NORTHCOTE
Town Centre Renewal

High Level Project Plan
“Northcote is a growing community, with a lively and welcoming heart that celebrates culture”
INTRODUCTION
1.0 INTRODUCTION

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

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

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

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

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

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

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

It empowers in essence our very being, and pervades all that we have achieved. Let good be rife and may good health be assured. From high it heralds divine aspirations, grounded in visions of new beginnings. It empowers in essence our very being, and pervades all that we have achieved.

Let good be rife and may good health be assured. As guardianship defines a legacy given. As destiny beckons, peace is mine. The sky itself seems to greet the earth, epitomising all I hold and revere; a token from that distant past.

It abides as day and night without fail, with a gentle heart and a lively spirit.

1.2 SHAPING SPACES FOR AUCKLANDERS TO LOVE

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

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

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

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

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

Panuku Development Auckland's structure is the first of its kind in New Zealand. We lead the transformation of select parts of our region working alongside others and using our ownership of land and planning expertise.

E.g. Wynyard Quarter

Unlocking development potential for others. We lead the transformation of select parts of our region working alongside others and using our ownership of land and planning expertise. We will pilot ideas to advance council objectives in affordable housing, housing for older persons and iwi partnerships.

E.g. Papatoetoe

Creating change through urban renewal. We lead the transformation of select parts of our region working alongside others and using our ownership of land and planning expertise.

E.g. Wynyard Quarter

Making the most of what we've got.

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

E.g. Lime Crescent, Whangaparaoa
1.3 PANUKU - WHO WE ARE

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

We manage about $1.5 billion in land and buildings. The council owns. We continually review this portfolio to find smart ways to generate income for the region, grow the profile of assets held, and properties that others can benefit from.

It's important we understand the communities in which we work. Panuku's charter development opportunities, and plan and propose the growth to attract private investment and make it easier for others to develop town and commercial buildings. Together with our partners we unlock the full potential of the land to create spaces for Aucklanders to live.

Auckland is experiencing significant housing and infrastructure pressures as a result of rapid growth. About 600,000 people move to Auckland each week, and current projections suggest the population could reach 3.2 million by 2023 – an increase of more than 500,000 people within the next two decades.

To cater for this growth, we need a deep-sea change in urban renewal and intensification of town centres and brownfields.

Panuku has the role and mandate to address this challenge.

PURPOSE OF THIS PLAN

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

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

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

The HLPP will outline some high-level urban planning ideas and pragmatic and commercially viable ways to enable development to take off in the market.

Resolves will review the rationale of the council body to complete and assess the HLPP. The whole organisation will come together on these plans to determine a cross-council coordinated effort to enable Panuku to make the opportunity in potential development locations.

The next steps after this HLPP involves detailed project planning, including engagement and communications plans, project planning and framework planning. This will be followed by detailed site feasibility and assessments and business cases as required.
02 CONTEXT
We have a platform for change with town centre ground attractiveness deriving from close proximity and views to the have created a new market context, with the area’s market In property terms, increasing demand and values in Northcote across Auckland, with two villages next to Northcote town regenerating the wider Northcote Central neighbourhood a renewed focus. This gives Panuku further impetus for On the housing front, Housing New Zealand (HNZ) is leading recent existing plans for Northcote, building on previous designated a Special Housing Area (SHA). Panuku will review On the planning maps, the PAUP increases the building surrounds of Northcote Central.

**NORTHCOTE TOWN CENTRE**

Northcote is a medium-to-high income suburb, with the town centre, while our area of influence is the This renewed context means Panuku can capitalise on a renewal for Northcote.

**CONTEXT**

Housing for Older People

The town centre is an Auckland Council Business Local Board, helps promote safety and deliver community activities in the town centre.

The shopping centre has about 90 retail occupiers, 60 per cent of whom are grocery/convenience retail, 20 per cent food and beverage, and the rest service outlets. The place is vibrant and focused on enhancing the public realm, reducing crime

**PROPERTY OWNERSHIP**

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

Auckland Council owns the freehold title of Northcote Town Centre, which is managed by Auckland Council. The land is subject to perpetual ground leases. Northborough Council took action in the 1950s with the goal of ground leaseholders constructing the retail buildings (for their tenants) in succeeding years.

Significant improvements only started in 2005, largely focused on public space and community facilities. They include the refurbished central plaza, new bus stops and upgraded arts building. The key constraint to unlocking the town centre’s development potential is the fragmented nature of the ground lease structure. Council built the main infrastructure in 1959, with the single level with occasional second-level offices, the centre generally follows an ethnic food theme. The shopping centre is predominantly a retail centre, with a primary focus on preserving the centre’s cultural character.

Panuku will focus initially on a number of properties held in aggregated ownership or including council-controlled car parks. We will undertake a detailed study of the

The council owns the two car parks adjacent – 185 Lake Road, which is managed by Auckland Council. The land is subject to perpetual ground leases. Northborough Council took action in the 1950s with the goal of ground leaseholders constructing the retail buildings (for their tenants) in succeeding years.

Significant improvements only started in 2005, largely focused on public space and community facilities. They include the refurbished central plaza, new bus stops and upgraded arts building. This renewed context means Panuku can capitalise on a renewal for Northcote.

**2.0 CONTEXT**

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

This renewed context means Panuku can capitalise on a number of opportunities and that a previous planning efforts were fragmented and based on a false premise as one of our eight ‘unlock’ priority development locations In Auckland. An improved market context, with the area’s market In property terms, increasing demand and values in Northcote across Auckland, with two villages next to Northcote town

Panuku will focus initially on a number of properties held in aggregated ownership or including council-controlled car parks. We will undertake a detailed study of the remaining sites.
Northcote is a diverse suburb with a population of about 17,000.

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

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

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

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

Our project scope involves:

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

AUCKLAND PLAN

The Auckland Plan expects Northcote to serve as a local hub for communities, providing a wide range of retail and business services and facilities, and community facilities. Northcote should generally be accessible by frequent public transport services and provide a range of residential living options, including mixed use and higher density options. It should have variable capacity to accommodate new residential and business development.

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

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

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

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

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

The zoning will change from Business 2 to Town Centre, with the key change being the maximum building height increasing from 9m to 24.5m to allow for office and residential living opportunities on the upper floors. Even without the new PAUP height provisions, initial analysis by the council’s City Transformation Unit shows capacity to facilitate mixed-use development in the town centre with a gross floor area exceeding 40,000sqm, including 220 apartments and 8500sqm of commercial floor space.
Panuku has analysed previous planning carried out and adopted for the Northcote project area. Several planning studies were undertaken over the last 15 years to help revitalise the town centre, resulting in the former North Shore City Council adopting the Northcote Town Centre Plan in 2010. The Kaipātiki Local Board endorsed this plan in 2013.

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

<table>
<thead>
<tr>
<th>YEAR</th>
<th>Plans</th>
<th>PURPOSE AND KEY PROVISION</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>Northcote Central Concept Plan</td>
<td>Produced for the Northcote Central Project (NCP), a partnership created in 2003 by the Northcote Central Development Group Trust (the community), HNZ and North Shore City Council (NSCC). After extensive consultation, it identified three possible scenarios for further design and development of Northcote Central. These resulted in detailed transport infrastructure requirements for the new development and concept plans for the town centre.</td>
</tr>
<tr>
<td>2010</td>
<td>Eastern Area Planning Framework</td>
<td>Covers the HNZ landholding to the right of Lake Road. Produced for the NCP by Harrison Grierson and endorsed by the council, it seeks to develop the Greenway as an integral part of the HNZ development and key link between the town centre and adjoining suburbs.</td>
</tr>
<tr>
<td>2010</td>
<td>Northcote Town Centre Plan (NTCP)</td>
<td>Covers the town centre. The only publicly-consulted and documented masterplan for the centre’s renewal, the NSCC adopted it in 2010 and the local board endorsed it in 2013 as an action plan of 21 short, medium and long-term deliverables over 30 years.</td>
</tr>
<tr>
<td>2013</td>
<td>Bus route concept Plans</td>
<td>Produced to progress the NTCP and as part of work on the Argyle public transport network, based on the public transport assessment and recommendations of Sinclair Knight Merz and Urbanism.</td>
</tr>
<tr>
<td>2014</td>
<td>City Transformation Plan</td>
<td>The latest NTCP update by the council’s City Transformation Unit. It proposes a staged development approach to respond to future growth and new PAUP rules. It recommends full long-term plan (LTP) spend plus private sector development, a business base/strategic property plan for future investment, freeholding of sites, and Panuku to lead the centre’s renewal.</td>
</tr>
<tr>
<td>2016</td>
<td>Joint Framework Plan</td>
<td>A joint framework plan will underpin the urban design for the Northcote Central Project (NCP) and guide implementation of the Northcote Town Centre Plan. It recognises a need for a phased approach to the development of Northcote in the coming years.</td>
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The Kaipātiki Local Board Plan identifies revitalising the town centre as a key outcome. In this table, Panuku summarises all the relevant provisions of plans specific to the local board. There is no long-term area plan currently prepared for the local board.

<table>
<thead>
<tr>
<th>Plans</th>
<th>PURPOSE AND KEY PROVISION</th>
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<tbody>
<tr>
<td>Kaipātiki Local Board Plan (2015–2018)</td>
<td></td>
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<tr>
<td>• Build the identity of the Northcote Town Centre as a growing, vibrant, multicultural hub and connect it to adjoining suburbs and housing through the Greenway.</td>
<td></td>
</tr>
<tr>
<td>• Extend the three-routes on-site.</td>
<td></td>
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<tr>
<td>• Extend Onehunga Road and pedestrianise Lake Road.</td>
<td></td>
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<tr>
<td>• Protect the amount of state housing in Northcote.</td>
<td></td>
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<tr>
<td>• Establish a long-term method and assessment of Northcote library.</td>
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<tr>
<td>Kaipātiki Connections Network Plan 2012</td>
<td></td>
</tr>
<tr>
<td>• Maintain and/or separate the existing walking and cycling connection traversing the town centre and create a new connection through the former railway viaduct.</td>
<td></td>
</tr>
<tr>
<td>Community Facilities Network Plan 2016</td>
<td></td>
</tr>
<tr>
<td>• Investigate options for the future use of the Parish and St James King Building, including partnerships and shared ownership to purpose the area as a community hub.</td>
<td></td>
</tr>
<tr>
<td>• Consider options for the future development of the Convoy drop-in facility to address growth.</td>
<td></td>
</tr>
<tr>
<td>• Investigate repurposing Lindisfarne Hall as a community centre.</td>
<td></td>
</tr>
<tr>
<td>• Continue to operate the Northcliff Hall.</td>
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</tr>
</tbody>
</table>
2.5 INVESTMENT

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

2.6 RESIDENTIAL MARKET

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

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

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

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

Strategic Intelligence Group (August 2015), High Priority Development Areas - Market Based Assessment

OCEAN VIEW RD
LAKE RD
TONAR ST
HILLCREST AVE
LYNDEN AVE
EBAN AVE
SYLVIA RD
AKORANGA DR
POTTER AVE
RALEIGH RD
COLLEGE RD

KEY
Area of Influence
Northcote Safe Cycle Route
New Public Transport Network, from 2017
SeaPath Connection Upgrade (proposed)
Greenway including cycling
Housing for older people
Town Centre Revitalisation (Area of Control)
HNZ Development 2016-2025
Creek realignment and urban to reduce flooding on upper Tonar St, 2019
Glendale Reserve Flood alleviation, Elv, 2019-2020
Northcote Pk/Whitiwai Pk Lakes Enhancement Upgrade
Increase of residential capacity, Elv, 2019-2020
Completed flood risk (part of PAUP drag), in 2021
The town centre employs 336 full-time workers and has a high concentration of food, liquor and hospitality outlets, which could potentially service emerging start-up businesses. Northcote's commercial property market represents only five to 11 per cent of the retail, industrial or office stock of other North Shore markets and is relatively price competitive. Vacancy rates are low in retail and prime office space and high on industrial space. The seven-yearly rent review cycle over the ground leases commenced in January 2014, with total rents assessed to increase by over 100 per cent. This assessment is based on 2014 values, prior to the new PAUP intensification rules. The rents are expected to increase substantially in the next review in 2021. The rent review provides an opportunity for Panuku to realise a higher capital gain on the sites, which can potentially result in reduced number of ground leaseholders and occupiers who can afford a higher rent, and where feasible, subsequent freeholding of terminating leases to enable renewal. Although this could potentially contribute to greater renewal outcomes and lesser number of parties that Panuku will negotiate with on property-related proposals, there are risks that this process will change the ethnic-themed character of the Town Centre, which has been a key element to its enduring success.

A recent market study undertaken by JLL for the Kapiti Local Board suggests that current rents should be at least 50 per cent higher, with property values at around $2,000-$3,000/m² (freehold value when unencumbered by ground leases), and yields 150 bps lower or at a maximum of 7 per cent when sold to trigger freehold redevelopment.

This requires a significant level of value creation and development. Council has identified over 1.6 hectares of combined freehold service and vacant car park land in the Town Centre, as well as redevelopment proposals by some of the larger leaseholders, providing opportunities for immediate redevelopment and value-adding. In view of the emerging tech start-up industry in Kawana St area, there is scope that the Town Centre can be developed into an innovation hub that supports a working community that thrives in a cultural environment. In an earlier market report, CBRE forecasts that by 2019 Northcote can capture up to 5 per cent of North Shore's office space demand (3,800 sqm in the Town Centre) and 10 per cent of the private apartment sector residential demand (275 units in the Town Centre). However, apart from an expanded supermarket offer, CBRE expects that current worker and resident population growth will not demand retail expansion, although the Centre already has an additional retail capacity of 18,000 sqm.

Both JLL and CBRE recommend that free-holding of the Centre to a single ownership or consortium of parties is important to realise full renewal opportunity. JLL considers this a high development risk for prolonging the ground lease structure of the Town Centre. It inhibits value-adding by tenants wanting to secure finance to invest in improvements and by Council for free holding the sites in order to maximise the potential of an upward expansion through the new PAUP rules. JLL recommends free-holding with comprehensive masterplanning and branding strategies in place to improve amenity perception. However, the Council cannot unilaterally unencumber the freeholds as there are no specific provisions in the ground leases for early termination. The freehold tenure, perpetual renewals, and established shopping centre are an incentive for lessees to comply with the ground lease provisions.
Although our role is to manage the Council’s assets within the Northcote Town Centre, it has no representation in the area to coordinate marketing and leasing activities and to look after its assets in an integrated way.

Broader initiatives such as place-making and centre management has been the role of the local business association and the BID structure, alongside the local board. Following is a list of agencies involved in the centre’s day-to-day operation. These groups will be important partners for Panuku to achieve joint, place-based outcomes as part of the renewal.

### 2.8 PLACE-MAKING

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

<table>
<thead>
<tr>
<th>AGENCY</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Panuku</td>
<td>Management of the ground leases and a commercial lease on Norman King Building</td>
</tr>
</tbody>
</table>
| Auckland Transport | - Management and maintenance of the parking areas, bus stops, internal roading network and lighting  
- Cleaning of the public realm and emptying of rubbish bins within the centre |
| Council Community Services | Management of community leases on Norman King Building and Barney Street, Barney building and its operation, and Cadness Reserve |
| Council Property Department | Management of council-owned buildings subject to community leases |
| Northcote Mainstreet Business Association | - Advocacy to the council and central government to ensure security, safety, accessibility and overall functionality of the shopping centre through the BID programme  
- Delivery of major public events  
- Cleaning services and beautification projects in addition to the council’s services |
| Kaipātiki Community Facilities Trust | Delivery of place-making activities, leadership, support and other activities |
| Ground leaseholders | Maintenance of their buildings |
| Retail tenants | Maintenance of their own shops |
VISION
3.0 VISION

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

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

It closely follows the wording of the 2010 plan vision, but amends it slightly to reflect the project scope being wider than the town centre. Through the Framework Planning process, we may redefine this vision to infuse the Auckland Plan objectives for Northcote, new Panuku design parameters, and elements of housing, amenity, affordability, diversity and sustainability.
04 GOALS
4.0 GOALS

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

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

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

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

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

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

TOWN CENTRE
A busy, pleasant town centre with a variety of shops and services, easy parking and where everyone feels safe. People want their town centre to be a place that:
• Responds to the needs of the community.
• Expresses and celebrates cultural diversity.
• Provides a variety of retail experiences and activities.
• Is safe, clean and well-designed, where everyone can do business.
• Is well-connected and accessible to the Northcote community, the North Shore and the wider Auckland region.
• Is unique and provides opportunities for all of your family.
• Looks to the future.

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

<table>
<thead>
<tr>
<th>RENEWAL GOALS</th>
<th>DESIGN OBJECTIVES</th>
<th>DESIGN OBJECTIVES KAITIAKITANGA</th>
<th>POTENTIAL PROJECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blue Green</td>
<td>Building sustainably and enhancing the environment, conserving natural resources, responding to climate change.</td>
<td>These design objectives will be underpinned by the principles of kaitiakitanga, which extend beyond the purely environmental focus.</td>
<td>Designing, building and protecting green links, public transport corridors, daylighting stormwater lines along Greenways, pedestrian and cycling networks.</td>
</tr>
<tr>
<td>Public</td>
<td>Creating authenticity and a sense of place for Auckland’s diverse communities, expressing cultural and heritage values, outstanding design and architecture, public spaces, recreation opportunities, facilities and events, and building a future identity as Auckland’s point of difference.</td>
<td>Revitalisation and activation of the town centre public spaces.</td>
<td>Artwork and community schemes in the town centre that value both local residents and wider Auckland region.</td>
</tr>
<tr>
<td>Smart Working</td>
<td>A vibrant mix of activities, enabling employment and economic growth, supporting local businesses, North Shore and increasing town centre patronage from both local and wider Auckland residents.</td>
<td>New retail and commercial spaces in the town centre that value both local residents and wider Auckland region.</td>
<td>Creating and enabling walking and cycling networks, public transport corridors, pedestrian links.</td>
</tr>
<tr>
<td>Connected</td>
<td>Places that are highly accessible and easy to get to and move around in, efficient transport networks and urban design, supporting community and economic development and creating vibrant and attractive places.</td>
<td>These design objectives underpin sustainable development, which extend beyond the purely environmental focus.</td>
<td>Developing and enhancing regional identity, promoting the region’s natural and cultural heritage.</td>
</tr>
<tr>
<td>Liveable</td>
<td>Welcoming and resilient neighbourhoods that are safe, thriving and enjoyable places to live in, with a range of housing types and styles to cater for diverse households.</td>
<td>These design objectives underpin sustainable development, which extend beyond the purely environmental focus.</td>
<td>Promoting and enhancing regional identity, protecting the region’s natural and cultural heritage.</td>
</tr>
</tbody>
</table>
KEY STRATEGIC MOVES
5.0 KEY STRATEGIC MOVES

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

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

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

KEY STRATEGIC MOVE 1: PARTNERING FOR DESIRED OUTCOMES

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

KEY STRATEGIC MOVE 2: REVITALISING THE CENTRE

- Manage Council’s assets in a way that will build on the rent review process to determine the market potential of ground leases, provide opportunities to assemble strategic land and review the current ownership model.
- Facilitate place making activity, including evaluating the existing public realm in partnership with the council, local businesses and community interests, the local board, business association and BID.
KEY STRATEGIC MOVE 3: RECONNECTING THE CENTRE

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

KEY STRATEGIC MOVE 4: DEVELOPING THE CENTRE

- Seek approval and delegated authority to transact on all council properties in the centre. This will provide the ability to aggregate and strategically release freehold sites consistent with approved business cases and an established Framework Plan.
- Capitalise on the additional development bulk accorded by the PAUP and, if necessary, using the Special Housing context.
- Improve local infrastructure, consistent with approved council projects and supportive of the strategic framework.
- Refine development options and assess their feasibility to support future business case proposals.
06
KEY STRATEGIC MOVES: DEPENDENCIES
### 6.0 KEY STRATEGIC MOVES: DEPENDENCIES

The Northcote renewal project is dependent on, or a dependency for, a number of other projects. The following considerations are highlights to ensure we are efficient in providing infrastructure and consistent in achieving wider renewal outcomes.

#### PROJECT

- **Northcote Road / Miranda Road / Lake Road Intersection (funded)**
  - This is the last stage of the 2018 Tender for the transformation of the intersection, which includes the construction of a new level crossing and the installation of an underpass for pedestrians. This project is dependent on, or a dependency for, the completion of the one-way traffic system in the area.
  - Framework Planning will be involved in the design and delivery of this project.

- **Travis Road & Hillcrest Road**
  - This project involves the upgrade of the existing road network, including the installation of new signals and the provision of cycleways. This project is dependent on, or a dependency for, the completion of the work on Travis Road and Hillcrest Road. Framework Planning will be involved in the design and delivery of this project.

- **Northcote Safe Cycle Route (funded)**
  - This project involves the installation of new cycleways and the provision of safe cycling facilities. This project is dependent on, or a dependency for, the completion of the work on Northcote Road and the upgrade of the existing cycleways. Framework Planning will be involved in the design and delivery of this project.

#### KEY STRATEGIC MOVES: DEPENDENCIES

- **SeaPath Connection Upgrade**
  - SeaPath is an existing walking/cycling route that can be upgraded to provide a reliable shorter connection between Northcote and the sea. This project is dependent on, or a dependency for, the completion of the work on Northcote Road and the upgrade of the existing cycleways. Framework Planning will be involved in the design and delivery of this project.

- **New public transport network (funded)**
  - This project involves the development of a new public transport network in the area, including the provision of new bus stops and the upgrading of existing ones. This project is dependent on, or a dependency for, the completion of the work on Northcote Road and the upgrade of the existing cycleways. Framework Planning will be involved in the design and delivery of this project.

- **HNZ development**
  - This project involves the development of new housing in the area, including the provision of new housing developments and the provision of new cycleways. This project is dependent on, or a dependency for, the completion of the work on Northcote Road and the upgrade of the existing cycleways. Framework Planning will be involved in the design and delivery of this project.

- **HNZ Safe Cycle Route (funded)**
  - This project involves the installation of new cycleways and the provision of safe cycling facilities. This project is dependent on, or a dependency for, the completion of the work on Northcote Road and the upgrade of the existing cycleways. Framework Planning will be involved in the design and delivery of this project.

- **HNZ 2016-2026**
  - This project involves the development of new housing in the area, including the provision of new housing developments and the provision of new cycleways. This project is dependent on, or a dependency for, the completion of the work on Northcote Road and the upgrade of the existing cycleways. Framework Planning will be involved in the design and delivery of this project.

- **Programme Office 2015-2025**
  - This project involves the development of a new public transport network in the area, including the provision of new bus stops and the upgrading of existing ones. This project is dependent on, or a dependency for, the completion of the work on Northcote Road and the upgrade of the existing cycleways. Framework Planning will be involved in the design and delivery of this project.

#### DESIGNATIONS

- **The spirit of urban design will be considered as a part of the Framework Planning.**

#### NORTHCOTE STRATEGIC AREA SPECIAL HOUSING AREA

- **SeaPath**
  - SeaPath is an existing walking/cycling route that can be upgraded to provide a reliable shorter connection between Northcote and the sea. This project is dependent on, or a dependency for, the completion of the work on Northcote Road and the upgrade of the existing cycleways. Framework Planning will be involved in the design and delivery of this project.

- **New public transport network (funded)**
  - This project involves the development of a new public transport network in the area, including the provision of new bus stops and the upgrading of existing ones. This project is dependent on, or a dependency for, the completion of the work on Northcote Road and the upgrade of the existing cycleways. Framework Planning will be involved in the design and delivery of this project.

- **HNZ development**
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#### CRITERIA FOR QUALIFYING DEVELOPMENTS IN NSASHA

- **Criteria**
  - The criteria for qualifying developments in the NSASHA are as follows:

  1. **Minimum number of dwellings to be built**
     - 100 dwellings

  2. **Percentage of dwellings that must be affordable**
     - 30% of the dwellings must be affordable

  3. **Maximum calculated height that buildings must not exceed**
     - 27 metres

The criteria will be applied to all developments in the NSASHA, subject to meeting all relevant provisions of the LTP and specific criteria outlined in the table below.
7.0 RENEWAL APPROACH

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

We will undertake a framework planning work with existing Northcote Plan decisions in mind.

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

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

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

- Proposing an approach to a place-led community and place activation strategy (place-making)
- Forming a view around the town centre revitalisation and development in the short, medium and long term
- Integrating the planning with urban design and architecture
- Developing a funding strategy
- Developing a programme of delivery
- Engaging with council and key partners

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

Reinforcing Northcote’s role in the Gateway concept will see a linear guide create a better connection between the town centre and the residential homes beyond. We will develop and progress the development of the Gateway concept, which will require integrating our Framework Planning with HNZ.

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

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

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

Our key development opportunities include:

- Proposals by large leaseholders
- Vacant parking areas providing a potential catalyst
- New rules in the Planning Unit Plan enabling additional height to develop and enable redevelopment
- An increased and more regular footprint to development blocks
- Opportunities in current market, with threshold sites continuing to succeed.

The key challenges facing Panuku include:

- Fragmentation of blocks, ownership and sub-leases
- Potential ongoing appeals to residential apartment development and slowontime building consents
- The cost of parking necessary to support retail and new residential activity.

7.1 RENEWAL STRATEGY

The strategy proposed for realising the opportunities presented for an ‘unlock’ project is consistent with the level of intervention and investment expected for an ‘unlock’ project like Northcote, which is to be able to deliver a meaningful and market-driven commercial development without the necessity of buying back ground leases, except in exceptional circumstances.

As the ground rent review is underway for the majority of the sites, it is expected that any action involving the commercial properties will occur after mid-2016 when arbitrations are determined. Meanwhile, Panuku will continue to collect all information including occupier rents, yields, land values, building costs and rent limiting approvals. In preparation for the arbitration process and acquisition of ground leases, when opportunities arise.

In view of the ground lease structure it is not possible to plan and deliver a timely redevelopment of the town centre, it is necessary to try to unlock redevelopment for free holding sites, instead of relying on the block-by-block basis and trying to create a catalyst for further development.

In the early phases of planning and further viability investigations is anticipated. As an initial project, it is recommended that the process of value-adding and redeveloping the town centre occurs progressively in an organic and incremental way, beginning with the highest value and re-development of the public realm and enabling redevelopment of those sites with the least number to ground leaseholders and councils to be affected.

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

VALUE CREATION

As part of the implementation phases Panuku will assess the current financial breakeven for the properties under consideration and report additional value creation through the planning and rezoning and delivery of the retail and commercial values of the development project undertaken by the property sector in the properties.
7.2 PLACE-MAKING STRATEGY

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

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

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

• Council approval to nominate Panuku as the lead renewal and place-management agency in Northcote Central for consolidating and enabling the town centre development. Panuku will have joint responsibility with HNZ and the council family for Framework Planning and communicating with the wider community.

• Packaging all council projects within the area of influence as part of the project, for masterplanning, communication and marketing purposes. Panuku will partner with other delivery agencies to ensure coordination.

• Panuku will work on the planning and management with current place management agencies to improve stakeholder engagement, marketing and delivery.

• Improving the condition of the buildings by ensuring leaseholders comply with the required five yearly external painting, internal and external repairs, earthquake standards and signage improvement.
08

PLACE-BASED COMMUNITY ENGAGEMENT
8.0 PLACE-BASED COMMUNITY ENGAGEMENT

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

8.1 ENGAGEMENT WITH MĀORI

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

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

NORTHCOTE KAITIAKI

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

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

Based on the belief that effective collaboration will regularly out-perform individual or siloed approaches, Panuku is committed to engaging regularly with key stakeholders to ensure that urban renewal takes place in a cohesive way. This approach has proven to offer the best chance for resolving different and complex issues. Collaboration requires a close partnership between the public, private and community sectors across all platforms to achieve an integrated urban strategy. These partnerships must be invested in and put into practice at all levels of the organisation.

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

Panuku has a special role to play in connecting the people of Auckland with the Māori world – Te Ao Māori. Many people have already been involved through their work and input on previous planning studies for revitalising Northcote, which were driven by the concerted effort of local residents and retailers, community representatives and groups, and local and government agencies.
8.2 PARTNERSHIP, ENGAGEMENT AND COMMUNICATION

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

To assist the overall project and communication, Panuku will:
- Draw up a terms of reference agreement
- Host monthly project review meetings (from April 2016)
- Set up a strong project engagement and communications working group with local representation
- Formalise an engagement plan.

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

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

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

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

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

**FORM RELATIONSHIPS**
The engagement focus of Form Relationships sits within the planning phase. The purpose is to establish key relationships and build foundations for the next steps. The work will be primarily guided by Local Boards and Auckland Council officers who are knowledgeable about the place and legislatively focussed on the gathering and sharing of information.

**LAUNCH RELATIONSHIPS**
Within this stage, we will seek feedback and test opportunities and ideas using relationships and networks established during the Form stage.

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

**MAINTAIN RELATIONSHIPS**
Stakeholder groups and organisations take over the place-based engagement. Panuku focuses on communications.
8.4 THE NORTHCOTE COMMUNITY

<table>
<thead>
<tr>
<th>STAKEHOLDER</th>
<th>INTEREST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auckland Local Board</td>
<td>High – Expects project will join a coherent 5050CP network as a gateway to the city, adding to the livability of the area, enhancing green spaces and creating a sense of place.</td>
</tr>
<tr>
<td>Council BID Programmes</td>
<td>High – Seeks to ensure the BID budgeting and programming on the council’s behalf.</td>
</tr>
<tr>
<td>Auckland Transport</td>
<td>High – Expects that the project supports current transport plans and provides for internal bus traffic, island bus stop, and sufficient car parking to service the centre.</td>
</tr>
<tr>
<td>Watercare</td>
<td>High – Seeks to ensure completion of trunk sewer 8.</td>
</tr>
<tr>
<td>Council Community Services</td>
<td>High – Seeks to ensure completion of trunk sewer 8.</td>
</tr>
<tr>
<td>Development Programmes Office (City Transformation/Planning Programme Office)</td>
<td>High – Seeks to ensure the project is consistent with the council’s strategic direction and outcomes.</td>
</tr>
<tr>
<td>Council Plans and Places</td>
<td>High – Seeks to ensure the project is consistent with the council’s strategic direction and outcomes.</td>
</tr>
<tr>
<td>Council Stormwater</td>
<td>High – Seeks to ensure the project is consistent with the council’s strategic direction and outcomes.</td>
</tr>
<tr>
<td>Council Housing for Older People</td>
<td>Medium – A review of the Older People portfolio is currently underway that may identify four sites west of Lake Road for renewal.</td>
</tr>
<tr>
<td>(Council family)</td>
<td>Partnership opportunity in infrastructure: Development Programme Office (DPO) manages SHAs, infrastructure budgeting and programming on the council’s behalf. Panuku will work with the DPO to ensure infrastructure delivery across the council contributes to the wider renewal of the area.</td>
</tr>
</tbody>
</table>

Partnership opportunity in infrastructure:

Development Programme Office (DPO) manages SHAs, infrastructure budgeting and programming on the council’s behalf. Panuku will work with the DPO to ensure infrastructure delivery across the council contributes to the wider renewal of the area.
STAKEHOLDER INTEREST

EXTERNAL

mana whenua
High – Kaitiaki responsibilities, cultural expression, cultural landscape, and commercial interests including right of first refusal on potential HNZ sales – interests subject to review following consultation.

Partnership opportunity with iwi groups:
Potential partnerships with iwi in planning, development and investment in projects arising from mana whenua interests.

Strong relationship with iwi through regular Panuku forum.

HNZ
High – Owner and developer of 15 hectares of combined land west and east of Lake Road, which will be affected by the Greenway project.

Partnership opportunity in framework planning:
The local board expects Panuku to deliver the framework planning in collaboration with HNZ, including the development of a masterplan for the wider project area.

Progressive Enterprises (Countdown)
High – Anchor store seeking to expand from 3800 to 5500 sqm; will need a hectare of land including parking.

Partnership opportunity in branding:
The council has worked with the association to rebrand the centre on a 50-50 cost share basis, replacing internal wayfinding signage and improving the CCTV system.

Kaipātiki Community Facilities Trust/Community Coordinator
High – Due to the local board’s community development focus, expects to continue delivery of community services.

STAKEHOLDER INTEREST

EXTERNAL

Ministry of Education (MOE), Northcote Intermediate School and Onepoto Primary School
High – MOE owns two school sites on eight hectares that will be affected by the Greenway project.

Norman King Building occupants
High – Community hub in Norman King Building that will be affected during implementation.

Whin residents and management
High – Importance of council commitment to societal social and economic well-being; protection of cultural sensitivities, design and treatments relevant to Māori; integration of Awataha Marae in the community – interests subject to review following consultation.

Major ground leaseholders
Partnership opportunity in commercial development:
A number of ground lessees and external parties wish to acquire some of the council’s freehold sites.

Roman Catholic Church
Medium – Landowner of Hato Petera College that will be affected by the Greenway project and provides opportunities for future housing.

New Zealand Defence Force
Low – Owner of 25 residential sites at the corner of Potter Avenue, Ko Street and Greenslade Crescent.
Within the wider project area, apart from Council’s roading, transport, sewers and stormwater projects, current improvements on the Town Centre are mainly funded by separate LTP budgets on the Northcote Central Area upgrade and BID programme. The Town Centre has an annual $20 budget of $500,000 for promotions and maintenance. The Kapita Local Board through the City Transformation Unit (currently Development Programme Office) holds the required budget for the Central Area upgrade amounting to $570,000, which is expected to be disbursed in the schedule below, and in accordance with the Northcote Town Centre Plan. The following work has been completed since 2015 to prepare for the planned use of this budget:

**Northcote Central Area Upgrade Budget**

<table>
<thead>
<tr>
<th>Financial Year</th>
<th>Amount</th>
<th>Planned Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015/16</td>
<td>$50,000</td>
<td>Signage</td>
</tr>
<tr>
<td>2017/18</td>
<td>$90,000</td>
<td>Car park works (including design and lighting)</td>
</tr>
<tr>
<td>2018/19</td>
<td>$120,000</td>
<td>Improvement of first stage Public Square</td>
</tr>
<tr>
<td>2019/20</td>
<td>$200,000</td>
<td>Lake Front improvements</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$920,000</td>
<td></td>
</tr>
</tbody>
</table>

The following work has been completed since 2015 to prepare for the planned use of this budget:

- Assessment of street lighting
- Assessment of options for all vacant areas within the Town Centre
- Assessment of trees which border 50-100 trees are to be protected

Note that there was a specific line item for Greenway amounting to $1.8m in the previous LTP but was removed in the current LTP subject to a Council-wide review of greenway acquisition and adoption of a set of criteria to guide Council’s investment in greenway projects. The amount covered in the cost of acquiring 6497 m² of school land and does not include the acquiring 1H2 land which Council proposed to lease, while overhauling the adoption of the set criteria. Panuku will review and assist in preparing the business case on the Greenway project with key stakeholders, and recommending new budget. The Kapita Local Board also holds a $150,000 budget for disbursement within 2016–2018 for walkways, landscapes and signage with the NASHA.

### 9.0 Funding

**Key Strategic Move Budget Source**

- Revitalising the Centre:
  - Limited place making initially driven by Panuku in partnership with the Local Board and other structures such as the Business Improvement District:
    - $100,000
  - Additional income from rent reviews

- Reconnecting the Centre:
  - Framework Plan
    - $300,000 Development Fund

- Developing the Centre:
  - Seeking access to existing council budgets or providing strategic oversight of these in conjunction with council business owners and where required, recommending a reprioritisation of such consistent with the key strategies and strategic framework plan
  - Discrete development proposals and/or strategic property acquisitions
    - Various – subject to agreement with business owners and council
    - Subject to detailed Business Case proposals

**Partnering Desired Outcomes**

- Engagement & Communication Plan
  - $55,000 Development Fund

**Total** $455,000

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**Financial Year Amount Planned Use**

<table>
<thead>
<tr>
<th>Financial Year</th>
<th>Amount</th>
<th>Planned Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015/16</td>
<td>$40,000</td>
<td>Signage</td>
</tr>
<tr>
<td>2017/18</td>
<td>$950,000</td>
<td>Car park works (including design and lighting)</td>
</tr>
<tr>
<td>2018/19</td>
<td>$1,425,000</td>
<td>Improvement of first stage Public Square</td>
</tr>
<tr>
<td>2019/20</td>
<td>$3,160,000</td>
<td>Lake Front improvements</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
PHASING
The Northcote project is estimated to be delivered within 10 years, when Panuku is expected to have enabled the commercial development of the town centre. All dates indicated below for Panuku tasks to be delivered are indicative and further work is completed. Panuku will have an advisory role where another agency is tasked with delivery.

## 10.0 PHASING

**PROJECT PLANNING**

<table>
<thead>
<tr>
<th>TASK</th>
<th>ESTIMATED TIMING</th>
<th>DELIVERY AGENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preparation and approval of HLPP</td>
<td>November 2015 – March 2016</td>
<td>Panuku</td>
</tr>
<tr>
<td>Engagement with mana whenua on HLPP</td>
<td>February 2016 – March 2016</td>
<td>Panuku</td>
</tr>
<tr>
<td>Completion of property rationalisation report to highlight constraints on commercial properties</td>
<td>March 2016 – June 2016</td>
<td>Panuku</td>
</tr>
<tr>
<td>Preparation of the Northcote retail node engagementრ1</td>
<td>March 2016 – April 2016</td>
<td>Panuku</td>
</tr>
<tr>
<td>Preparation of the implementation plan (Strategic Asset Management Plan)</td>
<td>March 2016 – June 2016</td>
<td>Panuku</td>
</tr>
<tr>
<td>Preparation of the implementation plan (Development and realisation)</td>
<td>March 2016 – June 2016</td>
<td>Panuku</td>
</tr>
<tr>
<td>Preparation of the draft Northcote Framework Plan including collaborative work with mana whenua kaitiaki</td>
<td>March 2016 – June 2016</td>
<td>Panuku / HNZ</td>
</tr>
<tr>
<td>Public and mana whenua engagement on the draft Northcote Framework Plan</td>
<td>July 2016 – August 2016</td>
<td>Panuku / HNZ</td>
</tr>
<tr>
<td>Negotiate with existing lessees</td>
<td>July 2016 – August 2016</td>
<td>Panuku</td>
</tr>
<tr>
<td>Adoption of the Northcote Framework Plan</td>
<td>September 2016</td>
<td>Panuku / HNZ</td>
</tr>
</tbody>
</table>

**IMPLEMENTATION**

<table>
<thead>
<tr>
<th>TASK</th>
<th>ESTIMATED TIMING</th>
<th>DELIVERY AGENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renewal of the public realm, roading network and council-owned buildings in the town centre</td>
<td>September 2016 – 2025</td>
<td>Council, Auckland Transport (AT)</td>
</tr>
<tr>
<td>Place making</td>
<td>September 2016 – 2025</td>
<td>Panuku / Council / Kaipātiki Community Facilities Trust</td>
</tr>
<tr>
<td>Milford Creek widening and cover</td>
<td>2016</td>
<td>Council interagency unit</td>
</tr>
<tr>
<td>Northcote Safe Cycle Route</td>
<td>2016 – TBC</td>
<td>6F</td>
</tr>
<tr>
<td>Turia Stream upgrade</td>
<td>2016 – 2017</td>
<td>Panuku</td>
</tr>
<tr>
<td>Delivery of housing projects</td>
<td>2016 – 2020</td>
<td>PHC / developers</td>
</tr>
<tr>
<td>Plan change application including selling of designations, if needed</td>
<td>2016 – 2020</td>
<td>Panuku</td>
</tr>
<tr>
<td>Approval and acquisition of business leases, rent rebates, including property acquisition and disposal</td>
<td>2016 – 2020</td>
<td>Panuku</td>
</tr>
<tr>
<td>Place making including winding the sails</td>
<td>2016 – 2017</td>
<td>Council community facilities, Council stormwater unit, AT</td>
</tr>
<tr>
<td>Stormwater drainage work and the Linear Park</td>
<td>2016 – TBC</td>
<td>Panuku</td>
</tr>
<tr>
<td>Delivery of housing projects</td>
<td>2016 – 2025</td>
<td>HNZ / developers</td>
</tr>
<tr>
<td>Plan change application including selling of designations, if needed</td>
<td>2017 – 2021</td>
<td>Panuku</td>
</tr>
<tr>
<td>High public transport network</td>
<td>2017 – 2025</td>
<td>6F</td>
</tr>
<tr>
<td>51 Tram Street extension capacity increase</td>
<td>2018</td>
<td>Panuku</td>
</tr>
<tr>
<td>Drainage Research Flood information</td>
<td>2018</td>
<td>Panuku</td>
</tr>
<tr>
<td>Northcote Road / Hillcrest Road / Lake Road intersection upgrade</td>
<td>2018 – 2022</td>
<td>Panuku</td>
</tr>
<tr>
<td>SeaPath connection upgrades</td>
<td>TBC</td>
<td>6F, Auckland Local Board</td>
</tr>
<tr>
<td>Housing for Older People (HfOP)</td>
<td>TBC – per the HfOP programme</td>
<td>Panuku and HfOP partner</td>
</tr>
</tbody>
</table>
### 10.1 TIMEFRAMES

<table>
<thead>
<tr>
<th>TASKS</th>
<th>TIMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Board Workshop</td>
<td>3 February 2016</td>
</tr>
<tr>
<td>Auckland Development Committee workshop</td>
<td>17 February 2016</td>
</tr>
<tr>
<td>Panuku Board approval of HLPP</td>
<td>16 March 2016</td>
</tr>
<tr>
<td>Auckland Development Committee approval of HLPP</td>
<td>April 2016</td>
</tr>
<tr>
<td>Engagement and Communication Plan</td>
<td>September 2016</td>
</tr>
<tr>
<td>Northcote Framework Plan</td>
<td>September 2016</td>
</tr>
<tr>
<td>Continuing implementation of all projects beyond Town Centre</td>
<td>Present - 2025</td>
</tr>
</tbody>
</table>

### CONTACTS

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