.6
<b>Capital Outflows</b>	
Investing in council group assets to support regeneration and asset renewals	100.5
<b>Operational Inflows</b>	
Revenue from property interests for Council group	69.3
<b>Operational Outflows</b>	
Managing council group properties	20.0
Utilities and leases for council group owned assets we manage	4.6
Rates on council group owned assets	9.0
Maintenance of council properties	13.2
Consultation, negotiation and sales processes to sell council property	4.5
Leading regeneration of town centres, city centre and waterfront.	24.7

12. **The urban regeneration and regional programmes** will continue to progress development projects, public realm improvements and placemaking activities. These are based on the approved programme business cases. Budgets have been split by location for both capital and operational spend and have been approved by the Programme Steering Group.

\$ millions	Draft Budget FY26 Capex	Draft Budget FY26 Opex
Maungawhau	0.5	0.2
City Centre		0.9
Onehunga	10.1	1.0
Panmure	7.9	0.8
Northcote	7.7	0.9
Takapuna	0.1	0.1
Manukau	15.5	1.6
Papatoetoe	6.1	0.7
Unlock Pukekohe	1.3	0.7
Avondale	3.0	0.6
Henderson	5.7	1.1
Waterfront	10.9	2.7
Central Wharves		1.6
Regional	4.2	1.3
<b>Total</b>	<b>73.0</b>	<b>14.2</b>

13. Operational budgets are predominately made up of placemaking, engagement and programme management.
14. Provision has been made for a further \$5m of Strategic Development Fund acquisitions if required in the year. This is on the provision that the fund has been replenished through sales of properties that have previously been acquired, as agreed with council.
15. Additional capital budgets have been added to the base capital budget but have yet to be approved by the Governing Body for the following projects in FY 2025-2026:
- Further commercial development of Westhaven Marina through the addition of AC to AG piers \$8m.

- Own Your Own Housing refurbishment and repurchase \$5.5m.

16. Annual performance measures and targets form the basis of accountability for delivering on the council’s strategic direction and priorities. Eke Panuku has significant and material performance measures relating to the value it creates through its two core business activities, urban regeneration and property portfolio management.

17. The performance measures and targets for FY26 are outlined below.

Key Performance Indicator		Targets		
		FY26	FY27 indicative only	FY28 indicative only
<b>Urban regeneration programmes and projects</b>				
1	Net new dwellings (housing units) - LTP performance measure	160	74	133
2	Public realm – square meters	30,000 sqm	15,000 sqm	25,000 sqm
3	Capital project milestones achieved – LTP performance measure	80%	80%	80%
4	Transform and Unlock (T&U) sales for the financial year through unconditional agreements	\$5.6 million	Target to be approved annually	Target to be approved annually
5	The asset recycling target agreed with the Auckland Council	\$20.2 million	Target to be approved annually	Target to be approved annually
<b>Property Portfolio and Marina Management</b>				
6	Annual property portfolio net operating budget result agreed with the council achieved - LTP performance measure	\$22 million	\$19.6 million	\$19.1 million
7	The monthly average occupancy rate for tenatable properties - LTP performance measure	Commercial 90% Residential 95%	Commercial 90% Residential 95%	Commercial 90% Residential 95%
8	The percentage of marina customers surveyed who are satisfied with marina facilities and services	88%	88%	88%
<b>Sector Leadership</b>				
9	Climate change mitigation - Significant capital project decisions consider and reduce carbon impacts.	Performance target met	Performance target met	Performance target met
10	Creating positive outcomes for Māori Deliver a number of ongoing or new initiatives that support Māori Outcomes	40	40	40
11	Enhancing the relationship between Eke Panuku and mana whenua. Increasing the percentage of satisfaction with the support they receive from Eke Panuku	Maintain or improve on previous year (FY25 target = 56%)	Maintain or improve on previous year	Maintain or improve on previous year
12	The percentage of complaints received by Eke Panuku are resolved within 10 working days.	80%	80%	80%

Notes: FY26 targets for public realm and dwellings are different to the targets included in the SOI 2024-2027. The FY26 target for public realm of 30,000m2 is an increase from the 10,000m2 indicative FY26 target included in SOI. This increase is primarily due to the earlier than anticipated delivery of the Hayman Park Wetlands and Ratavine Reserve stormwater improvement works in the Manukau programme. There is a small reduction in the net new dwellings target (reduced by 19 units).

18. Significant projects in the urban regeneration programme have been outlined by location and included in **Attachment A**.

19. Capital project milestones which are the basis for the key performance indicator item three above are also included in **Attachment A**.

## **Ngā ritenga ā-pūtea | Financial and resourcing impacts**

20. The budgets outlined above have been submitted to council and are in line with the latest LTP.  
21. Changes will occur as part of the amalgamation process of Eke Panuku into Council.

## **Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations**

22. The property sector has slowed markedly and there is little consensus as to when the economy will lift out of recession. Conditions remain difficult leading to deferred projects and payments. We will continue to monitor the market and work closely with development partners.  
23. Within the council group ongoing change is anticipated with the potential of further savings and deferrals and future restructures impacting long-term work programmes, priorities and outcomes.  
24. Wider government changes in policy direction and priorities will impact building, housing and property sectors, planning, regulation, infrastructure and local government. It may take some time before there is clear direction on city-shaping infrastructure projects with local and central government agreement.

## **Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts**

25. The approval of the budget supports the continuation of agreed work programmes in FY26. The proposed programme and funding continue to deliver against commitments to stakeholders in relation to both the property and regeneration activity.  
26. The disestablishment of Eke Panuku and transfer of functions into council is being communicated to key stakeholders and suppliers.  
27. Regular engagement is undertaken, both formal and informal, with local boards – such as attending meetings, workshops, holding site visits and briefings. We prepare materials and attend workshops and present reports to seek decisions, where relevant, to:
- discuss and seek direction on commercial leasing for properties on reserves, parks and open spaces.
  - discuss and seek informal feedback to refine and develop masterplans and concept designs
  - share and discuss community engagement activities and placemaking initiatives.
  - to discuss and receive direction on service property optimisation opportunities.
  - support colleagues from other parts of council in relation to local projects.
28. In recent years we have organised meetings between Eke Panuku Board and local boards to discuss issues, priorities, share ideas, and opportunities, and meetings between the CE and local board Chairs. We have organised site tours and briefings to support members' understanding of our proposals and projects and to share success.  
29. We will continue to appoint a single point of contact/liaison person with each local board, respond to enquiries and provide information and support local boards' stakeholder interactions by attending as subject matter experts.  
30. Local Board engagement plans were endorsed by local boards in 2024. A similar approach is planned to communicate FY26 projects to local boards, after updating the Policy and Planning Committee on the work programme. All projects are familiar to local boards, are part of the

approved High Level Project Plans, have been in the planning for some time and have the necessary local board approvals.

31. A recent round of local board engagement has focussed on the planned placemaking activity in FY26. We visited all local boards to discuss the proposed placemaking approach for each location, key priorities and how activity will support the urban regeneration programmes. The majority of feedback was positive and included support for more play activities and activations, increase in cycling and walking initiatives and building connections. Location-specific feedback included water safety and quality (Waterfront), activating parks (Pukekohe), increased safety initiatives (Henderson) and increasing mainstreet vitality (Avondale). Following feedback, the placemaking team has developed the programmes to include a full outline of activities. Detailed programmes will be shared in June 2025 for endorsement and we will continue to engage with regular updates and input as the placemaking programme is implemented.
32. Planned activities for FY26 include supporting construction mitigation to grow awareness, mainstreet programming to grow visitation and safety, mural and passive installations to grow community connectedness and wayfinding activities to build awareness of future connections.

### **Tauākī whakaaweawe Māori | Māori outcomes impact**

33. The work programme continues to provide commercial and cultural opportunities for Mana Whenua and outcomes for Māori. It is anticipated that the initiatives and commitment to achieve Māori outcomes through the activities of urban regeneration and property management will be continued when the functions are transferred into council and will evolve overtime.

### **Tauākī whakaaweawe āhuarangi | Climate change impact**

34. The urban regeneration programmes deliver low carbon and resilient communities, supporting active and public transport modes, higher density sustainable building and public spaces, reducing vehicle use and emissions.
35. The focus for FY26 is commencing carbon assessment of key capital projects and contributing to the council's transition planning. We will continue to implement sustainable building, sustainable procurement and public realm standards and regenerative practice.

### **Ngā koringa ā-muri | Next steps**

36. May – budget workshops with draft budget decision by Governing Body on 28 May.
37. Formal budget approval for FY26 at end of June through Governing Body approval of the annual plan.
38. Report to the Planning and Policy Committee in July on the work programme.
39. Memo to local boards in July/August on the FY26 projects in their area, and ongoing engagement.

### **Ngā tāpirihanga | Attachments**

Attachment A – Urban regeneration programmes by location, significant projects.

### **Ngā kaihaina | Signatories**

David Rankin, Chief Executive

# Attachment A: Statement of performance expectation 2025/26

He tauākī mō ngā whāinga e pā ana ki te whakatutuki i ngā mahi

## Urban Regeneration Programmes by location

Te Hōtaka Whakarauora I ngā Wāhi o te Tāone

Detailed below are some of the significant projects in our programmes for the next three years.

<b>NORTH</b>		
<b>NORTHCOTE</b>		
Staged redevelopment of town centre delivering shops, eateries, new homes, an extended community hub and improved roading connections. Link: <a href="https://www.ekepanuku.co.nz/neighbourhoods/northcote/">https://www.ekepanuku.co.nz/neighbourhoods/northcote/</a>		
<b>2025/2026 project delivery</b>		<b>Indicative programme life benefits</b>
<b>111 Lake Road Development Site</b> – new supermarket development	Conditional development agreement reached	Supermarket of approximately 4,000sqm
<b>38-42 College Road Development Site</b> – to enable a residential development	Conditional development agreement reached	18 homes (12 new homes with 6 existing to be redeveloped)
<b>Northcote town centre street</b> – extending Ernie Mays Street, a key part of the road network	Commence construction	2,800sqm streetscape
<b>Northcote community hub and Puāwai Cadness Reserve upgrade</b> – refurbishing and extending the Northcote Library building to a multi-purpose community hub, upgrading Puāwai Cadness Reserve to make a better outdoor space that integrates with the community hub and completing the final section of Te Ara Awataha stream daylighting and green connection	Commence construction	Refurbished building and 600sqm of new community hub space, plus 5,000sqm public space
<b>2026-2028 project delivery (following 2 years)</b>		
<ul style="list-style-type: none"> <li>Northcote Central, 115 Lake Road Development Sites – progress development sites to select development partner/s.</li> <li>Northcote community hub and Puāwai Cadness Reserve – complete construction.</li> <li>Northcote town centre street – complete construction of Ernie Mays Street and final section of Te Ara Awataha.</li> </ul>		
		
<p><i>Artist impression of the Northcote Community Hub and upgraded Puāwai Cadness Reserve</i></p>		<p><i>Artist impression of the extended Ernie Mays Street</i></p>

<b>TAKAPUNA</b>		
<p>Sale of development sites to enable high-density residential developments, retail and commercial space supported by new public spaces and amenity improvements already delivered.</p> <p>Link: <a href="https://www.ekepanuku.co.nz/neighbourhoods/takapuna/">https://www.ekepanuku.co.nz/neighbourhoods/takapuna/</a></p>		
<b>2025/2026 project delivery</b>		<b>Indicative programme life benefits</b>
<b>Auburn Street development site</b> – high-rise build-to-rent residential and commercial outcomes	Progress site sale to unconditional stage	Approximately 300 new homes and 1,500 sqm commercial
<b>Anzac Street development site</b> – creating new homes and commercial offering within five developments surrounding Waiwharariki Anzac Square	Progress first development block with development partner	Approximately 100 new homes and 800 sqm commercial
<p><b>2026-2028 project delivery (following 2 years)</b></p> <ul style="list-style-type: none"> <li>Anzac Street/Hurstmere Road development site – start construction of the first of five development blocks with developer Willis Bond. Progress the staged sale and development of remaining four sites, closely monitoring achievement of development outcomes.</li> <li>Auburn Street development site – work with the developer McConnell Property to commence construction of apartments.</li> <li>Huron Street upgrade – commence upgrade of Huron Street in collaboration with Healthy Waters’ network upgrades.</li> </ul>		
 <p><i>Auburn street, Takapuna build-to-rent development</i></p>		

<b>ISTHMUS</b>		
<b>ONEHUNGA</b>		
<p>Facilitating new retail and housing development supported by new public spaces and enhanced connectivity in the town centre. Creating new public space on the Manukau Harbour with improved safe connections between the Manukau Harbour to the Onehunga town centre.</p> <p>Link: <a href="https://www.ekepanuku.co.nz/neighbourhoods/onehunga/">https://www.ekepanuku.co.nz/neighbourhoods/onehunga/</a></p>		
<b>2025/2026 project delivery</b>		<b>Indicative programme life benefits</b>
<b>Waiapu Precinct public realm and enabling works</b> – enabling works including infrastructure and new road layouts to enable mixed-use developments and new public space including a playground and connections across the town centre	Progress construction of enabling works	10,500sqm public space
<b>Waiapu Precinct development sites</b> – creating new homes and commercial offering within four developments within the Waiapu Precinct	Commence a development marketing process to seek private sector developer interest in the site(s)	55 new homes and 4,000sqm of commercial

<b>Waiapu Precinct site acquisitions</b> – properties are in a strategic location adjacent to land that the council owns	Progress the purchase of the remaining two properties	Acquisition of sites to enable two urban renewal development sites and better connections in the town centre
<b>Waiapu Precinct Woolworths development</b> – creating a new supermarket	Progress satisfying conditions of the development agreement	4,000 sqm of new commercial space
<b>Te Pumanawa Precinct site acquisitions</b> – properties that are in a strategic location for important public space and urban renewal	Progress the purchase of property	Acquisition of sites to enable urban renewal including a town square and better connections within Onehunga
<b>Te Pumanawa Precinct public realm</b> – creating new public space, new youth space and a community hall in a key civic location in the Onehunga town centre	Approved concept design for civic space and youth space	5,800sqm of new or upgraded public realm including streetscape improvements, new civic public space and upgraded community hall
<b>Onehunga wharf public realm</b> – create public space to be used by the community in the medium term	Commence construction of stage one	10,500sqm of public realm and 200sqm of public amenities
<p><b>2026-2028 project delivery (following 2 years)</b></p> <ul style="list-style-type: none"> <li>• Waiapu Precinct public realm and enabling works – complete construction.</li> <li>• 208 Onehunga Mall Laneway – commence works to deconstruct building and create a new safer improved connection to Onehunga Mall.</li> <li>• Waiapu Precinct Woolworth Development – progress to unconditional status on the development agreement with Woolworths for a new supermarket of approximately 4,000sqm.</li> <li>• Wharf to Onehunga town centre connection – commence construction to create a safer and more accessible connection between the town centre and the wharf. Approximately 5,300sqm of cycleway and pedestrian path.</li> <li>• Paynes Lane streetscape enhancement – commence construction of upgrade to Paynes Lane to enable a key east-west pedestrian friendly corridor that supports redevelopment of Dress Smart.</li> <li>• Church Street – complete developed design and lodge consent for whole street upgrade.</li> </ul>		
<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p><i>Artist impression of new green, play space with improved connections in Waiapu Precinct</i></p> </div> <div style="text-align: center;">  <p><i>Artist impression of stage one public realm works at Onehunga Wharf</i></p> </div> </div>		

<p><b>PANMURE</b></p> <p>Enabling new housing development in the town centre to support and enhance the economics of the existing centre. New development to be supported by public realm investment which will create a well-connected network of urban spaces in the centre that enhances visitor experience and supports future residential growth.  Link: <a href="https://www.ekepanuku.co.nz/neighbourhoods/panmure/">https://www.ekepanuku.co.nz/neighbourhoods/panmure/</a></p>		
<b>2025/2026 project delivery</b>		<b>Indicative programme life benefits</b>
<b>Lagoon Edge Reserve enhancement</b> – upgrading an urban park on the edge of the Panmure Lagoon	Complete construction	4,500 sqm public space
<b>10 Basin View Lane development site</b> – to enable a residential or commercial development	Conditional development agreement reached	10 new homes or 600sqm commercial

<b>535 Ellerslie-Panmure Highway development site</b> – to enable a residential or commercial development	Conditional development agreement reached	3000sqm commercial
<b>3 Kings Road development site</b> – to deliver new homes	Conditional development agreement reached	18 new homes
<b>Basin view square</b> – create stage one of a new town square on Queens Road to create a visual connection to the lagoon and a space to be used by the community	Complete construction of stage one	340 sqm public space

**2026-2028 project delivery (following 2 years)**

- Basin View Precinct – complete concept and developed design for enabling works including subdivision, infrastructure and public space connections through precinct to enable a town square and mixed-use development sites.
- Maungarei Connection – complete upgrade of Mountain Road connecting Panmure train station to Maungarei.
- 9 Jellicoe Street – reach a conditional agreement for a residential development.
- 3 Kings Road – reach an unconditional agreement for 18 new homes.
- 535 Ellerslie-Panmure Highway – reach an unconditional development agreement for residential and/or 3000sqm commercial.



*Artist impression of Lagoon Edge Reserve upgrade*



*Development site available*

**MAUNGAWHAU**

Ideally commence a market process to seek private sector partners and investment to enable new housing and commercial space around the Maungawhau Stations, improving housing choices, vibrancy and safety and supporting train patronage.

Link: <https://www.ekepanuku.co.nz/neighbourhoods/maungawhau-and-karanga-a-hape/>

**2025/2026 project delivery (1 year)**

- Work with Auckland Council and City Rail Link Limited to confirm transfer agreement of land to Auckland Council and then obtain approval to dispose of sites.
- Commence statutory process with Whenua Haumi Limited Partnership for three mixed-use development sites adjacent to new Maungawhau Station subject to rights of first refusal.

**2026-2028 project delivery (following 2 years)**

- Reach conditional agreements for mixed-use developments across Maungawhau precinct.



*Bulk and location image of redevelopment surrounding Maungawhau Station*

# CENTRAL

## CITY CENTRE

Our role is to lead the council group to implement the City Centre Masterplan, focusing on the agreed priorities set out in the City Centre Action Plan.

Link: <https://www.ekepanuku.co.nz/neighbourhoods/city-centre/>

2025/2026 project delivery		Indicative programme life benefits
<p><b>City Centre Action Plan:</b> Review and refine action plan in the lead up to the Long-term Plan 2027-37 decisions and continue to work across the group to provide an integrated view of key investment decisions to support the implementation of the FY25/26 annual plan. Monitor progress and escalate top risks/issues to SteerCo.</p>	<p><b>Action Plan Refresh</b></p> <ul style="list-style-type: none"> <li>• Draft refreshed City Centre Action Plan (including the draft precinct-level implementation plans and capital programmes) endorsed by the City Centre Steering Committee to inform LTP 2027–2037 investment decisions</li> <li>• Draft City Centre including Waterfront Programme Business Case Overview (PBCO) endorsed by the City Centre Steering Committee to support prioritisation and integration of funding decisions</li> </ul>	<p>Aligned investment priorities and best for city centre decisions</p>
<p><b>Implementation planning for the future integrated work programme:</b> Work with council group and partners to define future regeneration programmes of work on a precinct basis, integrating transport, public realm, development opportunities and broader attraction and activations initiatives. Ensure that work programmes are responding to the agreed “Breathe principles”.</p>	<p><b>Downtown Development Programme</b></p> <ul style="list-style-type: none"> <li>• Multi-disciplinary consultant team procured</li> <li>• The cross organisational governance structure in place to guide programme implementation, including the application of the Integration Agreement (IA)</li> <li>• Concept designs completed for Downtown West and Downtown Bus Corridor</li> </ul> <p><b>Development partnerships</b></p> <p>Continue to progress development partnerships to support regeneration outcomes within the City Centre:</p> <ul style="list-style-type: none"> <li>• Downtown Carpark – Payment of purchase price. PPL to start demolition works</li> <li>• Symphony Centre – Complete easement and integration agreements with CRL and AT; Complete the laneway-management plans; Support delivery of Mayoral Drive OSD early works and adjacent public-streetscape improvements</li> <li>• Bledisloe House – Property settlement completed</li> </ul>	<p>Cross-agency, precinct-level alignment between workstreams to support their development, sequencing and synchronization</p>
<p><b>Maximising the Benefits of the City Rail Link (CRL):</b> Deliver Council-led improvements within 1-2 blocks of CRL stations to address scope gaps and support Day One readiness. Coordinate with CRL and the Council group on urban interfaces, undeveloped sites, and impacts from surrounding projects. Focus areas align with five Customer KPIs: safety, security, accessibility, connectivity, and urban realm quality.</p>	<p><b>Station neighbourhood readiness</b></p> <p>Continue to support Auckland Council and Auckland Transport to deliver their agreed capital programmes around CRL stations. This includes completion of:</p> <ul style="list-style-type: none"> <li>• Project K streetscape and local network enhancements (AT)</li> <li>• Te Ha Noa (excluding section between Queen St-High St) (AC)</li> <li>• Wellesley St Bus Improvements Stage 1 (Queen to Albert St) (AT)</li> <li>• Link Alliance streetscape works in Albert St and Mayoral Dr (CRL/Link Alliance)</li> <li>• Vincent St Bus Improvements (AT)</li> </ul>	<p>Maximising the regenerative benefits to the City Centre</p>

	<p><b>Midtown network readiness</b></p> <p>Support Auckland Transport to review and implement operational and minor capital improvements across Midtown to enhance network performance at CRL opening. Key activities include:</p> <ul style="list-style-type: none"> <li>• Review and delivery of any recommended changes to the Queen St AVO</li> <li>• Implementation of lines and signs and minor infrastructure upgrades to improve pick-up/drop-off access within the Aotea Quarter</li> </ul>	
<p><b>Embedding Change and Integration of City Centre Work Programmes</b></p> <p>Support the transition to the Auckland Development Office (ADO) by integrating the Eke Panuku Lead Agency and City Centre Programmes team into a unified city centre work programme. Focus on embedding the new structure, building team culture, and strengthening governance frameworks.</p>	<p><b>Integrated Work Programme</b></p> <ul style="list-style-type: none"> <li>• Establish integrated work packages, combining legacy streams from Eke Panuku and the City Centre Programmes team</li> </ul> <p><b>Governance Framework Refresh</b></p> <ul style="list-style-type: none"> <li>• Updated and endorsed governance framework in place, including: <ul style="list-style-type: none"> <li>○ Refreshed City Centre Targeted Rate governance process</li> <li>○ Updated SteerCo Terms of Reference</li> <li>○ Confirmed PILT membership and roles</li> </ul> </li> </ul> <p><b>Organisational Transition and Culture</b></p> <ul style="list-style-type: none"> <li>• New structure embedded with clear ways of working and collaboration norms in place</li> <li>• Team-building initiatives implemented to support integration and staff engagement</li> </ul>	<p>Maximise the benefits of the proposed change; generate efficiencies in how we work; clear and effective decision making</p>

**2026-2028 project delivery (following 2 years)**

- Continue collaboration with the development partner to deliver a high-quality, sustainable, mixed-use development that enhances City Centre space.
- Develop integrated regeneration programmes for each city centre precinct to feed into the 2028-2038 Long-term Plan.
- Embed the integrated system, process and governance runway across the CC integrated Programme.



**Station neighbourhood readiness**



**Te Hā Noa Victoria Street Linear Park**



**Victoria Street**



**City Rail Link – Midtown**

## WATERFRONT

Continue to progress the delivery of public realm projects, monitor the delivery of development outcomes by our development partners and take a new development site to the market. In Wynyard Quarter, we will continue to deliver a staged approach to detailed design and enabling works on site. A programme of public engagement will continue to raise awareness and buy in to the next stage of Wynyard Quarters regeneration.

Link: <https://www.ekepanuku.co.nz/neighbourhoods/wynyard-quarter/>

Link: <https://www.ekepanuku.co.nz/neighbourhoods/westhaven/>

2025/2026 project delivery		Indicative programme life benefits
<p><b>Te Ara Tukutuku (Wynyard Point) enabling work</b> – As part of the agreed Vision and Concept Design a staged delivery strategy has been prepared. The first phase requires enabling works to manage stormwater run-off to minimise the contamination leaching into the Harbour. This will occur through capping the previous Shell site (excludes Hamer Street)</p>	<p>Practical Completion of the capping layer on the previous Shell site by the end of June 2026</p>	<p>50,000 sqm of new public space New and upgraded infrastructure to support residential and commercial development</p>
<p><b>Queens wharf heritage platform upgrade</b> – The platform upgrade design respects heritage values of Queens Wharf while ensuring the platform is made safe and accessible for public use on the water's edge</p>	<p>Complete construction June 2026</p>	<p>Compliance – mitigating H&amp;S risks</p>

### 2026-2028 project delivery (following 2 years)

- Continue to progress Te Ara Tukutuku through - detailed design, resource consent preparation, staged construction and public engagement. In particular the enabling works continue as part of Tāmata te Mauri (Stage One: Heal) this stage will also include the construction of a low permeability barrier adjoining the seawall to further restrict leachates entering the harbour. Tārai – (Form Stage 1) may start, which includes construction trials along the western edge of Wynyard.
- Progress North Wharf Development Agreement. Continue to monitor development outcomes delivered by other development partners at the Wynyard Quarter.
- Central Wharves Masterplan endorsed.

Te Ara Tukutuku vision



Staged 1 Heal (Enabling work)



Te Ara Tukutuku



Central Wharves Masterplan

## WEST

### HENDERSON

Continuing the journey of creating the Urban Eco Centre by staged investment in public realm, site sale, placemaking projects which will improve connectivity within and to the town centre, enabling walking, cycling and amenities. We will work with our development partners and the council group, undertaking development opportunities in the Oratia, Opanuku and Main Street Precincts of the Unlock Henderson Programme.

Link: <https://www.ekepanuku.co.nz/neighbourhoods/henderson/>

2025/2026 project delivery		Indicative programme life benefits
<b>Wai Horotiu Te Kopua – New capital works for bridge and pathways</b> – a bridge over Oratia Stream and elevated connection through Newey’s Reserve and onward past the Westcity Shopping Mall	Lodge resource consent and complete detailed design	8910 sqm of upgraded public space
<b>Catherine Plaza</b> – enhanced connections and activation, with new outdoor spaces, upgraded landscapes and lighting. Creating a safer and more attractive plaza	Practical Completion	953 sqm of upgraded public space
<b>2027-2029 project delivery (following 2 years)</b> <ul style="list-style-type: none"> <li>Falls Carpark Development – advance plans with owner to enable development of site.</li> <li>Progress Corban Estate opportunities.</li> <li>Confirm Opanuku Link plan.</li> <li>Confirm way forward for Oratia Precinct Site Sales at Trading Place and Alderman Drive Carpark.</li> </ul>		
		
<p><i>Artist impression of Catherine Plaza upgrade</i></p>		<p><i>Artist impression of a bridge connection - Wai Horotiu</i></p>

### AVONDALE

We’re working alongside Council whānau, Kāinga Ora, private partners and key stakeholders to bring renewed investment to the Avondale town centre. Together, we’re shaping a vibrant new residential neighbourhood, improving transport connections, delivering a revitalised town square, and a purpose-built library and community facility—designed to be a hub for connection, creativity and culture. This transformation will breathe new life into the heart of Avondale for now and into the future.

Link: <https://www.ekepanuku.co.nz/neighbourhoods/avondale/>

2025/2026 project delivery		Indicative programme life benefits
<b>Avondale Central development</b> – a significant, sustainable, mixed-use residential/commercial development	Progress the implementation of the Development Agreement with the development partner.	Over 600 new homes and new through site connections
<b>Te Hono – new Avondale library, community hub and upgraded town square</b> – This project includes a modern, purpose-built library and community facility. It will include flexible community rooms, a high-quality library, creative spaces, spaces for Plunket/CAB to operate from, and areas to	Commence construction of the main works contract	5,300 sqm of new public space

<p>learn, connect and relax. Te Hono will sit alongside an upgraded town square and surrounds to enable events, markets and other activations to assist in revitalising the heart of Avondale and support a growing, diverse community</p>		
<p><b>2027-2029 project delivery (following 2 years)</b></p> <ul style="list-style-type: none"> <li>Public Realm Project: Completion of Te Hono (library, community hub and town square).</li> <li>Continue supporting and monitoring outcomes delivered by development partners on development sites</li> </ul> <div style="display: flex; justify-content: space-around;"> <div data-bbox="140 443 651 792"> </div> <div data-bbox="671 443 1098 792"> </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div data-bbox="140 801 651 864"> <p><b>Te Hono – new Avondale library, community and upgraded town square hub</b></p> </div> <div data-bbox="671 801 1098 864"> <p><b>Facilitating new housing in Avondale</b></p> </div> </div>		

## SOUTH

**MANUKAU**

Delivering projects that support the transformation of Manukau city centre, Wiri and the surrounding areas. These include public realm initiatives that deliver on *Te Whakaoranga o Te Puhinui – The Puhinui Regeneration Strategy*, focused on the regeneration of the Puhinui Stream. Other key projects include the implementation of a development site sale campaign, public realm projects (walking, cycling and streetscape upgrades), and placemaking initiatives to support capital works. We remain committed to investing in this wide-ranging programme of work, to enhance access, connectivity, safety and amenity—bringing new energy to Auckland’s vibrant heart of the south.

Link: <https://www.ekepanuku.co.nz/neighbourhoods/manukau/>

<b>2025/2026 project delivery</b>	<b>Indicative programme life benefits</b>	
<p><b>Puhinui Regeneration - Te Aka Raataa Stage 1 - Raataa Vine Stream</b> – construction of new boardwalks, wider shared path, improve water quality, stormwater and green infrastructure along stream corridor connecting central Wiri to the Botanic Gardens</p>	<p>Practical completion</p>	<p>13,755 sqm of new open space</p>
<p><b>Puhinui Regeneration– Manukau-Noa-Iho/Hayman Park Repo/Wetland Works</b> – capital works to improve water quality treatment and extended detention for stream protection. A new shared pathway and upgraded open space amenity</p>	<p>Practical completion</p>	<p>11,800 sqm of upgraded open space</p>
<p><b>Cavendish Drive &amp; Sharkey Street AUT Link</b> – construction of walking and cycling link installed along Cavendish Drive, Sharkey Street joining with Osterley Way creating a direct and safe connection through Manukau’s central hub. Includes landscaping, new surfacing, lighting and wayfinding included over 1km of road corridor</p>	<p>Commence construction</p>	<p>11,726 sqm of upgraded streetscape</p>

<b>Osterley Way Civic Streetscape Works</b> – A 120m streetscape upgrade including two intersections with landscaping, new surfacing, lighting, wayfinding and shared path	Commence construction	1,844 sqm of upgraded streetscape
<b>10 Putney Way, 9 Osterley Way, 33 and 50 Manukau Station Road development sites</b> – to enable commercial, mixed-use and residential development in the town centre	Going to market	Agreement with future development partners will realise new Gross Floor Area and Residential Unit Outputs

**2027-2029 project delivery (following 2 years)**

- Public Realm: progress design, consenting and prepare for construction of public realm projects including: Amersham Way, Te Aka Raataa Stage 2, Karina Williams Way Extension Streetscape Upgrade in collaboration with council whanau (Auckland Transport and Auckland Council).
- Site Sales: programme continues with progressing site sale agreements, facilitate and monitor development partner progress to support development sites delivery.
- Capital Projects: design, consenting and construction of a lane way at 14 Davies Ave to enable the site sale for a future mixed use development site



*Manu-kau Iho Noa/Hayman Park Repo (Wetland) project*



*Cavendish Drive/Sharkey Street AUT Link*

**PAPATOETOE**

Continue to facilitate and develop new housing choices around the completed commercial developments of the shopping mall, supermarket and carpark to enable the centre to flourish and the community to thrive. New public realm investments will support future additional residential development supported by a calendar of placemaking.

Link: <https://www.ekepanuku.co.nz/neighbourhoods/old-papatoetoe/>

<b>2025/2026 project delivery</b>		<b>Indicative programme life benefits</b>
<b>Stadium Reserve Capital Works</b> – an upgraded, high quality open space and civic amenity to revitalise the town centre and support the use and visibility of the Allan Brewster Leisure Centre with new amenities and recreational features including new lighting and landscaping	Practical Completion	Connections - Cycleway / Shared User Path: 1,548m2 Public Realm – New: 3,735m2 Public Realm - Upgraded / Improved / Renewed 10,757m2 Total: 16040m2
<b>3 St George Street residential development (PikoToetoe)</b> – new homes built over FY25-FY28	Continue to support and facilitate construction progress and staged completion of new residential units	100 new homes staged over time, including 40 new homes delivered in FY26

**2027-2029 project delivery (following 2 years)**

- Community Hub and Arts Development: Confirm Community Hub plan.
- 27 St George Street Site Sale: Development partner secured.
- 3 St George Street residential development (Piko Toetoe)- Stage 2 and 3 development continues.
- Papatoetoe Library Precinct Optimisation: Start library precinct development.



**Artist impression of Piko ToeToe residential development**



**Chambers Lane (before)**



**Artist impression of Chambers Lane (after)**

**PUKEKOHE**

Support Pukekohe’s vibrancy, growth potential and unique character and identity by progressing site sales, new public realm projects and support the town centre with trailing new weekend farmers market activity.

Link: <https://www.ekepanuku.co.nz/neighbourhoods/pukekohe/>

<b>2025/2026 project delivery</b>		<b>Indicative programme life benefits</b>
<b>Train Station to Centre Connections</b> – Enhance walking and cycling connections between the Pukekohe Train Station and town centre, including Harris Street and Roulston Street	Concept design submitted to Local Board for endorsement	3,000m2 new or upgraded streetscapes
<b>Market Precinct Capital Works</b> – an upgraded Roulston St, Devon Lane and enhancements to the town square to support markets and events	Commence procurement process for contract works	4,100m2 of upgraded & improved public realm
<b>Edinburgh superbloc</b> – Flagship town centre development site for redevelopment	Advance plans with owner to enable staged development of site	At least 50 housing units, 4,000m2 GFA, 2,000m2 public realm, subject to development agreement and design detail

**2027-2029 project delivery (following 2 years)**

- Market Precinct Capital Works: construction completed.
- Edinburgh Street Superblock Site Sale: development partner secured.
- Site sales programme continues.
- Train Station to Centre connection: Commence Construction.
- Civic Hub Enhancement: Agree a preferred way forward.



**Artist impressions of Roulston Street (Te Puuatahi o Pukekohekohe / Pukekohe Town Square)**

# REGIONAL URBAN REGENERATION

## URBAN REGENERATION ALONGSIDE THE EASTERN BUSWAY

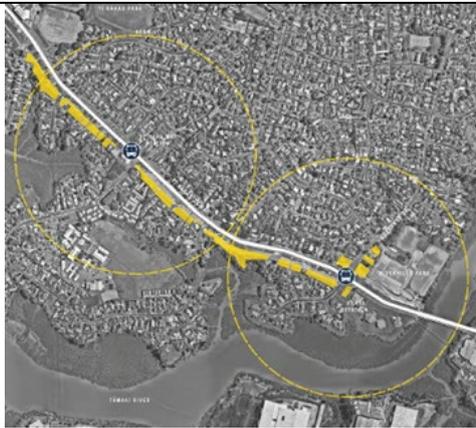
Continue to investigate opportunities to align and integrate high-quality sustainable residential, commercial and public realm development with the transport investment, leveraging existing Council-owned property in the Busway corridor and land acquired for the Eastern Busway and associated transport infrastructure that becomes residual on its completion. Project areas are focused on land within walkable catchment of proposed bus stations at Pakūranga, along Tī Rākau at Te Taha Wai and Koata, and Pōhatu in Burswood.

<https://www.ekepanuku.co.nz/projects/eastern-busway/>

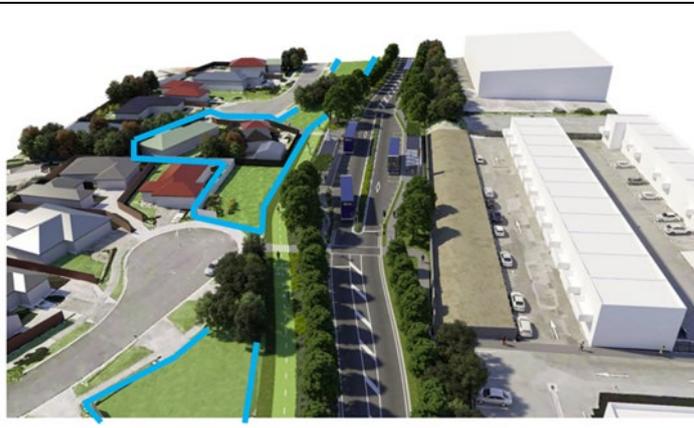
2025/2026 project delivery		Indicative programme benefits
<b>Pakūranga Plaza</b> – ongoing investigation of opportunities for the future development of Council’s land that surrounds Pakūranga Plaza should the revocation of its reserve status be successful	Continue to explore with Plaza owners’ the opportunity to deliver development incorporating amalgamation of Council and Plaza land	Reserve revocation achieved and development site unlocked
<b>Vehicle crossings</b> for future development sites	Complete construction of remaining crossings in alignment with Eastern Busway construction activities	Accessibility to future development sites secured
<b>Sale of properties</b> to fund and facilitate implementation of urban regeneration programme. Properties were initially acquired for the Eastern Busway but it has since been determined not needed for the transport programme	Progress sale	c\$12.0m

### 2026-2028 project delivery (following 2 years)

- Council land surrounding Pakuranga Plaza: decision on revocation of reserve status by Minister of Conservation; development partner secured.
- Tī Rākau Drive: initiation of public realm projects.
- Phased release of land no longer required for transport purposes by Auckland Transport for its subsequent sale for regenerative development.



*Future residual land along Tī Rākau Drive*



*Indicative outline (in blue) of part area of future residual land alongside Pōhatu Station in Burswood*

## OTHER REGIONAL PROGRAMMES

### Over the next three years:

- Continue to progress the sale of various single sites that make up the 'support' development category and the general asset portfolio approved for sale and development by the council.
- Continue to work with local boards to deliver service property optimisation which is a development approach targeting sub-optimal council service assets.
- Continue to review the portfolio to develop a proposed pipeline of properties that feed into future development sites and contribute to the next LTP funding.

2025/2026 project delivery		Indicative programme benefits
<b>Wasp Hangar and YDL development sites, Launch Road, Hobsonville</b> – We will take both lots to the open market, post final confirmation of Council's development contributions policy	Progress sale	1747sqm of new commercial floor area Minimum of 110 new dwellings
<b>Own Your Own Home portfolio</b> – This is a housing scheme for older people which consists of 150 residential units over 14 village locations, 52 units are owned by council	Progress refurbishment	50 units refurbished
<b>Dominion and Valley Roads, Mount Eden site</b> This is a mixed-use development of sustainable dwellings and commercial space	Progress Settlement	135 new homes 600 sqm of new commercial floor area

## PROPERTY & ASSET RENEWAL PROGRAMME

### PROPERTY AND MARINA MANAGEMENT

We manage council's non-service properties that includes commercial, residential, and waterfront public assets. We optimise return to the council and service to the public. The focus is **on asset management planning, new projects, asset renewals and planned maintenance**, which includes maintaining levels of service for property management and marina and accommodate for marina growth.

2025/2026 project delivery		Indicative programme benefits
<b>Silo 6 &amp; 7 Renewals</b> – Alleviate the risks posed to the safety of people and property by undertaking the repairs necessary to prevent accidents or injury	Silo 6 - Commence construction	Upgrade asset and remediate H&S issues
<b>137 Westhaven Marina work depot</b> – Replace the building to provide a fit for purpose space for the Marina operations team	Complete Construction	Upgrade asset and provide a fit for purpose space
<b>Onehunga Wharf Reticulation Network</b> – Renewal of the existing services to address the water flow and fire safety requirements	Commence Construction	Upgrade asset to meet compliance requirements

### 2026-2028 project delivery (following 2 years)

We will continue to maintain the condition of assets and properties with our asset renewal and maintenance programmes.



*Onehunga Wharf*



*Silo 6*



*137 Westhaven Marina*

## Performance measures and targets

### Ngā ine me ngā pae whāinga

The performance measures and targets are as follows:

Key Performance Indicator		Targets		
		FY26	FY27 indicative only	FY28 indicative only
<b>Urban regeneration programmes and projects</b>				
1	Net new dwellings (housing units) <sup>1</sup> – LTP performance measure	160	74	133
2	Public realm – square meters <sup>2</sup>	30,000 sqm	15,000 sqm	25,000 sqm
3	Capital project milestones achieved – LTP performance measure <sup>3</sup>	80%	80%	80%
4	Transform and Unlock (T&U) sales for the financial year through unconditional agreements <sup>4</sup>	\$5.6 million	(Target to be approved annually)	(Target to be approved annually)
5	The asset recycling target agreed with the Auckland Council <sup>5</sup>	\$20.2 million	\$20.0 million (Target to be approved annually)	\$25.90 million (Target to be approved annually)
<b>Property Portfolio and Marina Management</b>				
6	Annual property portfolio net operating budget result agreed with the council achieved <sup>6</sup> – LTP performance measure	\$22 million	\$19.6 million	\$19.1 million
7	The monthly average occupancy rate for tenable properties <sup>7</sup> – LTP performance measure	Commercial 90% Residential 95%	Commercial 90% Residential 95%	Commercial 90% Residential 95%
8	The percentage of marina customers surveyed who are satisfied with marina facilities and services <sup>8</sup>	88%	88%	88%
<b>Sector Leadership</b>				
9	Climate change mitigation - Significant capital project decisions consider and reduce carbon impacts	Performance target met	Performance target met	Performance target met
10	Creating positive outcomes for Māori Deliver a number of ongoing or new initiatives that support Māori Outcomes <sup>9</sup>	40	40	40
11	Enhancing the relationship between Eke Panuku and mana whenua Increasing the percentage of satisfaction with the support they receive from Eke Panuku <sup>10</sup>	Maintain or improve on previous year (FY25 target = 56%)	Maintain or improve on previous year	Maintain or improve on previous year
12	The percentage of complaints received by Eke Panuku are resolved within 10 working days	80%	80%	80%

<sup>1</sup> Eke Panuku enters into development agreements with partners on the sale or long-term lease of council land and monitors the outcome of dwelling units built after the sale. Dwelling units are recognised when construction is completed by development partners. To manage risk, a certain level of presales needs to be achieved before development goes ahead and development partners have adjusted the timing of their construction starting.

<sup>2</sup> The public realm measure represents the areas in town centres that have been improved, renewed, or enhanced through capital projects. Improving the quality of the place also helps attract new investment. Types of projects include town squares, cycleways, footpaths, roads/laneways, playgrounds and other.

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<sup>3</sup> This measure demonstrates the different types of capital delivery projects within our pipeline of work. The projects reflect tangible milestones in project lifecycles and are included to illustrate projects at different phases such as construction start/finish, design, consent, and approval by key stakeholders.

<sup>4</sup> This measure relates to total value of properties sold unconditionally or leased long term in T&U locations during the financial year. The property sales help fund reinvestment in the T&U locations and town centres.

<sup>5</sup> This measures the total value of properties sold unconditionally or leased long term (excluding sales in T&U locations). The asset recycle target is agreed with Auckland Council during the annual plan or LTP planning process and contributes to council funding. The asset recycle target is calculated like the T&U sale target.

<sup>6</sup> This measure demonstrates that Eke Panuku optimises return on properties it manages for the council group. The properties are sometimes held for projects in the short to medium term, so we cannot maximise the rental income. The property portfolio budgeted net direct income (direct revenue less direct expense) is agreed with the council as part of the annual plan, the 12-month actual result is compared to budget.

<sup>7</sup> This measures a rolling 12-month average occupancy of tenantable properties over the 12 months of the financial year.

<sup>8</sup> The marina satisfaction survey is carried out by independent service provider.

<sup>9</sup> Eke Panuku supports Māori outcomes through implementation of the Achieving Māori Outcomes (AMO) plan. Initiatives may relate to culture and identity, governance, economic, wellbeing or te taiao (the natural environment) outcomes. Initiatives include commercial development opportunities, major events and cultural elements.

<sup>10</sup> The Mana Whenua satisfaction survey is carried out by independent service provider.

## FY25 - Capital Project Milestones

Ngā Pae i Taea mō ngā Kaupapa ā-Haupū Rawa

Location and Programme		Project	Deliverable milestone	Indicative Development results	Indicative project cost	
					FY26	Life
Isthmus	Onehunga	1. Onehunga Wharf Public Realm (Stage 1)	Commence construction	21,500 sqm of upgraded public space	\$0.2m	\$4.3m
	Panmure	2. Lagoon Edge Reserve upgrade	Complete construction	3,900 sqm of new and upgraded public space	\$6.5m	\$9.3m
		3. Basin View Square Stage 1	Commence deconstruction	340 sqm of new public space	\$0.6m	\$1.0m
North	Northcote	4. Northcote Community Hub and Puāwai / Cadness Reserve upgrade	Commence construction	1,500 sqm of new and refurbished community hub space, 6,700 sqm of upgraded open space	\$2.9m	\$30.5m
		5. Northcote Town Centre Ernie Mays Street streetscape	Commence construction	4,100 sqm streetscape	\$4.5m	\$20.4m
Reg	Renewals	6. Onehunga Wharf water reticulation network	Commence construction	Upgrade asset to meet compliance requirements	\$0.7m	\$0.7m
		7. Westhaven Marina work depot	Complete construction	Replacement of critical infrastructure at end of life	\$0.4m	\$1.5m
South	Manukau	8. Hayman Park wetlands	Complete construction	9,000 sqm of upgraded open space	\$6.6m	\$11.2m
		9. Puhinui Regeneration - Te Aka Raataa - Stage 1 Raataa Vine	Complete construction	11,240 sqm upgraded open space	\$1.6m	\$5.0m
		10. Osterley Way at Civic Streetscape works	Commence construction	1,660 sqm enhanced connections	\$3.5m	\$5.4m
	Papatoetoe	11. Stadium Reserve upgrade	Complete construction	Connections - Cycleway / Shared User Path: 1,548m <sup>2</sup> Public Realm - New: 3,735m <sup>2</sup> ; Upgraded / Improved / Renewed 10,757m <sup>2</sup> ; Total: 16040m <sup>2</sup>	\$5.7m	\$8.8m
	Pukekohe	12. Market precinct: Devon Lane, Roulston St & town square enhancements	Commence procurement process for contract works	4,100 sqm of upgraded public space	\$0.4m	\$10.0m
Waterfront		13. Te Ara Tukutuku enabling works	Complete construction of capping layer	Enables future delivery of 50,000 sqm of new open space	\$2.7m	\$4.8m
West	Henderson	14. Catherine Plaza	Complete construction	950 sqm of upgraded public space	\$2.4m	\$3.1m
	Avondale	15. Avondale Civic Precinct	Commence construction	5,000 sqm of new and upgraded public space	\$2.7m	\$16.8m

## Quarterly Risk Report

Author: Kingsha Changwai, Manager Corporate Risk and Reporting

May 2025

### Whakarāpopototanga matua | Executive summary

1. The Corporate risk register was reviewed and updated by the ELT 20 May 2025 and is presented to the board for information as **Attachment A** of this report.
2. Overall, there were no new risks identified, but with significant ELT focus and debate on some key risks addressed below. This has resulted in an increased rating for one risk. In respect of three risks there were significant updates from mitigations/controls. Clearly in the context that the organisation is to go out of existence on 30 June, a real level of risk exists. However, for reasons explained, given the extent of mitigation/control, the overall risk profile for the change related risks remained stable.

### Matapaki | Discussion

#### Summary of the Corporate Risk update

##### Increase in risk rating

3. **Risk 5 – Pressure of unbudgeted work has increased in rating.** The increase in rating relates to new and additional areas of responsibility identified for the new operating model which is to come into effect on 1 July. For obvious reasons, the full shape and nature of these additional responsibilities, such as a Group leadership role in significant Greenfields locations for the Auckland Development Urban Office (AUDO), these have yet to be planned in detail and assessed for resourcing implications. Over time these may well involve significant workloads for the AUDO. Similarly, the new Property department is to have a council group property system leadership role which is not in existence in the group currently and will, over time, require resource. Addressing these challenges will be an early priority respectively for the AUDO and Property department. In the meantime, it seems appropriate to increase this risk rating.

##### Significant risk mitigation updates

4. **Risk 2 – Change or amount of change affecting delivery or programme momentum.** During May, a finalised change decision document was released to staff confirming the final structures. These clarify that the great majority of our staff will move to the AUDO, the Property department or one or other of the council support departments. This has provided the great majority of staff with certainty. Those staff will be receiving a letter before the end of the month confirming individual roles and applicable terms and conditions.
5. However, the staff not in this category includes the entire leadership team as well as certain other staff whose roles have been significantly affected by the change. Those staff have an opportunity to seek new roles in the structure through an expression of interest process which closed on 21 May, apart from the role of GM Auckland Urban Development Office which closes on 28 May, and which

was advertised internally and externally. The recruitment decision making is scheduled to progress quickly.

6. It is envisaged that Eke Panuku staff moving to council group shared services such as procurement and finance will continue to support the AUDO and the Property department at least for the foreseeable future until different arrangements may be agreed.
7. Extensive work is progressing to ensure no disruptions to systems, processes, and decision-making post 1 July. As much as possible existing processes will carry over with a strong focus on the delegations framework to enable continued timely decision making. Overall, we are helped by the fact that many business activities are already using core council systems and processes such as SAP and the council procurement system. In other instances, some Eke Panuku systems, such as Opal 3 that monitors progress in the corporate business plan, will discontinue and council systems will be used. Obviously, much is yet to be finalised. A further issue noted is that with the local government elections in October this year the council enters a period where the elected representative decision making process is in abeyance and which has an effect on overall council committee decision making and similar.
8. Our overall balancing of all these matters has left the risk rating the same as previously but will obviously require close monitoring.
9. **Risk 3 – Failure of or prolonged unavailability of infrastructure assets.** As part of its continuous improvement approach in this area, Eke Panuku commissioned a post-project review for the Wynyard Crossing bridge remediation work. This has been reported to the board and subsequently to our shareholder. It provides good learnings going forward to improve performance in this area.
10. **Risk 4 – Capacity to retain and attract staff.** This risk has a very close relationship to risk 2 with many of the factors and mitigations relevant to both. Staff retention is addressed above and in terms of attracting staff, where appropriate, we are continuing to recruit roles such as marina workers with other vacancies being left for the post July leadership.
11. There were no other significant changes to other corporate risks and controls.

## **Nga whiringa me te taatai | Options and analysis**

### **Kua whakaarohia nga whiringa | Options considered**

12. N/A.

### **Ngā ritenga ā-pūtea | Financial and resourcing impacts**

13. N/A.

### **Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations**

14. Corporate risks are included in the risk register.

### **Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts**

15. N/A.

## **Tauākī whakaaweawe Māori | Māori outcomes impact**

16. Risk management is a process that contributes to managing uncertainties to objectives and goals including Māori outcomes.

## **Tauākī whakaaweawe āhuarangi | Climate change impact**

17. Risk management contributes to projects and operational parts of the business identifying climate threats and opportunities that require management or realisation respectively.

## **Ngā koringa ā-muri | Next steps**

18. N/A.

## **Ngā tāpirihanga | Attachments**

Attachment A – Eke Panuku Corporate Risk Register

Note:  
Red text - marks changes

Ref ID #	Risk Description and Cause	Impact	Current Assessment (Controlled)		Residual Rating				Risk Owner	Risk change (QTR)
			Existing Mitigations		Likelihood	Consequence	Risk Score	Risk rating		
1	<p>Delivery of development outcomes is affected by the slow property market and economic factors such as high inflation and cost of debt and tighter lending requirements. This affects the delivery of SOI asset sale targets and regeneration outcomes including new dwelling units.</p> <ul style="list-style-type: none"> <li>It is taking longer to attract development partners with capacity to meet Eke Panuku's outcomes, especially for town centre developments.</li> <li>Development partners with existing development agreements are delaying development until financial viability improves due to current market conditions.</li> <li>Interest and inflation rates are reducing but there is a lag before the impact flows through to the property market. Business confidence is low, there is disincentive to spend. These affect feasibility for building new stock.</li> <li>Developers are seeking longer conditional periods to obtain resource consent and acceptable level of presale.</li> <li>Potential increase in development contributions (DCs) by council to fund for infrastructure costs can have an impact on our development partner's project feasibility.</li> </ul>	<p>Planned delivery of current commitments/ targets (SOI and LTP). (The challenging property market with reduced demand has meant that we are at risk of not meeting our current and future asset sale and new dwelling unit targets).</p> <ul style="list-style-type: none"> <li>Current market condition / demand impacts delivery of programme and the Asset Sales targets.</li> <li>Increase cost of development from construction and funding costs make development feasibility less viable.</li> <li>Delay in the delivery of existing development agreements with partners, affected by the property market slow down and lack of pre-sales.</li> <li>Potential development partner default on debt payments.</li> <li>Delay in delivering outcomes or delivering reduced outcomes can impact our reputation e.g. number of dwellings.</li> </ul>	<ul style="list-style-type: none"> <li>We will monitor and discuss terms and conditions with our development partners in order to enable presales, funding and resource consent in slower market conditions.</li> <li>Active engagement with potential and current development partners</li> <li>Ongoing feedback and relationship building - selection of development partners, annual research to understand partners' perceptions of Eke Panuku to address any issues</li> <li>Regular updating and review of divestment strategy, carefully chosen to suit market</li> <li>Monitoring and reviewing market conditions in respect of partnership opportunities with developers for mutually beneficial outcomes, anticipated 12-18 months rebalancing of the market</li> <li>Policy and process for selecting development partners.</li> <li>Development partner due diligence at partner selection process and Eke Panuku working with certain development partners with track record.</li> <li>Development negotiation process (including arbitration)</li> <li>Development monitoring and enforcement of development agreement terms and conditions, and renegotiating settlement period, monitoring to include quality outcomes such as Homestar and Green star, including reporting.</li> <li>DA terms - Eke Panuku taking land back after partner breach of agreement and loss of partner deposit.</li> <li>For multistage developments, rights of cancellation if milestones or sunset dates are not met, settling the land in stages on separate titles as development progresses.</li> <li>Tripartite agreement terms and conditions. Lender screening process, some reliance is placed on lender's tighter screening of development partners under the current environment when seeking finance and the property title does not pass until funding is approved.</li> <li>Monthly PSG monitoring, covering when developments commence and monitoring development programme.</li> <li>Monitor the impact of the impact of increase in development contributions by council to fund infrastructure costs can have an impact on our development partners' project feasibility, especially areas with significant increase in DC once the policy id operations 1 July 2025.</li> </ul>		4	4	16		Allan Young	→

Ref ID #	Risk Description and Cause	Impact	Current Assessment (Controlled)				Residual Rating				Risk Owner	Risk change (QTR)
			Existing Mitigations				Likelihood	Consequence	Risk Score	Risk rating		
2	<p><b>Change or amount of change in the council group impacts regeneration and property future service delivery and programme momentum.</b></p> <p><b>Eke Panuku Change:</b> New structure is not effective in delivering the agreed urban regeneration programmes and maintaining momentum.</p> <p>There is a considerable workload and short timeframe to implement -the change approved by the council.</p> <p><b>No political decisions can be made during Local government election period, can affect decision making.</b></p> <p><b>Council and other CCO changes:</b></p> <p><b>Impact on programme delivery momentum -</b> Changes to other CCOs and Council department's key personnel can affect agreements or arrangements in place to progress regeneration in town centres.</p>	<p><b>Eke Panuku:</b></p> <ul style="list-style-type: none"> <li>• Delivery of commitments - loss of programme momentum or inability to deliver targets due to disruptions.</li> <li>• Loss of critical staff due to uncertainty</li> <li>• Decline in staff morale, engagement and well being affects programme momentum.</li> <li>• Inefficiencies, wastage and rework</li> <li>• Decline in Stakeholder confidence in Eke Panuku.</li> </ul> <p><b>Council and other CCO changes:</b></p> <ul style="list-style-type: none"> <li>• Time required to re-establish agreements or approaches and build relationships cause delays to projects and programmes.</li> <li>• Our focus is continuing to stay in touch with the changes and focus on reconnecting with those that works with us on our regeneration and property activities.</li> <li>• <b>During Local government election period, no decisions by elected representatives are made until governing body, council committees and local boards are formed. New elected members may not be familiar with regeneration projects.</b></li> </ul>	<p><b>Eke Panuku change:</b></p> <ul style="list-style-type: none"> <li>• <b>New structure approved 14 May 2025.</b></li> <li>• <b>Senior roles are going through recruitments process closing 21 May, AUDO GM closes 1 week after as advertised externally. There is still a risk some seniors roles may not be filled affecting continuity.</b></li> <li>• <b>Work on systems and processes and legal requirements to support Day 1 operations under the new structure is progressing.</b></li> <li>• <b>Governance and management arrangements, including delegations for future decision making are also being progressed.</b></li> <li>• <b>Backup arrangements for any issues that arise post implementation.</b></li> <li>• <b>Effective and timely staff and stakeholder engagement and communication during the change process.</b></li> </ul> <p><b>Council and other CCO changes</b></p> <ul style="list-style-type: none"> <li>• Re-establish contacts and maintain existing agreements and arrangements with CCOs and council departments going through change to minimise impact on delivery momentum.</li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>• <b>Review of project deliverables and decisions, early timing of decisions if possible.</b></li> <li>• <b>Council process for briefing new elected members, including local board post election.</b></li> </ul>	4	4	16		Transition workstreams and programme.  Workstream Lead - Brenna and Pam.	→			
3	<p><b>Failure of, or prolonged unavailability of infrastructure/ public assets</b> such as bridges, wharves and seawalls due to the age, asset wear and tear and impact of weather or hazard events. Uncertainty in funding for significant renewals or asset replacement beyond the 10 year LTP.</p> <p>(Excludes residential and commercial properties.). **</p> <p><b>**ARC Note 26 02 2024:</b> "In the failure of infrastructure/ public assets, management and the board are aligned, if there is critical health and safety risk the asset or activity will be closed or stopped until the risk or issue is resolved".</p>	<ul style="list-style-type: none"> <li>• Asset service level disruption.</li> <li>• Reputation impact</li> <li>• Levels of services decrease as assets age.</li> <li>• Outage of critical assets impact services and Eke Panuku reputation due to wider user and stakeholder impacts</li> <li>• Serious injury</li> <li>• Poor reputation</li> <li>• Legal consequences</li> <li>• Financial, increase cost of maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Council Group AMP development timeline and process led by the Council Group AM Steering Group informing LTP2027-37 Renewal and Maintenance Programme and Budgets.</li> <li>• Group Asset Management Maturity review/ assessment and improvements led by AM Centre of Excellence of the Council.</li> <li>• Critical assets framework that guides consistent identification of critical assets for the group is going through development and will be released shortly.</li> <li>• Delivery of funded maintenance and renewals programme in the 2024-34 LTP.</li> <li>• Preventative maintenance of mechanical assets or high wear and tear assets at the Waterfront.</li> <li>• Eke Panuku's own programme of continuous review and update of asset information and planning. This includes a programme of condition surveys undertaken on a cyclical basis to ensure currency of asset data/information informing AMPs. Also ongoing, structural and engineering reviews/ assessments are undertaken as needed.</li> <li>• <b>Wynyard Crossing Bridge post project review and implementation of recommendations.</b></li> <li>• Insurance cover for properties and infrastructure assets above ground.</li> </ul>	4	4	16		Marian Webb	→			

Ref ID #	Risk Description and Cause	Impact	Current Assessment (Controlled)				Risk Owner	Risk change (QTR)	
			Existing Mitigations						
			Likelihood	Consequence	Risk Score	Risk rating			
4	<p><b>The ability to retain and attract talent.</b></p> <p>Some of the key factors include:  Staff leaving the organisation due to increased uncertainty due to the change.  Potential staff not attracted to an organisation going through change.  Staff may not like the new operating model.  Shortage of certain skills in the labour force despite rising unemployment as a result of increasing trend on outward migration making it more difficult to find staff with right skills.  Also inability match competitive market salaries.</p>	<ul style="list-style-type: none"> <li>• Delivery of commitments - disruption to programme delivery</li> <li>• Operational capability reduced</li> <li>• Employment brand is impacted by publicised changes to CCOs, Boards, management and budgets.</li> <li>• Difficulty recruiting staff with required skills</li> <li>• Time and cost of employing new staff</li> <li>• Expectation around salary increases at review time</li> <li>• Internal inequality of salaries</li> <li>• Staff leaving for stability, better opportunities and benefits</li> <li>• Loss of intellectual knowledge</li> <li>• Downtime/ lost momentum due to replacement of key staff that depart.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Operating model and structure final approval 14 May 2025.</b></li> <li>• <b>Recruitment of senior management roles.</b></li> <li>• <b>Induction of staff from other parts of the council.</b></li> <li>• Effective staff engagement and timely communication on change and progress.</li> <li>• Leadership maintaining delivery focus during time of change.</li> <li>• Talent and succession planning, led by people and culture team.</li> <li>• Initiatives to improve retention include staff engagement survey and feedback</li> <li>• Wellbeing support for staff including financial wellbeing webinar</li> <li>• Initiatives to improve employee experience; total rewards and continued focus on organisational culture.</li> </ul> <p><i>Overall, worsening economic conditions and increasing unemployment has had an indirect impact on lowering this risk.</i></p>	4	4	16		Brenna and Alaina Cutfield	→
5	<p><b>Pressure of unbudgeted new work</b></p> <p>Unbudgeted work arising from our external environment, <b>such as increase scope of activities for regeneration e.g. Greenfield locations and new brownfield locations to be considered and approved by council</b>, changes in political direction, priorities and partnerships, Council or government.</p> <p>This could be via projects, priorities, policy or legislative changes. This impacts business resources, priorities and ability to deliver agreed programmes.</p> <p>Increase scope of activities such as leading greenfield development that needs to go through detail planning and resourcing.</p>	<ul style="list-style-type: none"> <li>• Delivery of existing Commitments - resulting in work delays and rephasing. legislative changes.</li> <li>• Due to the timing of the change, staff may have to do change related work on top of existing work.</li> <li>• Impact on reputation with stakeholders or communities. If unable to deliver/manage new work or delays to other work; or if the new work is perceived to be outside current role/mandate</li> <li>• Future programme and funding model may not be satisfactorily resolved, due to other council priorities and workload pressures</li> <li>• Staff wellbeing and higher stress levels including loss of focus</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Detailed planning, budgeting and resourcing for new regeneration activities.</b></li> <li>• <b>Council approval new locations and programme, together with budgets.</b></li> <li>• Review list of potential legislative / policy changes and potential implications.</li> <li>• Staying in touch on Central government changes and working through council on legislative, policy and key project changes and respond as part of the council family, redeploying resources to focus on new projects or policy areas in response to central government changes.</li> <li>• Corporate Business Planning process. A new business plan/ service delivery plan will be developed after the Operating model is approved.</li> <li>• Projects, Programmes and targets are reviewed and updated to the support the planning.</li> <li>• Planning to included new priorities of the Council</li> <li>• Separate Governance, management and resourcing of transition activities via the CCO Reform Programme.</li> <li>• More detail planning of new areas of work e.g. green fields post change including resourcing and budgets.</li> </ul>	4	4	16		Brenna Waghorn/ Marian	↑

Ref ID #	Risk Description and Cause	Impact	Current Assessment (Controlled)	Residual Rating				Risk Owner	Risk change (QTR)
			Existing Mitigations	Likelihood	Consequence	Risk Score	Risk rating		
6	<p><b>Low number of projects in the future pipeline ready for delivery impacts our programme (sales, renewals and capital works).</b></p> <p>Development sales - there are less properties cleared by council for sale or development, properties in the pipeline or identified by the council group have issues that take time to clear including.</p> <p>The property review progressing as part of the will identify process improvements to maintaining the pipeline of properties for sale.</p> <p>Longer term renewal programme development in line with asset management plans.</p> <p>Capital project stakeholder inputs, design, consent and other issues taking longer to resolve for projects to reach delivery stage.</p> <p><i>Council has included a group target of \$300m assets sales target in the draft LTP which Eke Panuku will contribute to.</i></p>	<ul style="list-style-type: none"> <li>• Delivery of commitments due to reduced projects in the pipeline, affects the momentum of the programmes.</li> <li>• Future performance targets may not be met.</li> </ul>	<ul style="list-style-type: none"> <li>• Working with the Council group on the \$300m target identified in the draft LTP including Eke Panuku's share of the target and timing of unconditional sales.</li> <li>• <b>Continue working on existing Pipeline of development, capital projects and asset renewal projects.</b></li> <li>• <b>Future pipeline of significant development areas such as Port Land, CRL developments, Eastern Busway and Northcote.</b></li> <li>• <b>Property renewal programme developed as as part of Asset management planning for the next LTP.</b></li> <li>• <b>Risk relates to general asset sales pipeline dependent on council approval.</b></li> <li>• Working with the Council on property review including our role, and clearing of assets for sale to maintain the pipeline of <b>general assets for sale.</b></li> <li>• Opportunities with other CCOs and Council group for sales</li> <li>• Some indirect impacts of the property review around clarity of roles e.g. leading property clearance, principles on holding property and other aspects of the property framework that can improve efficiency.</li> </ul>	3	4	12		Marian Webb/ Ian	→
7	<p><b>Delivery of programmes, including infrastructure, on time, cost, quality and to expectations</b></p> <p>The effective conversion of strategic outcomes into well-defined packages of work that can be reliably delivered to achieve programme outcomes in line with scope, time and budget parameters in a rapidly changing economic environment affecting council group funding and finances.</p>	<ul style="list-style-type: none"> <li>• Delivery of commitments and services.</li> <li>• Not achieving Priority location outcomes.</li> <li>• Not meeting scheduled / expected delivery dates.</li> <li>• Negative impact on Eke Panuku's reputation and loss of trust with stakeholders.</li> <li>• Reduced scope or components of projects.</li> <li>• Legal challenge to our PWA process slows down acquisitions.</li> </ul>	<ul style="list-style-type: none"> <li>• Due diligence and monitoring.</li> <li>• Building a culture of achieving delivery outcomes.</li> <li>• Improved quality of overall planning, reliable project pipeline and enhanced programme and project management monitoring.</li> <li>• Consolidated Centre of Excellence in procurement and project management.</li> <li>• Developing people capability through Community of Practice, training, and sharing of lessons learnt.</li> <li>• Prioritisation resulting from more careful planning</li> <li>• Focus on programme and projects external dependency management (heightened because of financial constraints in the LTP and change) through PSG including quarterly review.</li> <li>• Improved standards, documentation and processes to ensure fit for purpose enabling work process.</li> <li>• Smart procurement</li> <li>• Better utilisation of internal resources and contractors and new Sentient Resources Module roll-out</li> <li>• Enhancing requirement for project scheduling to support project planning and training.</li> <li>• Inflight project reviews to enhance efficiencies</li> <li>• PfMO frameworks and process improvements.</li> <li>• Improving project delivery via completing initiatives identified from an external independent review of projects in flight.</li> <li>• Support by Council legal for the challenge of our PWA process. Any improvements/ learnings to be incorporated into future process improvement.</li> <li>• Reporting on current urban regeneration programmes to council subcommittees.</li> </ul>	3	3	9		Ian Wheeler	→

Ref ID #	Risk Description and Cause	Impact	Current Assessment (Controlled)		Residual Rating				Risk Owner	Risk change (QTR)
			Existing Mitigations		Likelihood	Consequence	Risk Score	Risk rating		
8	<p><b>The business does not adequately prepare for and manage the risks of climate change on its business.</b></p> <p>Climate change means Auckland will face increasing extreme weather events, drought, sea level rise, more hotter days and more days of heavy rainfall.</p> <p>Auckland Council is committed to</p> <ul style="list-style-type: none"> <li>reducing our greenhouse gas emissions by 50 per cent by 2030 and achieve net zero emissions by 2050.</li> <li>adapting to the impacts of climate change by ensuring we plan for the changes we face under our current emissions pathway.</li> </ul> <p>Auckland Council is increasing its expectations of the group in relation to setting climate change targets, governance, risk assessment and reporting. The council group has to comply to Climate Standard 1 (CS1) issued by the External Standards Board or XRB 30 June 2024.</p> <p>In relation to the managed portfolio, we have delegated authority to manage and plan for these assets on behalf of council. We are responsible for assessing climate risks and mitigations and undertaking appropriate actions, advising council where necessary.</p>	<ul style="list-style-type: none"> <li>Natural and Built environment impacts.</li> <li>Property and assets are damaged.</li> <li>Increased costs, but inadequate funding for asset renewal, maintenance and repair.</li> <li>Potential for stranded assets – we need to retain and operate but they have climate risks.</li> <li>Services are disrupted, e.g. marinas, business tenants.</li> <li>Development projects are delayed</li> <li>Capital delivery projects are delayed</li> <li>Capital delivery projects cost more in terms of resilient design.</li> <li>Events and placemaking are disrupted making it harder to test ideas and build community engagement and support.</li> <li>Eke Panuku fails to meet shareholder, community and government expectations, to play a leadership role in demonstrating low carbon and climate resilient development.</li> <li>Carbon reductions targets missed and Toitu status downgraded from carbon reduce to measurement only.</li> <li>Membership of Climate Leaders Coalition may be forfeited.</li> <li>Fail to implement or sufficiently address the climate reporting requirements.</li> </ul>	<p><b>A) Managing climate change risk to the business:</b></p> <p><b>Setting sustainability policies/ standards and monitoring progress.</b></p> <ul style="list-style-type: none"> <li>We have adopted a climate change strategy, performance standards for residential, commercial and mixed-use development and sustainable design guidance for our capital projects, and sustainable procurement targets (supporting waste minimisation and supplier diversity) consistent with our role in leading urban regeneration on behalf of council. Our key impact is enabling intensification of housing around transport nodes. Policy setting will be kept under review.</li> <li>Annual Corporate Business Plan Climate identify initiatives that will be delivered annually.</li> </ul> <p><b>Understanding and managing risk:</b></p> <ul style="list-style-type: none"> <li>Working with council to understand impacts from recent flooding and cyclones to incorporate into our planning ( e.g. working with Healthy Water on using the climate modelling for flood events that impact assets/ properties).</li> <li>Work with the new Council Coastal assets team that is taking the lead on Shoreline Adaptation Plans for the Auckland region and interventions. Also working with the council Infrastructure Strategy team on future levels of service (LOS) and future funding options.</li> <li>Specifically identifying and managing climate risks in our asset management planning,</li> <li>Implementing EY recommendation on embedding processes for managing climate risk and opportunities in key business areas.</li> <li>Council group transition planning and our own transition planning.</li> </ul> <p><b>B) Meeting the Climate Financial Disclosure requirements for the business:</b></p> <ul style="list-style-type: none"> <li>A plan for meeting TCFD requirements including resourcing. Key areas covered in the plan include Governance and management, strategy, risk management and performance measures and targets.</li> </ul>	3	3	9		Brenna Waghorn / Carl	→	
9	<p><b>Extreme weather events disrupting development, property and marina management activities.</b></p> <p>The greater frequency of extreme weather events leads to increased risk of serious damage to property and land, and a revised use of land for development / regeneration.</p>	<ul style="list-style-type: none"> <li>Natural and Built environment, damage to property and land</li> <li>Reputation</li> <li>Repair costs and lost income</li> <li>Significant value loss to land due to change of use from vulnerability or inability to insure, and associated reputational risks</li> <li>Impact on surplus return from properties leased.</li> </ul>	<ul style="list-style-type: none"> <li>Business continuity plans, CMT Plan and working with Council's AEM Unit.</li> <li>Response maintenance contracts and renewal contracts for damaged properties.</li> <li>Insurance cover for properties covering material damage and least revenue.</li> <li>Further work progressing with the Council Group on risk assessment relating to more frequent and severe weather events that will affect assets (sites) and activities such as properties in flood prone areas.</li> <li>Stormwater assessment, a mandatory requirement for projects. Natural Hazards analysis for properties and planning.</li> <li>Partnering with developers to achieve beneficial outcomes to mitigate impacts from flooding and inundation.</li> <li>Learnings/ experience from sites affected by inundation and flooding, including diligent research of developmental areas influence design and planning.</li> </ul>	3	3	9		Marian Webb/	→	

Ref ID #	Risk Description and Cause	Impact	Current Assessment (Controlled)				Risk Owner	Risk change (QTR)
			Existing Mitigations					
10	<p><b>Cyber attack on computer systems</b></p> <p>Cyber attack on council's servers from external agencies, increase in phishing emails and texts especially at senior management level.</p>	<ul style="list-style-type: none"> <li>Operational capability reduced</li> <li>Restriction of access to information on servers</li> <li>Loss of data</li> <li>Inconvenience and downtime</li> <li>Cost of recovery</li> <li>Temporary loss of productivity</li> <li>Breach of proprietary information.</li> </ul>	<ul style="list-style-type: none"> <li>Cyber security under the control of Auckland Council</li> <li>Staff information on cyber security risks and compliance testing</li> <li>Very high levels of security and firewalls</li> <li>Back up server sites/ data centres (cloud)</li> <li>Marina project on system replacement and backup</li> <li>Cyber - Self Insurance Fund</li> <li>Cyber security training during induction</li> <li>Phishing awareness exercises run through Council IT team</li> <li>Continued work by Council ICT team on security measures</li> <li>Business continuity plan</li> </ul>	3	3	9	Carl Gosbee	→
11	<p><b>New programme of acquiring storm damaged properties</b> for Auckland Council puts pressure on existing resources and programmes. This is a new programme of work funded by council as part of the Auckland Recovery Plan.</p> <p>Dependencies include council decisions and information we rely on and contractor capacity to deliver. There is also increasing requests for specialist staff to support the next stages of the programme.</p> <p>Council has yet to decide future use of properties acquired.</p>	<ul style="list-style-type: none"> <li>Delivery of existing Commitments - resulting in work delays and rephasing.</li> <li>Significant work required to complete acquisitions</li> <li>Sensitive issues with affected communities, high reputation risk.</li> <li>Timing is critical due to frustrated property owners. Impact on reputation due to time taken to reach agreement.</li> <li>Potential impact on external resources</li> <li>Impact on Eke Panuku resources carrying out business as usual.</li> </ul>	<ul style="list-style-type: none"> <li>Council plan and key decisions.</li> <li>Working closely with the Auckland Recovery Office (ARO) on activities/ programme, resourcing and budgets.</li> <li>All communications is via the ARO.</li> <li>Communication with affected parties to be led by the ARO.</li> <li>Legal delegations to Eke Panuku.</li> <li>Budget for external resources and additional internal resources.</li> <li>Optional/ Voluntary process - it must be noted that this is an "optional process", voluntary from the homeowner's perspective.</li> <li>Re-scoping - reconfirm scope and project resource requirements as project reaches next stages. Next stage is looking at future use of acquired properties.</li> </ul>	3	3	9	Allan Young	→
12	<p><b>Staff wellbeing</b></p> <p>The uncertainty created by change in structure. approved by the council impacts staff wellbeing.</p> <p>Increasing pressure on staff wellbeing due to stretched resources, health issues and personal circumstances resulting from higher cost of living (e.g. mortgage interest rates), scrutiny by public on staff e.g. public meetings.</p>	<ul style="list-style-type: none"> <li>Threat to staff engagement as a result of change.</li> <li>Delivery of commitments and services.</li> <li>Individual stress compounded by other factors such as higher cost of living</li> <li>Staff burn out</li> <li>Personal impacts on physical health</li> <li>Potentially higher sick leave</li> <li>Loss of productivity</li> <li>Loss of staff</li> <li>Higher underlying stress levels</li> <li>Winter may bring a higher number of infections</li> </ul>	<ul style="list-style-type: none"> <li>Wellbeing actions in the Health Safety &amp; Wellbeing Plan Year 2</li> <li>Staff feedback from Engagement surveys and resultant action planning</li> <li>Staff one on one meetings and leave monitoring.</li> <li>Increased use of 'Instep' and other support services</li> <li>Promotion of mental health awareness and resilience training</li> <li>More training on stress management for line managers</li> <li>Promoting Council's total benefits scheme</li> <li>Proactive focus on staff wellbeing by ELT and Hautu People Leaders</li> <li>Better overall programme planning and prioritisation decisions</li> <li>Hybrid working arrangement to ease travelling and transition concerns</li> <li>Wellness working group established and strategy being developed</li> <li>Financial wellbeing Webinar</li> <li>Effective staff engagement and timely communication on change and progress.</li> <li>Management support for staff at public meetings</li> <li>Conflict management training</li> <li>Wellbeing survey and Psycho social assessment completion.</li> </ul>	3	3	9	Carl Gosbee Alaina	→

Ref ID #	Risk Description and Cause	Impact	Current Assessment (Controlled)				Residual Rating				Risk Owner	Risk change (QTR)
			Existing Mitigations				Likelihood	Consequence	Risk Score	Risk rating		

Likelihood	5					
	4				1,2,3,4,5	
	3			7,8,9,10,11,12	6	
	2					
	1					
		1	2	3	4	5
		Consequence				

## Eke Panuku Quarter Three Report to Auckland Council

Author: Kingsha Changwai, Manager Corporate Risk and Reporting

May 2025

### Whakarāpopototanga matua | Executive summary

1. The council quarter three (QTR3) report is provided to the Board for information for the quarter ending 31 March 2025.
2. A copy of the QTR3 report is included as **Attachment A** of this report.

### Matapaki | Discussion

3. The QTR3 report was submitted to the council on 28 April 2025. The QTR3 report content is consistent with information contained in the Board QTR3 Dashboard in April.
4. The QTR3 report summarises the results and achievements of the company for the quarter ending 31 March 2025. The report includes key highlights and progress for the quarter.
5. Operating financial results year to date were favourable and SOI targets are mostly on track, except asset sales and net dwelling numbers.

### Nga whiringa me te taatai | Options and analysis

#### Kua whakaarohia nga whiringa | Options considered

6. N/A.

#### Ngā ritenga ā-pūtea | Financial and resourcing impacts

7. N/A.

#### Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

8. The delivery of development outcomes and asset sales is affected by the challenging property market, economic conditions and uncertainty on the impact of development contributions policy on some developments. The other key risk relates to the impact of CCO reform and property review on delivery momentum, this has however reduced after the release of the delivery model and draft structures for consultation.

#### Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

9. N/A.

#### Tauākī whakaaweawe Māori | Māori outcomes impact

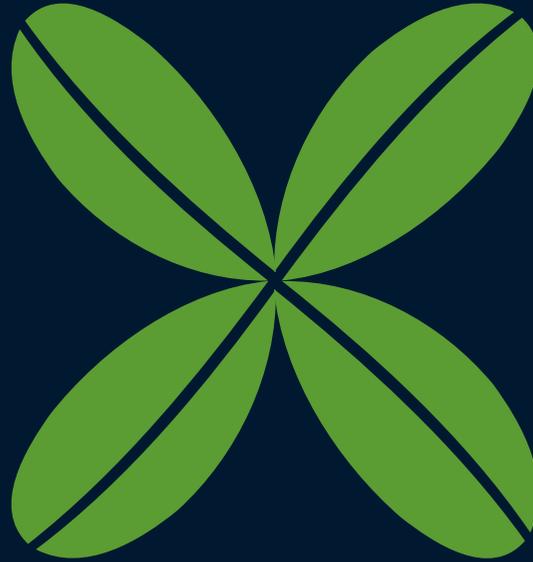
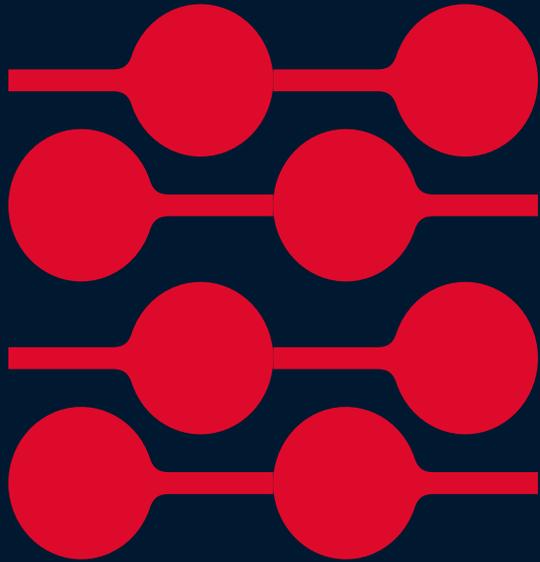
10. Information on Māori outcomes, commercial opportunities, engagement, culture and identity, and environment are covered on page 5 of the QTR3 report.

## **Tauākī whakaaweawe āhuarangi | Climate change impact**

11. Information on climate change and sustainability such as planning and delivery of deconstruction projects to enable redevelopment, climate related disclosure, supplier diversity targets, waste minimisation and blue green networks and community engagement are covered on page 5 of the QTR3 report.

## **Ngā tāpirihanga | Attachments**

Attachment A – Eke Panuku Quarter 3 report to Auckland Council



# Quarterly Performance Report

# Eke Panuku Development Auckland

2024/2025 Quarter 3

For the 9 months ended 31 March 2025



# Q3 – At a glance

## Executive Summary

Good progress has been made on our capital projects this quarter to enable creation of new development sites, enhanced access and public realm improvements. The developed design for the **Northcote town centre streets project** is now complete and resource consent has been lodged. The planned extension to Ernie Mays Street will enable optimum development sites and address flooding risk. In **Old Papatoetoe**, works on the **Chambers Laneway** are now complete. This project delivers safer public spaces and improved pedestrian and public transport user experiences. Works have started on the **Stadium Reserve** and **Cambridge Terrace Extension**, a high-quality open space and civic amenity project that also enables new development sites. **Precinct Property** recently completed construction of an office building as part of the **Wynyard Quarter Innovation Precinct**. **Beca House** opened in March and will be occupied by 1400 staff. This is on land sold by Eke Panuku to facilitate development of the Wynyard Quarter as part of the 2012 Waterfront Plan.

**SOI targets** - The property portfolio surplus for the quarter is \$20.7m, this is \$8.5m ahead of budget. The public realm target of 7,000 sqm has been achieved. As reported in the Quarter 2 report, the challenging economic environment and slow property market, reflected in low demand, means the targets for asset sales and completed dwellings will not be met this year. We continue to take development sites to the market to test market appetite but any improvement in market sentiment is still to appear. Once the market improves, sales are still expected to occur but will be rephased to subsequent years.

The disestablishment of Eke Panuku and the transition of business activities into council following the governing body resolution 12 December is on track. The draft operating model and structure has been released by council for consultation 20 March 2025 and decisions on the final operating model and structure are expected on 8 May. Initiatives to ensure continuity of business activities and projects in relation to systems and processes are also on track.

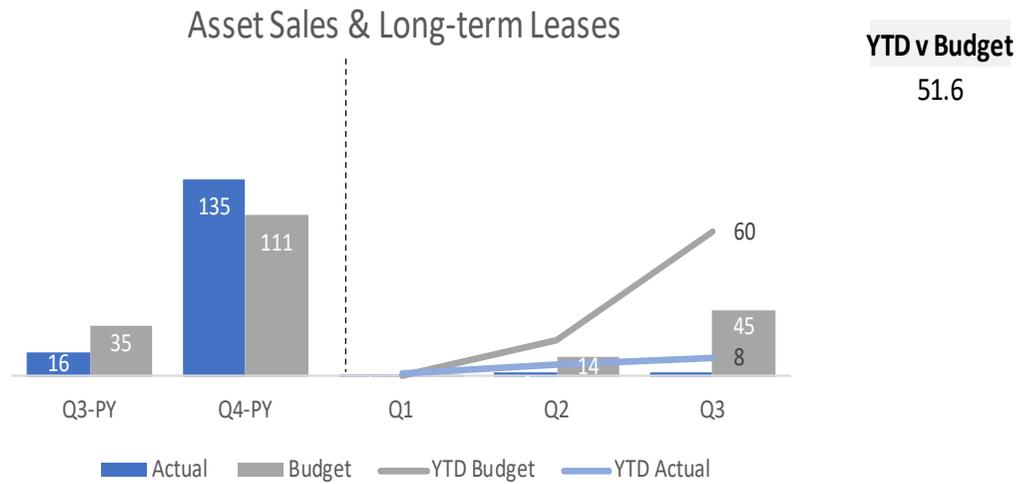
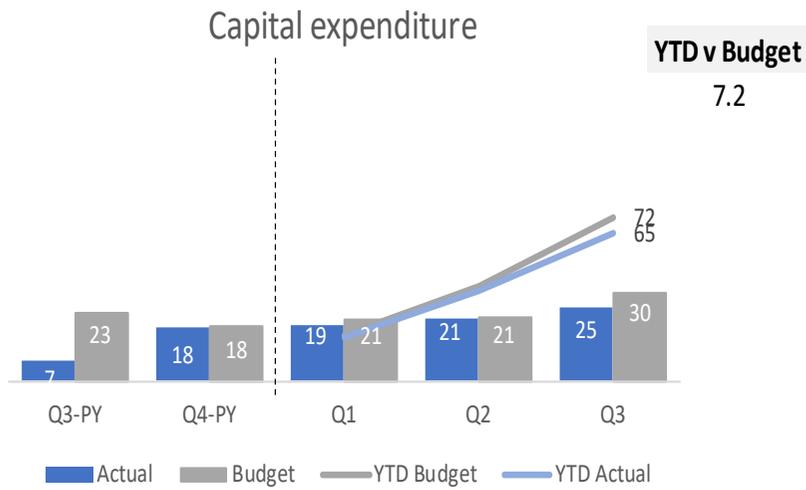
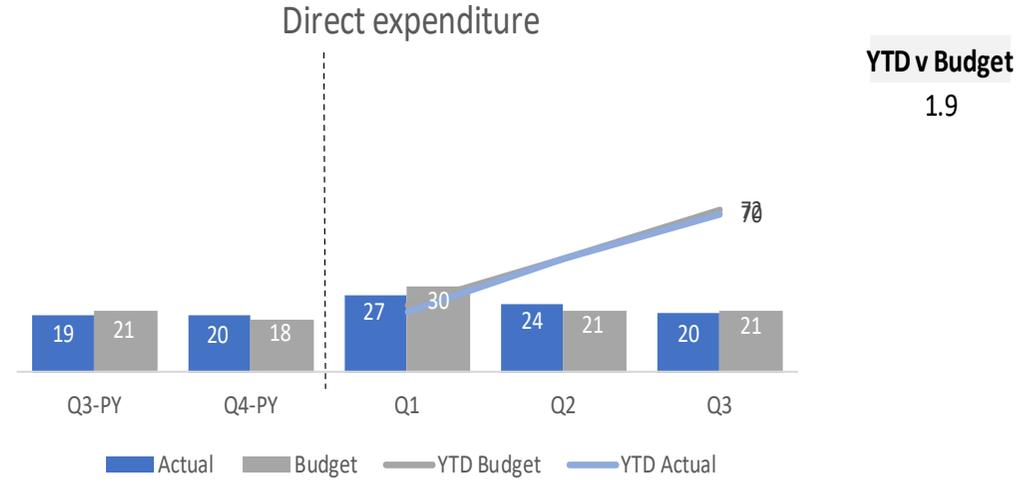
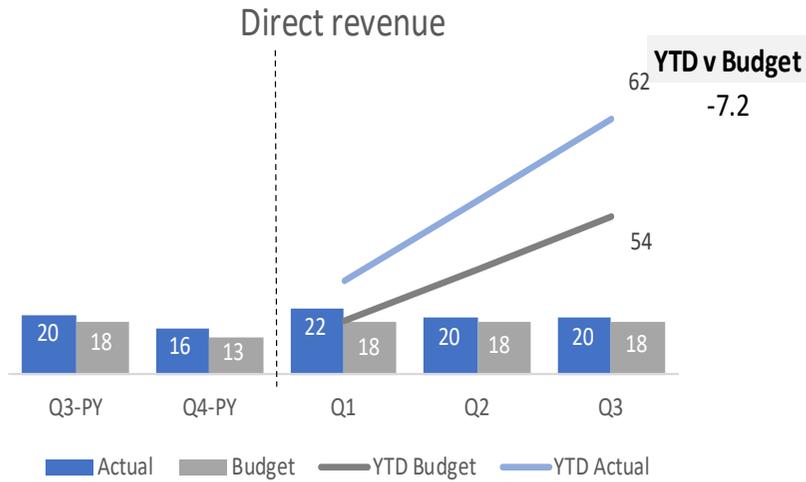
## Financial Performance

**Direct revenue** continues to be favourable to budget and is now \$7.2m ahead of budget year to date. This is mainly due to unbudgeted revenue of \$3.2m from a property lease recognised which would normally have been spread across the life of the lease. Additional revenue of \$2.6m has been received from properties that were expected to be sold or vacant properties remaining tenanted, and expenditure recoveries from tenants \$1.3m.

**Direct expenditure** is \$1.9m favourable against to year-to-date budget. **Capex is \$7.2m** below budget year to date. Significant variances relate to the Wynyard Crossing Bridge and Westhaven Seawall overspent of \$5.4m. This is partly offset by Te Ara Tukutuku Wynyard Point underspend \$3.9m and certain tenders coming in below budget estimates. The balance is made up of smaller project variances. Projects over \$5m are explained on page 12 of this report. At the end of March, **asset sales achieved** was \$8.1m. Approximately \$57m of further conditional sales are under negotiation. This is reflected in the risk sections of the quarter report.

*Note: for more details on financials, refer to the graphs on page 2 and financials section on pages 15 - 20*

\$m





## Highlights

- **In Northcote** the developed design for the **Northcote town centre streets project** is now complete and resource consent has been lodged. This project to extend Ernie Mays Street is a key part of the road network, creates optimum development sites and addresses flooding risk. It will become Northcote's main street and bus route. Resource consent has also been lodged for the Northcote community hub and Puāwai /Cadness Reserve upgrade. Detailed design is now underway for this project. Both projects are key to the success of the redevelopment of Northcote's Town Centre.
- **In Old Papatoetoe**, works on the **Chambers Laneway** are now complete. This project provides an upgraded accessway to new housing developments and open space amenities, making it safer and creating an enhanced pedestrian and public transport-user experience. Works have also started on the **Stadium Reserve** and **Cambridge Terrace Extension**, a high-quality open space and civic amenity project which will revitalise the town centre and support the use of the Allan Brewster Leisure Centre and housing developments in the local area.
- The **Westhaven Marina** has been awarded the prestigious five Gold Anchor accreditation by the Marina Industries Association. A globally recognised beacon of excellence, the Gold Anchor assessment is based on marina services, procedures and facilities. Westhaven Marina is just the second marina in NZ to achieve this rating.



## Issues/Risks

**Delivery of development outcomes** is affected by challenging economic conditions and property market. Inflation and interest rates have reduced but economic conditions are affecting demand. This affects the delivery of current and future SOI asset sale targets and regeneration outcomes including construction of new dwelling units. It is taking longer to attract partners with capacity to achieve viable projects in current conditions. We continue to monitor arrangements with existing development partners and carry out due diligence as part of development partner selection process. Where appropriate, we work with development partners on terms and conditions to reflect the slower market conditions for the developer to achieve presales, funding and resource consent. (*Projects affected are noted on page 6 of this report*).

We are also keeping a watching brief on the impact of the new development contribution policy that will come into effect 1 July 2025. Under the new policy, development contributions for some areas will increase significantly to recover infrastructure costs. If implemented, it will have a significant impact on land values in some locations, that may flow-on to increase cost of new dwellings.

**CCO reform and property review** - The Governing Body resolved to disestablish Eke Panuku, move business activities into council and for the new operational model to start from 1 July 2025. The short timeframe to design and operationalise the new operational model can have an impact on the delivery of services and programmes. Monthly updates on the Transition Programme and risks are provided to the Governing Body. While resource has been diverted to the transition, Eke Panuku remains focussed on delivering the current programmes and activity set out in the SOI.



## Key Performance Measures

Of the 12 SOI performance measures, 1 measure has met target, 6 performance measures are on track to be met by year end based on year-to-date results, 3 are off track and 2 are measured at the end of the year (surveys). The targets off track are the transform and unlock asset sales, asset recycle sales, and new dwelling numbers, all affected by the depressed property market.

Strategic performance priorities	Achieved / Ontrack	Not Achieved / Off track	Not reported this quarter	Total
Urban regeneration	2	3		5
Property and marina management	2		1	3
Sector leadership	3		1	4
<b>TOTAL</b>	<b>7</b>	<b>3</b>	<b>2</b>	<b>12</b>

*Note: for details on performance measures, please refer to the Performance measures section – Pages 13 - 14*

# Strategic alignment and key policies

## Climate change and sustainability

Projects and initiatives advanced in the quarter included:

- **Planning and delivery of deconstruction projects to enable redevelopment** – In Papatoetoe, deconstruction of the former bowling club was completed to deliver new public open space as part of the wider masterplan. Deconstruction was also progressed on buildings in Avondale to make way for Te Hono, the new Avondale Library. Deconstruction of the Norman King building has commenced in Northcote to enable the extension of Ernie Mays Street, a key connection and enabler of development. Preparation is also being made for deconstruction of the dockmaster office in Westhaven as the building has passed its useful life. In all of these projects where appropriate materials of value are identified and salvaged for reuse.
- **Supplier diversity targets** – Works on upgrading historic Te Pae Mahara Roulston Park, improving safety and accessibility, to meet the needs of a growing and more diverse Pukekohe are progressing. This project was awarded to Lite Civil, an Amotai registered Māori business, as main contractor. Clear site, another Amotai business, have completed the deconstruction of Onehunga Wharf Shed E which is at the end of its life and no longer required. It will be replaced by a hard stand space for rental.
- **Climate related disclosure** – We have been working across the business and with Council family to further embed climate considerations in our work, including in business case processes and risk management. We have been mapping climate hazards such as flooding and urban heat island effects across our neighbourhoods. We have adopted a tool to undertake an assessment of the embodied carbon of capital works projects to enable carbon impacts to be assessed through the design phase.
- **Blue green networks and community engagement** – Te Whakaorangao te Puhinui is involving ongoing work to engage and empower the community through this stream regeneration project and associated activities. Work is underway to scope a Blue Green Network Strategy for the City Centre as part of the delivery of the City Centre Action Plan.

## Māori outcomes

Eke Panuku contribution to Māori Outcomes is set out in our aligning Māori Outcomes Plan agreed with mana whenua iwi. Progress is outlined below:

- **Commercial opportunities (Kia ora te Umanga)** – Following a competitive process, a developer has been selected for the North Wharf site in Wynyard Quarter. The developer has committed to partnership with an Iwi and the delivery of outcomes for Māori through procurement and cultural representation through the design of the development.
- **Engagement (Kia ora te Hononga)** – Eke Panuku Chief Executive and leadership team met with Iwi Mana Whenua Rangatira and their delegates in a Governance Forum in February to discuss organisation updates that impact iwi. David Rankin as both CE of Eke Panuku and Transition Director updated governors of the CCO Reform programme. This initiated a request for Council CE Phil Wilson to meet with iwi to discuss the changes with iwi.

- **Culture and identity (Kia ora Te Ahurea)** – Eke Panuku embeds the culture and identity of iwi mana whenua of Tāmaki Makaurau into its projects. Eke Panuku is working with nine iwi mana whenua groups on the Central Wharves masterplan programme to understand their aspirations for the wharves. Key focus areas include the need to restore and regenerate the natural environment including the Waitematā.
- **Environment (Kia ora te Taiao)** – Eke Panuku meets with mana whenua through the Eke Panuku mana whenua forum and one on ones with iwi to deliver iwi taiao aspirations in its projects and programmes. Eke Panuku presented to iwi, the indicative business case for the residual land vested by Eastern Busway alliance along Tī Rākau Drive in Pakūranga. Eke Panuku worked with the Eastern Busway mana whenua alliance to understand key considerations of which the natural environment and response to stormwater design was a focus.

# Statement of performance expectations

## Urban Regeneration

### Other highlights

- **In the Waterfront – the Te Ara Tukutuku (Wynyard Point)** public engagement on the concept plan was completed last quarter and enabling works started in late March 2025. Works are progressing ahead of schedule on the **Precinct Stage 3 office development** by Precinct Property as part of the **Wynyard Quarter Innovation Precinct**. The new Beca House office building, targeting 6 Greenstar, was recently opened and will be occupied by 1400 staff. Works are continuing on the Flowers building. The third building will be home to a brand-new Generator site which will open later in 2025.
- **In Ormiston** – the go to market deliverable has been completed. The development site at **65 Haddington Drive** was taken to the market by way of Deadline Private Treaty and bids closed in April 2025.
- Resource consent has been granted for the construction of the **Panmure Lagoon Edge Reserve** enhancements and the **Manukau Osterley Way** Civic Streetscape projects.

### Issues and Risks

- **A challenging property market has affected the sale of several development sites** – In Panmure it has been difficult to reach agreement with development partners in relation to three development sites. This includes the Lagoon Drive development site, where marketing has been delayed until interest is received, or the market improves. The development agreement for the Takapuna Auburn Street site is unlikely to go unconditional this financial year.
- **Development contributions** – The deliverable of achieving a conditional development agreement for the Hobsonville Wasp Hangar and YDL development sites is at risk. The substantial increase in development contributions signalled by Auckland Council is creating uncertainty and making it difficult to reach agreement on value.

- **Site acquisitions to enable urban renewal** - Only one of the four Onehunga Waiapu Precinct sites has been acquired to date. Due to the timing of court hearing dates and negotiations with the remaining parties, it is unlikely that the conditional sale and purchase agreements will be in place for all four sites this financial year.

*More details on issues and risks are contained in the programmes section Pages 7 - 10.*

## Programmes

Key Programme	Status	Progress towards key project deliverables set out in the SOI (pages 19-28)
Northcote	<b>On track</b>	<p><b>All three deliverables are on track.</b> Following last quarters release of a revised development strategy for the <b>Northcote town centre development</b>, negotiations are continuing with three potential development partners across three sites.</p> <p>Developed design which began in October 2024 for the <b>Northcote town centre streets project</b> is now complete and resource consent has also been lodged. The Final Business Case is expected to be approved in April 2025, which is the final item needed to complete this deliverable.</p> <p>The <b>Northcote community hub and Puāwai / Cadness Reserve upgrade</b> is progressing well. Resource consent was lodged in December 2024. Detailed design is now also underway. The Final Business Case is expected to be approved in April 2025 which is the final item needed to complete this deliverable.</p>
Takapuna	<b>Delayed</b>	<p>The development agreement for the <b>Auburn Street site</b> is unlikely to go unconditional this financial year. The development partner is currently working to satisfy the conditions of the development agreement. Progress has been slowed due to the challenging property market.</p>
City Centre	<b>On track</b>	<p>Three deliverables are on track, and one is at risk. We continue to facilitate and deliver on our development opportunities in the three key sites in the City Centre. The sale of the Downtown carpark is unconditional. The Symphony Centre development agreement terms are being worked through to enable settlement. The developer of the Bledisloe House has started remediating the exterior facade and removing internal fit out. It has yet to secure tenancies to finalise its design concepts for the remodeling.</p> <p>The update of the City Centre Action Plan was endorsed by council group Steerco last quarter. Work on the precinct regeneration plans is also ongoing. Workstreams and Programme realignment confirmed, and implementation is underway. A review of the City Centre Action Plan is currently scheduled for 1 July 2025, with a view to complete by 30 June 2026. This will help inform the next LTP (2027-2037).</p> <p>We continue to work across the council group to maximise benefits of CRL. This quarter, the CRL Station precinct Integration mapping was completed. Gaps and opportunities in the group’s work programmes are being reviewed. A Crime Prevention through Environmental Design (CPTED) assessment has been completed for Maungawhau. Works to maximise benefits of CRL is at risk due to Watercare works delays on Queen Street. This is due to sewer alignment and condition. Mitigations are being explored. The Watercare works is also causing a risk of a 3–6 month programme delay to the Te Ha Noa - Victoria Street, a project to provide more trees, seating, walk and cycle access to green space in the city centre. This requires further assessment and additional mitigation measures.</p>

Key Programme	Status	Progress towards key project deliverables set out in the SOI (pages 19-28)
Waterfront	<b>On track</b>	<p>Four project deliverables have been achieved, one is on track, and one remains at risk.</p> <p>Works are progressing ahead of schedule on the <b>Precinct Stage 3 development</b> and are now due for completion in August 2025. The new Beca office building was recently opened and is now occupied, with works continuing on the Flowers building.</p> <p>The project deliverable of securing a long-term lease for the <b>North Wharf development site</b> remains at risk. A process to seek potential interested parties in securing a long-term lease is underway. A developer has been selected recently as part of this process.</p> <p>The <b>swimming facility</b> at Karanga Tidal steps opened to the public in December 2024. The pool's design incorporates safe swimming zones and lanes, a jump platform, and facilities that ensure a comfortable visit for everyone.</p> <p>The <b>Westhaven seawall upgrade</b> was completed ahead of schedule in January 2025.</p> <p><b>Te Ara Tukutuku (Wynyard Point) design</b> deliverable to complete public engagement on the concept plan was achieved last quarter. Enabling works started in late March 2025.</p> <p>The <b>Central wharves masterplan</b> project deliverable of initiating the master planning process has been achieved. The project is underway.</p>
Avondale	<b>Delayed</b>	<p>One project deliverable has been met, and one is at risk at this stage.</p> <p>The <b>Avondale Central mixed-use development</b> deliverable to progress the implementation of the development agreement is at risk. Discussions are ongoing with the developer, Marutūahu Ockham regarding the development agreement and master plan for the site.</p> <p>The <b>detailed design deliverable for Te Hono - Avondale community hub and town square</b> was completed in August 2024. Further enabling works will start late April 2025 with main works anticipated to start in October 2025.</p>
Henderson	<b>On track</b>	<p>One project deliverable has been met, and one remains on track. The Developed Design deliverable for <b>the Wai Horotiu Henderson</b> connection (formerly Oratia Link cycleway) was approved in December 2024 and the Final Business Case deliverable was approved in February 2025.</p> <p>The deliverable for construction works to start on the <b>Catherine Plaza</b> is on track to begin by June 2025.</p>
Onehunga	<b>On track</b>	<p>One deliverable has been met, two deliverables remain on-track, and one is at risk.</p> <p>The conditional development agreement for the <b>Waiapu Lane and Selwyn Street development sites</b> for a new supermarket was executed in June 2024. Integration of works agreement is now complete and the developer has recently applied for resource consent.</p> <p>The <b>Waiapu precinct enabling works</b> are still on track to start in June 2025.</p> <p>The four Waiapu Precinct site acquisitions needed to enable urban renewal are progressing, but only one of the four sites has been acquired so far. Due to the timing of court hearing dates and negotiations with the remaining parties, it is unlikely that the project deliverable of conditional sale and purchase agreements being in place for all four sites will be completed this financial year.</p> <p>The Final Business Case for the <b>Onehunga Wharf public space</b> was approved last quarter.</p>

Key Programme	Status	Progress towards key project deliverables set out in the SOI (pages 19-28)
Panmure	<b>Delayed</b>	<p>Three of the four project deliverables, all relating to reaching agreements with development partners remain at risk primarily due to the challenging property market. <b>Basin View Lane</b> has received some interest and will be taken to the market in May but is unlikely to achieve a conditional agreement before the end of this year.</p> <p><b>Lagoon Drive development site</b> marketing has been delayed until interest is received, or the market improves.</p> <p>Following the developer’s withdrawal of the conditional agreement for the <b>3 Kings Road</b> residential site, we are progressing with a resource consent application for a revised development scheme for the site. The property will then be taken back to the market.</p> <p>Construction works for the <b>Lagoon Edge Reserve enhancements</b> remain on track to start this financial year. Resource consent has been granted, and tender procurement is underway with proposals expected in mid-April 2025.</p>
Maungawhau	<b>On track</b>	<p>Both project deliverables are on track. The <b>statutory process with Whenua Haumi Ltd Partnership</b> is progressing and we expect a decision on the property transfer and disposal of the sites from the Governing Body in March. Once received, discussions will be held with the Whenua Haumi Ltd Partnership.</p> <p>A final workshop to conclude the <b>plan for the transitional use of the development sites post CRL project completion</b> is being held in April 2025. Auckland Transport is underway with wayfinding plans for the area.</p>
Manukau	<b>On track</b>	<p>One deliverable has been achieved, and the remaining three deliverables are on track.</p> <p><b>Development sites</b> are being progressed including preparation of go to market strategies for board approval noting the property market challenges.</p> <p>The <b>Osterley Way Civic Streetscape</b> - Tree owner and resource consent approvals have both been achieved this quarter. We continue to collaborate with Auckland Transport on the design. Preparation of tender documents is also underway.</p> <p>The <b>Hayman Park wetlands</b> resource consent was lodged in April 2024. We continue to work with Auckland Council to obtain the resource consent to achieve this project deliverable and proceed with project implementation.</p> <p>The <b>Puhinui Regeneration – Te Aka Raataa Stage 1 Raataa Vine</b> deliverable of completing the procurement process has been achieved. Works are now underway and are expected to be completed in FY26.</p>
Papatoetoe	<b>On track</b>	<p>The three deliverables relating to public realm projects have now been achieved. One development site deliverable remains on track.</p> <p>The development partner on the <b>St George Street residential development Piko Toetoe</b> is experiencing challenging market conditions. We continue to work with the developer on milestones and time frames.</p> <p><b>Cambridge Terrace extension and car park construction start deliverable</b> was achieved in November 2024 with works expected to be completed in June 2025. This project will help streamline travel between Puhinui Road, Stadium Reserve and the town centre and create additional development sites for new housing.</p> <p>The <b>Stadium Reserve works</b> construction contract awarded deliverable was achieved in January 2025. Works started in February and are expected to be completed in December 2025. This high-quality open space and civic amenity project will revitalise the town centre and support the use of the Allan Brewster Leisure Centre.</p>

Key Programme	Status	Progress towards key project deliverables set out in the SOI (pages 19-28)
		<p>The <b>Chambers Lane accessway upgrade and open space amenities</b> deliverable of completing construction was achieved in February 2025. Works began in August 2024 to provide upgraded accessway to new developments and open space amenities.</p>
Pukekohe	<b>On track</b>	<p>One deliverable has been met, one is on track, and one is at risk.</p> <p>Discussions with the preferred development partner for the <b>Edinburgh superblock development</b> site are continuing.</p> <p><b>Market Precinct capital works</b> to upgrade Roulston Street, Devon Lane and enhance the town square to support development sites, and markets and events are progressing. Consultation with Community Facilities and Parks Planning teams has been completed this quarter. We remain on track for the deliverable of consent lodgement to be achieved by June 2025.</p> <p>The <b>Roulston Park construction commencement</b> deliverable was achieved last quarter. The park and playground upgrade is integrated with the adjoining double intersection works, which together make this park more accessible and supports new developments.</p>
Regional programmes	<b>On track</b>	<p>One of the four deliverables have been achieved, one is on track and two are at risk.</p> <p><b>65 Haddington Drive, Ormiston</b> deliverable to take the site to market has been achieved – The site was taken to the market by way of Deadline Private Treaty. Bids close on the 9 April 2025.</p> <p><b>Dominion and Valley Roads, Mount Eden site</b> deliverable to progress design and approvals as required by the development agreement is progressing. Precinct Residential resource consent application will be considered at a consent hearing taking place in early April 2025.</p> <p><b>Wasp Hangar and YDL development sites</b> deliverable of achieving a conditional development agreement is at risk. The substantial increase in development contributions signaled by Auckland Council is creating uncertainty for both the developer and Eke Panuku as to values if the policy is implemented.</p> <p>Construction works continue to progress well on <b>Pump Station 6 (PS6) wastewater upgrade works</b> and are on track to be completed by the end of June 2025. The asset will then be handed over to Watercare Services.</p>

*Note: for maps of the locations, please refer to Appendix – Urban Regeneration Spatial Delivery Plans – Pages 21 - 26*

## Property and marina management

### Highlights

- The Property Portfolio and Marinas net surplus year to date is \$21.9m, \$7m ahead of budget.
- The Westhaven Marina has been awarded the prestigious five Gold Anchor accreditation by the Marina Industries Association.
- The Silo and Viaduct Marina team have relocated the marina office to the former Karanga Kiosk in February 2025. This new location will provide a more central location for staff interactions with existing customers and increase the potential to engage and sign up new customers.
- Westhaven's L pier renewal began in Q3 and is on target to be completed in Q4.

### Issues and Risks

- **Failure or prolonged unavailability of infrastructure assets** – short-term controls include asset inspections, maintenance, and renewals to manage immediate risks. Long-term initiatives include working collaboratively with the Council Group Asset Management Committee (CGAMC) on the review and update of Asset Management Plans (AMPs).

Key Programme	Status	Progress towards key deliverables
Renewals	<b>Delayed</b>	<p>One of the three deliverables has been achieved, one is at risk and one deliverable has been rescoped.</p> <p><b>The Wynyard Crossing Bridge</b> remediation works are now complete, and the bridge returned to service in December 2024.</p> <p><b>The Manukau Harbour/ Wairopa Channel Works</b> completion deliverable is at risk. Works commenced in April 2025; however they may extend beyond June 2025.</p> <p>The project to undertake construction to repair <b>Shed E</b> on Onehunga Wharf has been rescoped. The project business case concluded that bringing the asset up to a leasable standard to maximise rental revenue during the hold period did not justify the level of investment required. Instead, based on the cost benefit analysis, a decision was made to demolish the shed and deconstruction has been completed. Rental revenue will still be achieved through the rental of the hard stand space.</p>

## Capital budget milestones and variances

The total capital budget for the year is \$98.9m. This funding supports the delivery of a range of projects across the regeneration and renewal programmes. To provide additional information on progress, we are reporting on six projects that have a budget of more than \$5m each and collectively make up 48% of the annual capital budget. The mix of projects reflect the range and complexity of projects across the programmes and the wide range of factors and dependencies that can affect a project including the scope, budget, risks and time frames. Material variances are managed at a programme and portfolio level.

### Capital Projects greater than \$5m

	Notes	Full year	2024/25 YTD		
		Budget	Actual	Budget	Variance
6-10 Racecourse Parade (Avondale Central)	1	13.0	12.8	13.0	0.2
Te Ara Tukutuku – Wynyard Point	2	10.0	3.6	7.5	3.9
PS6 Wastewater Upgrade Works Hobsonville	3	7.6	4.9	4.9	0
Cambridge Terrace Extension and Carpark	4	6.0	2.3	4.3	2.0
Wynyard Crossing Bridge	5	5.4	8.7	5.4	(3.3)
Westhaven Seawall Upgrade	6	5.0	7.1	5.0	(2.1)
<b>Total</b>		<b>47.0</b>	<b>39.4</b>	<b>40.1</b>	<b>0.7</b>

1. 6-10 Racecourse Parade – this is an acquisition of land in Avondale from Kāinga Ora to create a consolidated development site primarily for new housing. Settlement was made at the end of March.
2. Te Ara Tukutuku - physical enabling works to support the mixed-use development were expected to have started on site, however, there have been some delays due primarily to the need to complete certification of decontamination work with a third party. The project which is now underway is therefore tracking behind planned spend and is forecast to be underspent.

3. PS6 Wastewater Upgrade Works – this is a joint project between Eke Panuku and Kāinga Ora to upgrade the wastewater system servicing new development at the Airfields in Hobsonville. The project is on track and on budget with handover of a completed asset to Watercare expected in June 2025.
4. Cambridge Terrace, Papatoetoe which will enhance access and create new development sites. Construction started at the end of October. Spend in year is forecast to be below budget as the tenders we received were under budget estimates. This reflects the competitive construction market and will result in better value outcomes.
5. The Wynyard Crossing project has been completed and the bridge returned to service in December 2024. The unplanned closure of the bridge and time constraints to get the project underway meant that comprehensive project scoping and pricing was not completed when the budget for this financial year was set. By late August a clearer picture of the extent of the corrosion and condition of the mechanical and electrical components had identified that they were materially worse than previously understood. Additional costs and scope were approved by the Eke Panuku Board to \$10.63m. Actual costs to the end of March in year \$8.7m, life to date \$10.24m out of the total budget of \$10.6m. The delivery of the project was completed within the Board approved budget envelope.
6. The Westhaven seawall upgrade started in FY24. The timing of the project costs are split over FY24 and FY25 and different to initial forecasts. More costs have ended up in this financial year. The project has now been completed and practical completion certificate issued ahead of schedule in January.

## Performance measures

Performance measure (unaudited results)	Previous year result	Target	Q3 Actual	Status	Commentary
<b>Urban regeneration programmes and projects</b>					
Net new dwellings (housing units) – LTP performance measure	135	157	66	Off track	The challenging property market with reduced demand has meant that construction has been delayed or re-staged on some projects. The SOI target is unlikely to be met.
Public realm – square metres	20,065 sqm	7,000 sqm	8,947 sqm	Met Target	8,947 sqm of renewed public realm reached practical completion YTD.
Capital project milestones approved by the board achieved – LTP performance measure	100%	80%	47%	On track	To date we completed 7 out of 15 SOI milestones. Of the remaining milestones, 4 are at risk and 4 are on track.
Achieve board approved budgeted Transform and Unlock (T&U) sales for the financial year through unconditional agreements	\$2.5m	\$16m	-	Off track	No Transform and Unlock sales YTD. It is unlikely that the FY25 target will be met.
The asset recycling target agreed with Auckland Council	\$158.9m	\$60m	\$8.1m	Off track	Five properties have been sold with a cumulative value of \$8.1m YTD. Due to the current weakness in the property market, we will not meet the \$60m sales target.

Performance measure (unaudited results)	Previous year result	Target	Q3 Actual	Status	Commentary
<b>Property portfolio and marina management</b>					
Annual property portfolio net operating budget result agreed with the council achieved – LTP performance measure	\$27m	\$18m	\$20.7m	On track	The surplus for the portfolio was \$20.7m this is \$8.5m ahead of budget and is forecast to maintain or better the year-to-date result.
Monthly average occupancy rate for tenantable properties - LTP performance measure	Commercial 97.1% Residential 98.2%	Commercial 90% Residential 95%	Commercial 97.3% Residential 98.6%	On track	Both Commercial and Residential occupancy rates remain high and ahead of target.
Percentage of marina customers surveyed who are satisfied with marina facilities and services	93%	88%	-	On track	The survey will be completed at end of year.
Climate change mitigation - Significant capital project decisions consider and reduce carbon impacts. <i>Target: Adoption and testing of methodology and development of performance measures for FY26.</i>	New measure	Methodology adopted, tested and applied. Performance measure developed.	-	On track	Project Emissions Estimation Tool (PEET) has been adopted for assessing embodied carbon of designs for capital projects. Application for Eke Panuku projects is underway. This tool is also used and supported by Auckland Transport.
<b>Sector leadership</b>					
<b>Creating positive outcomes for Māori</b> Deliver ongoing or new initiatives that support Māori Outcomes	59	40	35	On track	35 initiatives were delivered to support Māori outcomes. Examples of initiatives carried out include Iwi input into a development on the corner of Dominion and Valley Road in Maungawhau. Engaging with mana whenua to scope development on vested land along Ti Rakau Drive. Developed a cultural induction pack for all new starters into Eke Panuku.
<b>Enhancing the relationship between Eke Panuku and mana whenua</b> Increasing the percentage of satisfaction with the support they receive from Eke Panuku	60%	Maintain or improve on previous year	-	On track	The survey will be completed at end of year.
Percentage of complaints received by Eke Panuku resolved within 10 working days	85%	80%	100%	On track	One compliant was received in February and closed with met target.

## Financials – Eke Panuku Cash Flows

	Full Year Budget	Q3 Actuals	Q3 Budget	Variance	
<b>Capital Inflows</b>					
Selling Council's surplus property	60.0	8.1	46.0	(37.9)	The property market is challenging from a wider economic perspective with significant number of listings and developers holding unsold stock. Uncertainty over the proposed new development contribution regime making developments financially unfeasible. For example one site sale that has fallen through as it was facing a potential increase of development contributions of \$64k per household unit, Sites continue to be taken to the market to test market appetite but any improvement in market sentiment is still to appear. At the end of March sales achieved are \$8.1m.
Selling or long leasing property to reinvest in our urban regeneration locations	16.0	0.0	13.8	(13.8)	The developer for the planned sale of the Lysaght building has pulled out of the deal due to uncertainty from the CCO review as the major tenant is Tataki. The sales of properties within urban regeneration locations are not expected to make target this year.
Third party capital contributions	3.8	2.4	2.8	(0.4)	
<b>Capital Outflows</b>					
Investing in council group assets to support regeneration and asset renewals	<b>98.9</b>	<b>64.9</b>	<b>72.1</b>	<b>7.2</b>	Capital spend is tracking behind budget but is expected to make budget by year end.
<b>Operational Inflows</b>					
Revenue from property interests for Council group	<b>66.7</b>	<b>58.8</b>	<b>50.2</b>	<b>8.6</b>	Revenue is tracking ahead of budget. Due to the downturn in the property market last year, some properties that we budgeted to have been sold are still in the portfolio and we are continuing to generate income from them \$2.4m. A change in Auckland Transport project timing has resulted in additional revenue for their properties as tenanted when expected to be vacant \$1.7m. Expenditure recovery from tenants is \$1.6m ahead of budget. In addition a property in Northcote has been long leased to Kainga Ora for 125 years for \$3.2m Council Finance advised us instead of spreading the revenue over the life of the lease that the full cash amount received should be shown as revenue, this was unbudgeted.
<b>Operational Outflows</b>					
Managing council group properties	19.6	14.0	14.7	0.7	
Utilities and leases for council group owned assets we manage	6.7	4.9	5.0	0.1	
Rates on council group owned assets	7.7	7.8	7.7	(0.1)	
Maintenance of council properties	12.3	9.2	9.2	(0.0)	
Consultation, negotiation and sales processes to sell council property	4.3	2.4	3.3	0.9	Savings in year due to staff vacancies.
Leading regeneration of town centres, city centre and waterfront.	23.8	17.1	16.7	(0.4)	Timing of regeneration operational budget spend to phased budget.

## Financials – Eke Panuku company

Overall, the operating performance of Eke Panuku is favourable to budget, and the drawdown of funding from Council for Eke Panuku is \$4.1m less than budgeted.

A: The increase in direct revenue is due to recharge revenue continuing to track ahead of budget. Staff have been able to charge more time to projects, this is expected to increase to circa \$0.8m by year end

B: Employee benefits - Tracking behind budget, due to higher-than-expected vacancies, staff turnover and uncertainty in CCO reforms, saving to date expected to be held until year end.

C: Other direct expenditure, mainly consultancy, audit and directors costs is tracking behind phased budget, there has also been a delay on some expenditure while the CCO reforms process is underway, by the end of the year \$1.0m of savings is forecast.

D: Year to date the operating grant is tracking well behind budget due to increase in other revenue and expenditure tracking behind budget. At year end the total funding required is expected to be \$4.0m under budget.

Direct operating performance					
\$ million	Notes	FY 25 Quarter 3 YTD			FY 25 Annual Plan
		Actual	Annual Plan	Variance	
<b>Net direct revenue</b>		<b>(13.9)</b>	<b>(17.9)</b>	<b>4.0</b>	<b>(24.1)</b>
<b>Direct revenue</b>		<b>15.4</b>	<b>14.9</b>	<b>0.5</b>	<b>19.6</b>
Fees and user charges		0	0	0.0	-
Operating grants and subsidies		0	0	0	-
Other direct revenue	A	15.4	14.9	0.5	19.6
<b>Direct expenditure</b>		<b>29.3</b>	<b>32.8</b>	<b>3.5</b>	<b>43.7</b>
Employee benefits	B	25.0	27.2	2.2	36.3
Grants, contributions and sponsorship		0.0	0.1	0.1	0.1
Cost of goods and services		0.0	0.0	0.0	-
Repairs and maintenance		0.1	0.2	0.0	0.2
Outsourced works and services		0.0	0.0	(0.0)	-
Other direct expenditure	C	4.1	5.3	1.3	7.1
<b>Other key operating lines</b>					
Operating grants and subsidies intercompany	D	13.9	18.0	(4.1)	24.1
Depreciation and amortisation		0.2	0.2	(0.0)	0.3

## Managed activities for Auckland Council

The financial data in this table represents the Auckland Council portfolio managed by Eke Panuku. These numbers exclude the net direct revenue that Eke Panuku has generated for properties managed for Auckland Transport \$2.6m which is \$2.5m favourable to budget. In addition, a \$5.4m, dividend has been paid to Council's Solid Waste team from the Waste Disposal Services investment, managed by Eke Panuku.

A: Fees and user charges revenue is favourable to budget due to more income from Jellicoe St and Z Pier car parks than budgeted, after a change in fees and management company.

B: Other direct revenue is \$6.0m ahead of budget, a property in Northcote was long leased for 125 years and settlement has been made by the purchaser. Financial control have asked us to recognise the entirety of the lease revenue in FY25 and not spread it over the term of the lease as per budget, this \$3.2m of revenue was recognised in July. There is also additional rental received for a small number of properties that were not budgeted in year as they were expected to be sold \$2.6m. Additional expenditure recoveries in year \$1.3m. This has been offset by below budget revenue at the Marinas \$0.4m and \$0.8m of offset revenue budgeted from the Mayoral Offices contribution for Central Wharves (as Central Wharves spend to date is under budget).

C: Other direct expenditure has been impacted by accounting advice received from PWC that has confirmed the costs of sale of the Downtown Car Park that have been incurred over several years and treated by Eke Panuku as a capital expense must be treated as an operating expense \$2.6m. For Council Group accounting purposes it can be treated as capital expenditure within Auckland Transport. This has been partially offset by timing differences in a number of expenditure categories within the Commercial Property Portfolio.

\$ million		FY 25 Quarter 3 YTD			FY 25 Annual Plan
		Actual	Annual Plan	Variance	
	Notes				
<b>Net direct revenue</b>		<b>5.1</b>	<b>0.1</b>	<b>5.2</b>	<b>0.9</b>
<b>Direct revenue</b>		<b>46.2</b>	<b>39.4</b>	<b>6.7</b>	<b>48.3</b>
Fees and user charges	A	2.0	1.3	0.7	1.7
Operating grants and subsidies		-	-	-	-
Other direct revenue	B	44.2	38.1	6.0	46.6
<b>Direct expenditure</b>		<b>41.1</b>	<b>39.5</b>	<b>1.6</b>	<b>47.4</b>
Employee benefits		0.1	0.0	0.0	0.0
Grants, contributions and sponsorship		-	-	-	-
Cost of goods and services		-	-	-	-
Repairs and maintenance		8.6	8.5	0.1	11.4
Outsourced works and services		0.0	0.1	0.1	0.1
Other direct expenditure	C	32.4	30.9	1.5	35.9
<b>Other key operating lines</b>					
Depreciation and amortisation		20.2	19.2	1.0	27.2
Finance Revenue		-	-	-	-

## Financial breakdown by key activities

### Operating expenditure

#### Urban regeneration

	Notes	Previous year Actual	Actual	2024/25 YTD Budget	Variance
Transform and Unlock Locations					
<b>Net direct expenditure</b>	<b>1</b>	<b>11.0</b>	<b>7.4</b>	<b>8.6</b>	<b>1.2</b>

### Capital expenditure

			2024/25 YTD		
	Notes		Actual	Budget	Variance
<b>Property renewals</b>		6.2	13.9	11.1	(2.8)
<b>Transform and Unlock Locations</b>					
<i>Isthmus</i>		5.6	4.1	6.7	2.5
<i>North</i>		5.5	2.1	1.7	(0.4)
<i>South</i>		10.5	9.9	13.2	3.3
<i>West</i>		2.1	14.0	16.0	2.0
<i>Waterfront</i>		25.4	13.8	16.0	2.2
<b>Regional</b>		3.8	7.0	7.3	0.3
<b>Total</b>	<b>2</b>	<b>59.1</b>	<b>64.9</b>	<b>72.1</b>	<b>7.2</b>

## Asset sales and long-term leases

	Previous year	2024/25 YTD		
	Actual	Actual	Budget	Variance
General Asset sales for the group	158.9	8.1	46.0	(37.9)
Reinvestment - Transform and Unlock	2.5	0	13.75	(13.75)
<b>Total</b>	161.4	8.1	59.75	(51.65)
<b>Waterfront long leases</b>	0	0	0	0

## Property and marina management

	Notes	Previous year	2024/25 YTD		
		Actual	Actual	Budget	Variance
<b>Auckland Council Properties</b>					
Direct revenue		38.0	29.2	24.7	4.5
Direct expenditure		14.1	11.0	12.6	1.6
<b>Net direct expenditure</b>		<b>23.9</b>	18.1	12.1	6.0
<b>Waterfront Public Space</b>					
Direct revenue		0.6	0.2	0.4	(0.2)
Direct expenditure		7.1	6.1	4.8	(1.3)
<b>Net direct expenditure</b>		<b>(6.5)</b>	(5.9)	(4.4)	(1.5)
<b>Marina Operations</b>					
Direct revenue		16.4	12.4	12.8	(0.4)
Direct expenditure		6.8	5.4	5.4	0

	Notes	Previous year	2024/25 YTD		
		Actual	Actual	Budget	Variance
<b>Net direct expenditure</b>		<b>9.6</b>	7.1	7.4	(0.3)
<b>Marina Trusts</b>					
Direct revenue		7.1	5.7	5.7	0
Direct expenditure		6.6	7.0	5.8	(1.2)
<b>Net direct expenditure</b>	<b>3</b>	<b>0.5</b>	<b>(1.3)</b>	<b>(0.1)</b>	<b>(1.2)</b>
<b>Auckland Transport Properties</b>					
Direct revenue		6.9	4.6	2.9	1.7
Direct expenditure		3.9	2.1	2.8	0.7
<b>Net direct expenditure</b>	<b>4</b>	<b>3.0</b>	<b>2.6</b>	<b>0.1</b>	<b>2.5</b>
<b>Business Interests</b>					
Direct revenue (includes share of JV Profit)		7.4	5.8	5.8	0
Direct expenditure		0.6	0.3	0.6	0.3
<b>Net direct expenditure</b>		<b>6.8</b>	<b>5.5</b>	<b>5.2</b>	<b>0.3</b>

#### Activity based financials commentary:

1. A Haumaru property was long leased in Northcote for 125 years and all of the revenue for that lease has been recognised in year \$3.2m. As a result, the net direct expenditure on regeneration is \$1.3m ahead of budget. Actual spend in year is tracking ahead of phased budget by \$1.3m.
2. Capital budget year to date at \$72.1m is \$3.1m ahead of the \$69m year to date budget reported in the Group Capital Performance Report. There is a small discrepancy in the monthly phasing between what has been incorporated within Council's financial system and that approved and reported on internally to the Eke Panuku Board, for consistency with Board reporting we have used the same phasing in this report. The budget phasing will be in line by 30 June.
3. Westhaven Marina is governed by a Trust Structure which comprises two Trusts being the Existing Trust and the Extension Trust. These Trusts operate on the premise that they make a zero net surplus / breakeven year on year. Currently the Trusts are in deficit (\$1.3m), this intentionally reflects the draw down of retained earnings from prior years and use of the refurbishment fund. Each year funds are set aside in a refurbishment fund, marina staff continue to maintain the marina assets to the required standard. The refurbishment of K pier is completed, and L pier is currently underway with costs to date of \$2.4m, forecast total cost over 3 years is \$3.2m. The Existing Trust will use either the refurbishment fund or operational budget to complete any renewals including the refurbishment of K & L. Therefore, it will draw down from the refurbishment fund this year. The Existing Trust will show a deficit for the year of circa \$0.7m.
4. Transport revenue is ahead of budget \$2.5m due to a delay in timing of Transport projects and properties still being available to rent out.

# Appendix – Urban Regeneration Spatial Delivery Plans

These plans provide a summary of projects within each programme and provide updates on specific projects.

We will present **five location programmes per quarter** reporting cycle. These are for the quarter ending March 2025.

The link below is to the Eke Panuku board reports public information webpage which contains the full set of spatial delivery plans:

<https://www.ekepanuku.co.nz/about/public-information/>

Locations	Reporting Cycle	Regional Programmes	Reporting Cycle
1. Northcote	Q1		
2. Takapuna	Q1		
3. Henderson	Q1		
4. Avondale	Q1		
5. Maungawhau	Q1		
6. City Centre	Q2		
7. Waterfront	Q2		
8. Onehunga	Q2		
9. Panmure	Q2		
10. Manukau	Q2		
<b>11. Old Papatoetoe</b>	<b>Q3</b>	<b>14. Eastern Busway TODs</b>	<b>Q3</b>
<b>12. Ormiston</b>	<b>Q3</b>	<b>15. Service Property Optimisation</b>	<b>Q3</b>
<b>13. Pukekohe</b>	<b>Q3</b>	16. Corporate Property	Q4
		17. Haumaru Scope	Q4
		18. Supports Scope	Q4
		19. Regional Renewals	Q4
		20. Waterfront Renewals	Q4



## OLD PAPATOETOE

**Vision** Assisting New Zealanders into sustainable housing choices. A popular place to live, to shop, for people to meet and enjoy themselves, and to provide the services and facilities the community needs.

### PROJECTS COMPLETED

- 01 89 CAMBRIDGE TERRACE
- 02 SUPERMARKET AND CARPARK
- 03 PAPATOETOE MALL
- 04 91 CAMBRIDGE TERRACE - THE DEPOT

### SHORT TERM: FY 2025

- 05 CAMBRIDGE TERRACE EXTENSION & CARPARK
- 06 CHAMBERS LANEWAY UPGRADE
- 07 3 ST GEORGE STREET - ST GEORGE'S LANES
- 08 98 ST GEORGE STREET AND 15 KOLMAR ROAD SITE SALE AND INTERSECTION
- 09 PAPATOETOE STADIUM RESERVE WORKS

### LONG-TERM PROJECTS: FY 2027+

- 10 COMMUNITY HUB & ARTS DEVELOPMENT (LOCATION PENDING)
- 11 27 ST GEORGE STREET (NETBALL AND GARDENS) SITE SALE
- 12 PAPATOETOE LIBRARY PRECINCT OPTIMISATION

A Karakia was held this quarter to bless and prepare the 3 public realm projects at Chambers Laneway, Cambridge Terrace Extension, and Stadium Reserve ready for delivery



**Chambers Laneway** – Works started in August 2024 and were completed in February 2025. This project provides an upgraded accessway to new developments and open space amenities, making it safer and creating an enhanced pedestrian and public transport-user experience. Construction completion was one of our FY25 capital milestone targets.

**3 St George Street (St George's Lane)** – Known as Piko Toetoe, this project will enable the development of 120 new homes on two sites on St George Street, near the town centre. Settlement has been deferred by six months. Construction works resumed in February 2025.

**The Stadium Reserve upgrade** – A project to create a new accessible playground and additional parks infrastructure to encourage visitors from a wide range of age groups. Works started in February 2025 on the high-quality open space and civic amenity project to revitalise the town centre and support the use of the Allan Brewster Leisure Centre and developments. Works are expected to be completed in December 2025.

# ORMISTON

**Vision** For the various sites to provide residential development and obtain best value for Council assets. Where possible, the sites should relate to the individual local board plans for each locality.

## PROJECTS COMPLETED

- 01 ORMISTON TOWN CENTRE - BLOCKS F AND J, C, E, A
- 02 LOT 1, 66 FLATBUSH SCHOOL ROAD

## SHORT TERM: FY 2025

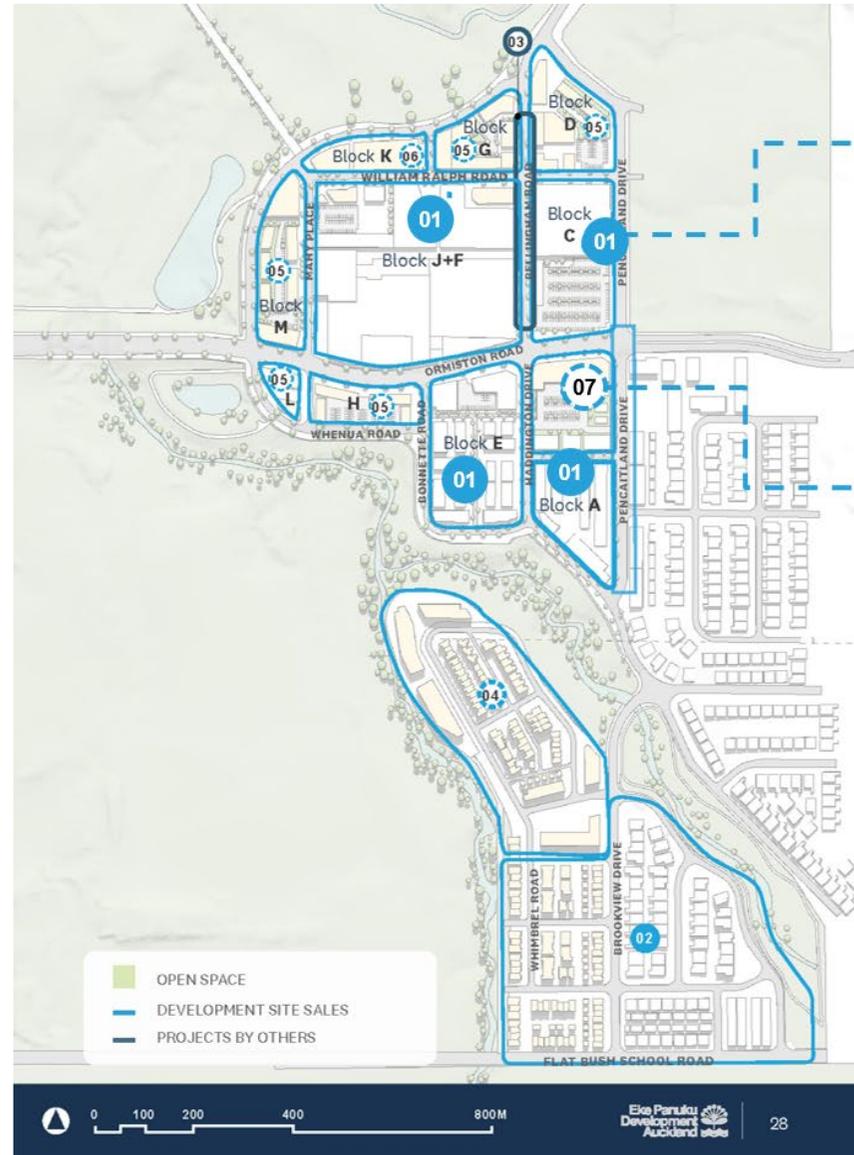
- 03 BELLINGHAM ROAD WORKS (AUCKLAND TRANSPORT)

## MEDIUM TERM: FY 2026

- 04 56 BROOKVIEW RD REDEVELOPMENT

## LONG-TERM PROJECTS (FY 2027+)

- 05 ORMISTON TOWN CENTRE - BLOCKS D, G, M, L, H
- 06 BLOCK K - ON HOLD
- 07 65 HADDINGTON DRIVE SITE SALE (SUPPORTS PROGRAMME)



Ormiston town centre – We have received a proposal for the development of the balance of the land in the town centre.  
  
A decision paper will be presented to the April 2025 board meeting.

65 Haddington Drive, Ormiston –The site has been taken to the market by way of Deadline Private Treaty. Bids close on the 9 April 2025.

# PUKEKOHE

**Vision** Our heritage and connections are strong, the land is flourishing, Pukekohe is prosperous, and our families are happy, healthy and thriving.

## PROJECTS COMPLETED

- 01 SMALL T PROJECTS (ACROSS ENTIRE PROGRAMME)
- 02 SITE SALES WITHOUT DEVELOPMENT OUTCOMES
- 03 82 MANUKAU ROAD
- 04 AT UPGRADES
- 05 INTERSECTION CAPITAL WORKS 1 (MASSEY & MANUKAU RD)

## SHORT TERM: FY 2025

- 06 9 HALL STREET SITE SALE
- 07 174 - 182 MANUKAU ROAD
- 08 2, 4 SVENDSEN ROAD
- 09 ROULSTON PARK UPGRADE

## MEDIUM TERM: FY 2026

- 10 EDINBURGH STREET SUPERBLOCK
- 11 MARKET PRECINCT: DEVON LANE, ROULSTON STREET, AND TOWN SQUARE ENHANCEMENTS

## LONG-TERM PROJECTS: FY 2027+

- 12 PARKING MANAGEMENT SOLUTIONS (ACROSS ENTIRE PROGRAMME)
- 13 ROULSTON LANE UPGRADE
- 14 CIVIC HUB ENHANCEMENTS
- 15 TRAIN STATION TO CENTRE CONNECTIONS
- 16 4 TOBIN STREET
- 17 7 MASSEY AVENUE
- 18 24 HALL STREET
- 19 22 EDINBURGH STREET
- 20 9 TOBIN STREET



**Market Precinct capital works** - A project to upgrade Roulston Street, Devon Lane and enhance the town square to support markets and events. The project is moving towards the Developed Design stage. A cost review has been completed and consultation with Community Facilities and Parks Planning teams has also taken place. A project update is planned to be given to the Franklin Local Board in April 2025. The Detailed Business Case is currently being drafted, and consent lodgement is targeted for June 2025.

**174-182 Manukau Road site sale** - The go-to-market tender finished in February 2025 and we are in the final stage of negotiating the development agreement with our preferred development partner.

## EASTERN BUSWAY TODs PROGRAMME

**Vision** To revitalise neighbourhoods within the Eastern Busway corridor and to create healthy, sustainable and vibrant communities.

### SHORT TERM: FY 2025

- 01 9 MARRIOTT ROAD, PAKŪRANGA - SITE SALE
- 02 9 CHEVIS PLACE, PAKŪRANGA - SITE SALE
- 03 21 MILLEN AVENUE, PAKŪRANGA - SITE SALE
- 04 1/1 SNELL PLACE, PAKŪRANGA - SITE SALE
- 05 2/1 SNELL PLACE, PAKŪRANGA - SITE SALE

### MEDIUM TERM: FY 2026

- 06 TĪ RĀKAU DRIVE
- 07 TĪ RĀKAU DRIVE VEHICLE CROSSING
- 08 PAKŪRANGA PLAZA
- 09 BURSWOOD ROAD



**Pakuranga Plaza** – Following the receipt of the Independent Commissioners report and recommendation on the proposal to revoke the reserve status of Council owned land at 2R Tī Rākau Drive, Eke Panuku will now seek Minister of Conservation consideration of the reserve recommendation proposal.

**Ti Rākau Drive, Pakuranga urban regeneration** – Eke Panuku is funding the delivery of 13 vehicle crossings along Tī Rākau Drive which are being constructed in tandem with the Eastern Busway.

**2/6 Dillimore Avenue, Pakūranga** – to go to market after mana whenua offer.

Eke Panuku continues to explore with a developer the opportunities for a joint development strategy on land in the project area.

## SERVICE PROPERTY OPTIMISATION

**Vision** Service Property Optimisation will facilitate, enhance and speed up housing and town centre development activities, to release latent property values, and to achieve improved community outcomes. Where service property is optimised, the sale proceeds are locally reinvested to advance eligible projects or activities on a cost-neutral basis.

### SHORT TERM: FY 2025

01 2 POMPALLIER TERRACE, PONSONBY

### MEDIUM TERM: FY 2026

02 ARDMORE HALL, 177 BURNSIDE ROAD, ARDMORE

03 BELL FIELD, 587R PAPAOKURA, CLEVEDON ROAD, ARDMORE

04 19 JERVOIS ROAD, HERNE BAY

05 BEACHLANDS, 17W HAWKE CRESCENT - SITE SALE

06 BEACHLANDS, 39R POHUTUKAWA RD - SITE SALE

07 3 GIBBONS ROAD, TAKAPUNA

### LONG-TERM PROJECTS (FY 2027+)

08 ORAKEI OPTIMISATION

09 RED HILL, PAPAOKURA

10 6 CLONBERN ROAD, REMUERA

11 8-10 AVERILL STREET, PAPAOKURA

12 WYLIE PARK, OLD PAPAOKURA



3 Gibbons Avenue, Takapuna – The traffic engineers' report has been received and will inform vehicle access and loading issues.

17W Hawke Crescent, Beachlands and 39R Pohutukawa Road, Beachlands – The sites were offered to mana whenua and no interest was expressed. The sites will be taken to the open market in April 2025.

**Orakei open space opportunity**– Eke Panuku is currently working with Council on the open space plan change for 70-74 Abbotts Way in Remuera. This follows the 2024 public consultation on the disposal of 207 Main Highway, Ellerslie and 70-74 Abbotts Way, Remuera and the subsequent Ōrākei Local Board approval for the disposal of both sites. The proceeds of sale from both properties will be reinvested into acquisition of land for open space.



## Director interests at 21 May 2025

Member	Interest	Company / Entity	Conflicts pre-identified?
<b>David Kennedy</b>	Chair	Eke Panuku Development Auckland Limited	
	Chair	Beachlands South GP Ltd (JV between NZ Super Fund and Russell Property Group)	
	Director	Cathedral Property Limited	
	Chair	Civix Limited	
	Director	Grantley Holdings Limited	
	Chair	Kaha Ake GP Ltd (JV between NZ Super Fund and Classic Developments)	
	Trustee	New Zealand Housing Foundation	Possible
	Chief Executive	Te Kaha Project Delivery Limited	
	Director	Westhaven Marina Limited	
<b>Kenina Court</b>	Director	Eke Panuku Development Auckland Limited	
	Shareholder	Arrakis Limited	
	Director	BDE Bonus Limited	
	Director	BMNZ Limited	
	Director	Business in the Community (2013) Limited	
	Director	Dua Fellows Holdings Limited	
	Director	Dua Fellows Limited	
	Director	Eight Peaks Holdings Limited	
	Director	Everege Orbis Holdings Limited	
	Director	Fortitudine Trustees Limited	
	Director	Huma Holdings Limited	
	Director	IBS	
	Director	KW Westgate Limited	
	Director	Lovelock Trustees Limited	
	Director	Lujato Trustees Limited	
	Director	Lynch Accommodation Limited	
	Director	Lynch Lane Limited	
	Director	M&G Trustees Limited	
	Director	Nathan Whanau Trustees Limited	
	Director	NTA Holdings Limited	

<b>Member</b>	<b>Interest</b>	<b>Company / Entity</b>	<b>Conflicts pre-identified?</b>
<b>Kenina Court</b> (continued)	Director	Oceania Career Academy Limited	
	Director	Pathfinder Appointors Limited	
	Director	Pathfinder Management Partner Limited	
	Director	Pathfinder Solutions Limited	
	Director	Pathfinder Trustees Limited	
	Director	Pathsol Limited	
	Director	PGFT Trustees Limited	
	Director	Platinum Securities Limited	
	Director	PSL Freedom Limited	
	Director	Rice Family Trustees Limited	
	Director	Silvereye Investments Limited	
	Director	Slice Limited	
	Director	Stak Trustees Limited	
	Director	Twinlion Trustees Limited	
	Director	Up Skill Teams Limited	
<b>Brett Ellison</b>	Director	Eke Panuku Development Auckland Limited	
	Director	Aukaha (1997) Limited	
	Director	Ellison Beech Limited	
	Trustee	Ellison Beech Whanau Trust	
	Director	Erihana Limited	
	Investment Manager	Hapai Property LP Whanau (Commercial, Development and Housing)	
	Director	Ka Taki Te Umere Limited	
	Investment Manager	Koau Capital Partners	
	Trustee	Taieri Block B Trust	
	Chair	Te Runaka Otakou Limited	
<b>Steve Evans</b>	Director	Eke Panuku Development Auckland Limited	
	Member	Construction Industry Accord Residential Sector Reference Group	
	Director	Kaipatiki FRL Limited Partnership	
	Chief Executive Residential and Development	Fletcher Building Limited	Yes
	Director	Homai General Partner Limited	

<b>Member</b>	<b>Interest</b>	<b>Company / Entity</b>	<b>Conflicts pre-identified?</b>
<b>Steve Evans</b> (continued)	Director	Okahukura GP Limited	
	Member	Steering Group Construction Industry Accord	
	Director	Tauoma FRL Limited Partnership	
	Director	Te Tau Waka Limited Partnership	
	Deputy Chair	Urban Development Institute of New Zealand	Yes
<b>Aaron Hockly</b>	Director	Eke Panuku Development Auckland Limited	

## Director interests: Changes since 23 April 2025

### Additions:

Director	Conflict/interest	Date notified
Kenina Court	Director – Lynch Accommodation Limited	23 April 2025
	Director – Lynch Lane Limited	
	Director – Pathfinder Appointors Limited	
	Director – Pathfinder Solutions Limited	

### Deletions:

Director	Conflict/interest	Date notified
David Kennedy	Member – Business Reference Group Te Arotake Future for Local Government	08 May 2025
	Director – Naylor Love	
Kenina Court	Director – Banking Ombudsman Scheme Limited	23 April 2025
	Director – Fale Developments Limited	
	Director – XYZ Limited	
Aaron Hockly	Employee – NWI NZ Management Company Limited (subsidiary of Northwest Healthcare Properties)	23 April 2025 (effective 9 May 2025)
	Executive Director – Vital Healthcare Property Limited & related entities	

### Amendments:

Director	Conflict/interest	Date notified
N/A		

## Director Meeting Attendance Register - 2025

Director	2025				
	26 Feb	26 Mar	23 Apr	28 May	25 Jun
David Kennedy	✓	✓	✓		
Kenina Court	✓	✓	✓		
Brett Ellison	✓	✓	✓		
Steve Evans	✓	✓	✗		
Aaron Hockly	✓	✓	✓		

**Minutes of the meeting of directors of Eke Panuku Development Auckland Limited, held in partly confidential session, in person at 135 Albert Street, Auckland and online via Microsoft Teams, on Wednesday 23 April 2025**

<b>Attending</b>	<p><b>Board:</b> David Kennedy (Chair), Kenina Court, Brett Ellison, Aaron Hockly</p> <p><b>Executive:</b></p> <p>Ian Wheeler, Acting Chief Executive &amp; Chief Operating Officer; Gyles Bendall, GM Design &amp; Place; Alaina Cutfield, Head of People &amp; Culture; Angelika Cutler, GM Community &amp; Stakeholder Relations; Carl Gosbee, Chief Financial Officer; Brenna Waghorn, GM Strategy &amp; Planning; Marian Webb, GM Assets &amp; Delivery; Allan Young, GM Development</p> <p><b>In Attendance:</b> Lisa Franklin, Media Manager; Rosemary Geard, Acting Governance Manager (minutes)</p> <p><b>Apologies:</b> Steve Evans, Councillor Angela Dalton</p>
<b>1.0 Meeting opening</b>	<p>The public meeting opened at 10.01am with a karakia.</p> <p>The chair welcomed everyone to the meeting.</p>
<b>1.1 Apologies</b>	<p>Apologies were received from Steve Evans &amp; Councillor Angela Dalton.</p>
<b>Procedural motion to exclude the public</b>	<p>Pursuant to clause 12.3 of the Eke Panuku Development Auckland Ltd Constitution, the public be excluded from confidential papers or parts thereof, so that commercially sensitive issues can be discussed.</p>
<b>2.0 Board independent advice</b>	<p>Due to whanau reasons, [REDACTED], was unable to attend the meeting. The item will be discussed at the June meeting.</p>
<b>3.0 Chief Executive's Report</b>	<p>Ian Wheeler, Acting Chief Executive, spoke to the report.</p> <ul style="list-style-type: none"> <li>• <b>CCO Reform Transition Programme Update</b></li> </ul> <p>[REDACTED]</p> <p>The Eke Panuku Board received the report.</p>
<b>4.0 Health &amp; Safety Report</b>	<p>Bernardo Vidal, Head of Health, Safety and Wellbeing, joined the meeting for this item.</p> <p>The Eke Panuku Board discussed and received the Health and Safety report March 2025.</p>
<b>5.0 Decision papers</b>	
<b>5.1 Pukekohe Programme Business Case Overview - Review</b>	<p>Ian Wheeler introduced the item.</p> <p>Following the conclusion of discussion, the Eke Panuku Board resolved to:</p> <ol style="list-style-type: none"> <li>approve the updated Programme Business Case Overview for the Pukekohe Priority Location Programme.</li> <li>approve the targeted benefits to be realised for the Pukekohe Programme, being:</li> </ol>

	<ul style="list-style-type: none"> <li>i. \$30.5 million of site sales</li> <li>ii. 90 new homes</li> <li>iii. 9,500m<sup>2</sup> of new commercial space</li> <li>iv. 21,800m<sup>2</sup> of new or improved public realm.</li> </ul> <ul style="list-style-type: none"> <li>c. approve the programme life cost of \$39.0 million including opex, capex and acquisition costs.</li> <li>d. note that since the 2020 Programme Business Case, there has been a \$10.7 million increase to the programme cost, and a \$8.3 million increase to the forecasted revenue.</li> </ul>
<p><b>5.2 35 Coles Crescent - Go to market strategy</b></p>	<p>Dawson Mutu, Development Manager, joined the meeting for this item. Allan Young, GM Development, introduced the item.</p> <p>Following the conclusion of discussion, the Eke Panuku Board resolved to:</p> <ul style="list-style-type: none"> <li>a. approve the sale of 35 Coles Crescent, Papakura, being Lot 1 Deposited Plan 568745 and Section 3 SO 563844, containing 2,369m<sup>2</sup> via an open market sales process to achieve urban redevelopment outcomes including achieving Essential and Māori Outcomes as agreed with the Papakura Local Board.</li> <li>b. delegate authority to the Chief Executive to execute the required documentation to sell the property based on the following key terms: <ul style="list-style-type: none"> <li>i. [REDACTED]</li> <li>ii. In general accordance with the following essential outcomes for the development of the property: <ul style="list-style-type: none"> <li>• Active building frontages to East Street and Coles Crescent ensuring public entrances to the buildings have a legible connection with the street.</li> <li>• Demonstrate a thoughtful relationship to the adjacent Centennial Restroom and Plunket building while respecting the heritage extent of place overlay.</li> <li>• The development must overlook the reserve area along the eastern boundary of the site and provide some active uses that interact with the space.</li> <li>• Demonstrate a considered approach to vehicle circulation and parking for the site ensuring parking and servicing areas are not visible from public roads or open space areas and that the number of vehicle entry and exit points are minimised so that priority is given to pedestrian movement.</li> <li>• Provide high quality architectural design that includes articulation of the building and the use of high-quality materials to deliver a development that has a range of building heights that are 2+ storeys high.</li> <li>• Designs must be presented to Eke Panuku for review and approval before lodging for Resource Consent and Building Consent. This will include at least one review by the Technical Advisory Panel (TAG).</li> </ul> </li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Achieve a minimum Six Homestar rating for residential components.</li> <li>• Māori outcomes to be achieved as part of Section 6.2 of the Eke Panuku Selecting Development Partners Policy will form a minimum 15 per cent of the criteria for assessing developer proposals.</li> </ul>
<p><b>5.3 Downtown Car Park – Project commencement requirements</b></p>	<p>Tom Belgrave, Development Manager, joined the meeting.  Allan Young, GM Development, introduced the item.  Following the conclusion of discussion, the Eke Panuku Board resolved to:</p> <p>[REDACTED]</p>
<p><b>5.4 Waterfront Development Site</b></p>	<p>Allan Young, GM Development, introduced the item.  Following the conclusion of discussion, the Eke Panuku Board resolved to:</p> <p>[REDACTED]</p>





Confirmed as a true and accurate record:

----- **Chair** ----- **Date**

DRAFT

## Transition Documents

Author(s): Carl Gosbee, CFO

May 2025

*This is a public report which incorporates a range of material on current and emerging issues. Some information contained in this report should be treated as confidential. In terms of Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to the withholding of information as necessary to:*

- *maintain legal professional privilege (s7(2)(g)).*

## Whakarāpopotanga matua | Executive summary

1. The Auckland Council resolution on CCO reform was made in December 2024. A prime focus of this resolution was to bring the operations of Eke Panuku into the Council by 30 June 2025.
2. David Rankin was appointed to lead the CCO reform work, and through workstream one, Brenna Waghorn and Pam Ford have focused on the Eke Panuku and Tātaki Auckland Unlimited transitions. Carl Gosbee has been working on the sub-workstream focused on the administrative windup of Eke Panuku and the administrative transfer of operations.
3. John Strowger has been appointed as an independent legal advisor for the Eke Panuku Board, and will be present at the May Board meeting to advise on the draft documents for transition.
4. This paper presents the draft documents to help keep the Board informed on progress for transition.

## Matapaki | Discussion

5. In transitioning Eke Panuku into Auckland Council, a transfer of all the assets and liabilities which Eke Panuku has on its balance sheet is required to be made prior to the year end – 30 June 2025. The current proposal is to transfer these assets and liabilities on 30 June via an Implementation Agreement, (this is basically a ‘sale and purchase’ type transaction), joined with an ‘equity buy back and distribution’ to return the equity investment from Auckland Council. This basically ensures that the paper based transactions return all the value within Eke Panuku to the shareholder, Auckland Council. A draft of the board resolutions including the equity buy back and distribution is included as [Attachment A](#).
6. The draft Implementation Agreement is included with this paper as [Attachment B](#).
7. Following the formal approval of the Implementation Agreement document and resolutions for the equity and distributions at the 25 June Board meeting, it is anticipated all current Board Directors will resign as of 30 June. A draft notification is attached for Board Director consideration, [Attachment C](#). The shell of Eke Panuku Development Auckland Ltd will continue to exist. Auckland Council officers will be appointed as company directors to complete and sign off the 2024/25 year end, and manage the company closure process in 2025/26. The 2024/25 annual report will be a minimalist legally compliant annual report and reference the departure of the Board Members

before the year end, and the transition of Eke Panuku operations, assets and liabilities into Auckland Council.

## **Nga whiringa me te taatai | Options and analysis**

### **Kua whakaarohia nga whiringa | Options considered**

8. Not applicable.

### **Ngā ritenga ā-pūtea | Financial and resourcing impacts**

9. Not applicable.

### **Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations**

10. Not applicable.

### **Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts**

11. Not applicable.

### **Tauākī whakaaweawe Māori | Māori outcomes impact**

12. Not applicable.

### **Tauākī whakaaweawe āhuarangi | Climate change impact**

13. Not applicable.

## **Ngā tāpirihanga | Attachments**

Attachment A – 

Attachment B – 

Attachment C – 

### **Downtown Car Park – Integration Agreement**

*This report in its entirety should be treated as confidential, as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council. In terms of Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to withhold information where making available the information:*

- *would affect the commercial interest of a third party (s7(2)(b)(ii)); and*
- *would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)).*

## General Business

At the time of publishing there were no items of general business.