



# Board Report

**Date**

Wednesday  
23 October 2024

**Time**

8.00am

**Venue**

Online via Microsoft Teams



# Board Agenda

**Where:** Online via Microsoft Teams

**When:** Wednesday 23 October 2024 | 8.00am – 10.00am

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

		Time
	<b>Public meeting open</b>	<b>8.00am</b>
<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</b>	
<b>4.</b>	<b>Decision papers (open items)</b> 4.1 Onehunga Programme Business Case Overview - Review 4.2 Te Ara Tukutuku - Concept design approval	
<b>5.</b>	<b>Information papers (open items)</b> 5.1 Karanga Plaza Harbour Pool Pilot 5.2 Stakeholder Insights programme 5.3 Internal communications strategy	
<b>6.</b>	<b>Governance matters (open items)</b> 6.1 Out of cycle decisions 6.2 Director interests 6.3 Director meeting attendance	
	<b>Public meeting close and confidential meeting open</b>	
<b>7.</b>	<b>Chief Executive's report (confidential items)</b>	
<b>8.</b>	<b>CCO Review – Auckland Council update</b>	
<b>9.</b>	<b>Information papers (confidential items)</b> 9.1 Northcote Central update 9.2 Westhaven Reclamation – Update on environment court proceedings and other matters 9.3 Development Opportunity - Eastern Busway Urban Regeneration Programme 9.4 The Civic Administration Building	
<b>10.</b>	<b>Governance matters (confidential items)</b> 10.1 Minutes - 28 August 2024 and out of cycle decisions 10.2 Director interests' projects 10.3 Board action list 10.4 Board work forward programme 2024	
<b>11.</b>	<b>General business (confidential items)</b>	
	<b>Meeting close</b>	<b>10.00am</b>

At the time of publishing, no apologies have been received

## Chief Executive Report

Author(s): David Rankin

October 2024

### Whakarāpopototanga matua | Executive summary

*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 a third party(s7(2)(b)(ii));*
- *enable any local authority holding the information to carry on, without prejudice or disadvantage commercial negotiations (s7(2)(i));*
- *maintain the effective conduct of public affairs through the free and frank expression of opinions by or between or to members or officers or employees of any local authority in the course of their duty (s7(2)(f)(i)); and*
- *maintain legal professional privilege (s7(2)(g)).*

### Matapaki | Discussion

#### Te Wero Wynyard Crossing Bridge

1. The repair and maintenance work on the bridge continues to programme with a return to service on track for December.
2. The programme related to the structural steel work and the mechanical and electrical reconditioning and replacement continue to run concurrently and is happening offsite at Wynyard wharf.

#### Steel work remediation

3. In September, the head contractor successfully completed the removal of the final bridge components from Wynyard Crossing, subsequently placing all components in containment on Wynyard wharf.
4. Ultra-high pressure blasting on the structures was completed, followed by comprehensive testing and significant weld repairs on the lifting leaves, engine rooms, and approach spans. Within the marina, the remaining bridge piles were contained, cleaned, and treated with a protective coating.
5. The majority of painting across all structures was finalized, using a new 4-layer coating system.
6. The Western engine room has been returned to the bridge site marking the beginning of the re-installation sequence. The team is set to install the Eastern engine room, along with all approach and back span components of the bridge throughout the month of October. Following these



installations, the only remaining structural elements will be the bridge lifting leaves, scheduled for installation in early November.

## **Mechanical and Electrical**

7. Mechanical and electrical installations are progressing well, with new winches now fitted to the engine rooms. The hydraulic components are currently being integrated, alongside brackets for lighting and communication systems. Throughout the month, additional installations will include motors, control panels, and critical mechanical components within the engine rooms.
8. Off-site electrical testing is being conducted by subcontractors in preparation for commissioning.
9. Further electrical items and additional mechanical spares are being procured, with the first shipments arriving on site by the end of the month.
10. A detailed commissioning plan and planned preventative maintenance plan are in development, with careful consideration of the anticipated increase in vessel traffic during the summer period.

## **Stakeholder impacts**

11. We continue to regularly communicate and engage directly with a variety of stakeholders and key parties with an interest in progress. These include elected members, internal council business units, VHHL, tenants, Wynyard Quarter Transport Association, stakeholder group represented by Fu Wah and the general public.

## **Small Red Ferry Boat**

12. Ferry Services continue to run throughout the week and on weekends. The boat has carried over 6300 passengers to date. The owner of the boat has installed a new boarding ramp on the boat which is working well. This will allow much easier access for wheelchairs and prams but has also speed up the loading and unloading process too. Feedback about the service continues to be positive.

## **Risks**

13. There are several residual risks associated with the project, including:
  - Delays to the programme from issues outside our control like poor weather conditions
  - Commissioning risks due to the interaction of commissioning activities and normal marina operations
  - Reputational risk due to the ongoing impact on Wynyard Quarter from the bridge being unavailable.
14. The risk of delays stemming from the unavailability of long lead time parts is considered low as the necessary parts have been received from offshore. Most parts being manufactured locally have been received and we have good visibility of the few outstanding items.
15. Likewise, the risk of further scope and budget increase is significantly reduced due to the full project scoping and costing now being completed. As the bridge dismantling, relocation and inspection has been completed with work on remediation and repairs underway, all major project workstreams are accounted for.
16. There is also a low risk of further increased costs due to additional labour or overtime rates, as the programme has been agreed to and fixed pricing applies for contractors. However, this may change if there is a material delay because of poor weather or additional scope changes.

17. There is a reputational risk if there is an overrun with respect to getting the bridge back into service in December. This is due to the impact this will have on local businesses, stakeholders, and organised events such as SailGP, which is set for 18-19 January 2025 and is expected to draw a large number of people to the area for the event.

### **Budget increase**

18. As approved by the Board last month, there is an increase in overall required project budget from \$7.7m to \$10.6m. This resulted from more extensive corrosion damage to the structural steel of the bridge (\$0.85m) and the full scope for repairing or replacing the M&E parts of the bridge becoming available (\$1.97m).
19. The revised project budget of \$10.6m has a new contingency of \$1.2m (12%). [REDACTED]
- [REDACTED]
- [REDACTED]

### **Waka Moana Sculptural Walkway – Daldy Street Linear Park Mahi Toi**

20. The Wynyard Quarter Public Art Strategy developed in 2017, focuses on creating public art installations within Wynyard Quarter. It offers opportunities for partnering with mana whenua to anchor and build on ‘te hau o te whenua, te hau o te tangata’ (the breath of the land, the breath of the people). In 2021 Eke Panuku commenced with the planning of the first of three significant artworks identified in the strategy, aimed at connecting the city centre’s green spaces from Albert Park and Victoria Park. This is a key outcome to enhance Auckland and the waterfront as a major destination.
21. Daldy Street Linear Park plays an important role as a connection to what will be the city centre’s largest new open space at the end of Wynyard Point through the Te Ara Tukutuku project. The vision is to stitch together a network of green parks and streets across Auckland’s city centre and waterfront, improving access to parks, open spaces and the waterfront for Aucklanders and visitors. The new art installation will play a material part in enhancing this green pathway and create an immersive experience along the Daldy Street pedestrian walkway. The project, named Waka Moana, is designed by artist Graham Tipene (Ngāti Whātua Orakei, Ngāti Kahu, Ngāti Hine, Ngāti Haua, Ngāti Manu). It is inspired by waka, culture and history, as well as the historical connection to Wynyard Quarter, Tāmaki Makaurau, Aotearoa and Te Moana Nui ā Kiwa. Graham Tipene is a tā moko artist who has worked on multiple civic projects throughout Tāmaki Makaurau Auckland. His work brings Māori kaupapa into the built environment of the city, with major projects including the Waterview tunnel, Victoria Park, Westhaven Marina, Auckland Library, and most recently Myers Park.
22. This installation features a series of nine waka hulls creating a Cathedral like experience as you walk along the existing pedestrian path. Made from GRP (glass reinforced plastic) and Totara, they will be installed spanning the existing rain gardens and swales on Daldy Street. Each waka hull will stand approximately six-metres high, and 1300mm in width at the base. The installation’s unique design and cultural significance are expected to attract both local and international interest. The hulls, with intricate Puhoro designs at the bows represent a connection to ancient Māori stories and will create an immersive experience along the pedestrian pathway.
23. Developers in the Wynyard Quarter have contributed financially to the art strategy over time through the various development agreements. The project has a budget of \$2.07 million and is funded through the annual capex programme. Fabrication of the waka hulls is expected to start

mid-October 2024 and the civil works on site will follow later in the calendar year. The Waka Moana Sculptural Walkway is expected to be completed in April 2025.

## Own Your Own Home – Village Network

24. In May, the Executive confirmed to the Board that [REDACTED] was unsuccessful in its bid to purchase Auckland Council’s interests in the Own Your Own Home (OYOH) scheme portfolio. This is a council shared ownership scheme targeted at the over 65 age group. In 2022, the council decided to exit this scheme while fully protecting current residents. It requested the Eke Panuku manage the sales process.
25. Of the 150 units, Council fully owns 79 and is currently in the process of repurchasing another three units. This trend will continue. Council has confirmed that it will use its existing budgets to continue to repurchase units as they are offered back in line with the repurchase rights.

## Portfolio Valuation

26. In May 2024, Eyles McGough estimated the market value of Auckland Council’s 79 vacant units to be [REDACTED]. The value of the entire portfolio was estimated to be [REDACTED]

## Property Management

27. [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]
28. [REDACTED]  
[REDACTED]  
[REDACTED]
29. [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]
30. [REDACTED]  
[REDACTED]  
[REDACTED]

## Communication and Engagement plan

31. The Executive has regularly updated Ward Councillors and engaged with all affected local boards; Kaipātiki, Devonport-Takapuna, Albert-Eden, Whau, Howick and Maungakiekie, throughout the sales process. We will continue to provide updates on the portfolio.
32. We are cognisant of the sensitivities surrounding the disposal and understand the concerns of the homeowners and their families. Through a combination of village meetings, letters, and email, Eke Panuku has regularly updated homeowners regarding the sales process. The last homeowner update was provided by letter on 3 April 2024. We advised that the sale of council’s interests in the scheme was unsuccessful, and that Eke Panuku was working on a different approach to implement council’s decision to dispose of its interest in the scheme.

33. [Redacted]  
[Redacted]
34. [Redacted]  
[Redacted]

### Risks and mitigations

35. [Redacted]  
[Redacted]  
[Redacted]  
[Redacted]
36. [Redacted]  
[Redacted]  
[Redacted]
37. [Redacted]  
[Redacted]  
[Redacted]

### Avondale Central

38. [Redacted]  
[Redacted]  
[Redacted]  
[Redacted]  
[Redacted]  
[Redacted]  
[Redacted]  
[Redacted]  
[Redacted]
39. [Redacted]  
[Redacted]  
[Redacted]  
[Redacted]
40. [Redacted]  
[Redacted]  
[Redacted]  
[Redacted]
41. [Redacted]

### 16 Fencible Drive – Development update

42. In May 2021, the Eke Panuku board approved the go-to-market strategy for the disposal of 16 Fencible Drive, Howick to the open market with development outcomes. The property was sold for \$1.35m plus GST with settlement concluded in May 2022. The purchaser Habib Enterprises Limited (Habib) proceeded with the demolition of the existing building on the site which was in very poor condition and to prepare a resource consent application for a new 4-level building with commercial and retail uses on the ground floor and apartments above. The demolition has been completed and



Habib has been engaging with Council on the consenting process during the last 12-18 months.

[REDACTED]

43. Eke Panuku has an encumbrance registered on the title of the property, the intention of which is to secure the ongoing performance of the purchaser to deliver the development. This included the demolition of the existing building and construction of a new building to meet the essential outcomes of the development agreement.

44. [REDACTED]

45. [REDACTED]

## Meadowbank Community Centre

46. [REDACTED]

47. [REDACTED]

48. [REDACTED]

49. [REDACTED]

50. [REDACTED]

## Group Property Review

51. Further to the update to directors last month, in August 2024 the council initiated a Section 17A review of the group property functions. This review is being undertaken contemporaneous to the CCO review.
52. Representatives from across the Auckland Council group, including Eke Panuku, have been working on the Group Property Review to define the challenges and opportunities that exist with the council group property functions.
53. A long list of options has been considered and reduced to the following shortlist options:
  - Eke Panuku and Tataki Auckland Unlimited disestablished, with the respective service property functions moved to Auckland Council
  - A sub-option of the above, with the service property functions of Auckland Transport and Watercare also moved to Auckland Council
  - Eke Panuku becomes an urban regeneration agency only, with the management of non-service property moved to Auckland Council
  - Improved current state
  - Status quo.
54. A discussion document on the options will be provided to the mayor on 1 November 2024 to inform the Mayoral Proposal for the Annual Plan 2025/2026, due to be released late November. Should this initial review lead to a recommended option that is supported by the Governing Body, work will commence on a more detailed design and consultation immediately afterwards, with the aim of rolling out any changes over the next year.

## Review of CCO Model

55. Preparation of the officer advice to councillors in response to Annual Plan 2025/2026, Mayoral and Councillor Direction to Council Group (Sept 2024) is being led by Max Hardy, Director Group Strategy and Chief Executive Office. Max will attend the board meeting to provide an overview of the process and speak to the themes and early findings. It is anticipated that Directors may be invited to participate in a Council workshop in November. The date is yet to be confirmed.
56. The first draft analysis from council was received on 12 October. This covers the CCO model and system performance. We are preparing a response which is due 21 October. These documents will be uploaded on Board Books to the Resource Centre prior to the board meeting. Directors can access key material relating to the 2024 CCO review, including documents from council and Eke Panuku responses and inputs, in the Resource Centre.
57. We have held several short and focussed internal workshops to discuss the options put forward and to prepare for the opportunity to input. Two council-led workshops will be held on 14 and 16 October on the options relating to the urban regeneration function.
58. In addition, Eke Panuku staff have been preparing responses to information requests from the Mayor's Office. These have covered things like placemaking activities and budget, role in public realm investments vis a vis Auckland Transport and Council, number and nature of board decision

reports since June 2023, funding of the urban regeneration programme and listing of all urban regeneration projects in FY24/25. These responses are in the Resource Centre.

59. The nature of any consultation with staff across the affected CCOs and Council, and the timing, scope and leadership of this, is yet to be confirmed. There is limited time to carry out any meaningful consultation in this phase of the work and a risk that such engagement is unsettling for staff.

## **Update on Group Shared Services (GSS)**

60. The creation of an internal business unit within Council to provide shared services to the group has now completed. Richard Jarret is the Director - Group Shared Services and reports to the Group Shared Services Board. The board comprises the group CEO's and an independent Chair, Helen Robinson. The business unit is set up to cover the follow shared services :
- a. Corporate Support Services
  - b. Customer Experience and Digital Services
  - c. Data Services
  - d. People Services
  - e. Procurement Services
  - f. Technology Services
61. The project work to review, define and centralise the relevant services continues, and our existing services from Auckland Council are fundamentally unchanged. These include things like our vehicle fleet, office accommodation services, post room, IT systems and equipment, data management, payroll, and recruitment etc.
62. The GSS project is running in parallel with another major program of changes in the IT space – Fit for Purpose Tech. The first project for this is the implementation of the new HRIS system. This system is being implemented for Auckland Council, Eke Panuku and Tātaki, with AT and Watercare expected to transition to the system in the future. The SAP system change has also been communicated in the press and both of these IT projects are credited with making significant savings for the Council Group over the next 10 years.
63. A high-level business case review is nearing completion and will be presented to the GSS Board later this month. This demonstrates the value GSS can bring to the Group, if we can successfully deliver the IT projects which underpin the services to be provided by GSS.
64. Procurement services are the next natural candidate for the GSS program to advance, although the board and the steering group are cognisant of the scale of the workload that GSS implementations demand.

## **Wellbeing Survey**

65. As part of the psychosocial risk assessment, Umbrella Group conducted an all-staff survey focused on wellbeing. Overall, the results were positive. Over 80% of respondents self-reported that they are “thriving” or “managing well”. Almost 80% respondents reported feeling psychologically safe within their teams. While most staff are doing well, approximately 13% of respondents reported they are “finding it tough”. It was observed that psychological stress levels are slightly elevated compared to other organisations, with 12% experiencing high levels of psychological distress, and 26% experiencing moderate distress. Primary drivers for psychological distress were non-work

stressors including financial, family issues, and caregiving. Work related contributors were less prevalent but still played a part and included factors such as organisational changes and high workloads. Umbrella contacted individual staff directly who reported high levels of distress to provide support channels and internal and external support has been communicated to staff.

66. Focus groups will be held in October to explore the findings in more detail and gather further feedback. Umbrella Group will use the outputs of the focus groups and the survey to present to the Executive Leadership Team on psychological risks and recommendations which will then be shared with the Board.

## **Ngā tāpirihanga | Attachments**

Attachment A – Monthly Dashboard report





# Quarterly reporting pack

Period ending 30 September 2024

## Executive summary

### Highlights for the quarter

Good progress has been made on our capital projects this quarter. The Chambers Laneway upgrade works have started in Old Papatoetoe, and a new crossing on Henderson Valley Road has recently been completed and within budget. Works on the Westhaven seawall are well underway and are expected to be completed ahead of schedule.

**SOI targets** – 12 targets have been set this year and steady progress has been made across a number this quarter. 33 new homes have been completed by our development partners, we have completed 3,324 sqm of public realm works and we have achieved 50% of our initiatives for Creating positive outcomes for Māori.

**Corporate business plan** - A total of 27 initiatives to identify Eke Panuku priorities, enabling work and CE objectives were set for FY25. 24 of the initiatives are on track and 3 are at risk.

**Site sales and development agreement progress** – A sales target of \$76m has been set for this year and made up of \$60m from general asset/regional sales and \$16m from Regeneration sales. Year to date we have achieved \$0.9m in sales.

**Property portfolio & marina** – A good start to the year, net surplus is currently tracking \$2.9m ahead of phased budget.

**Office Occupancy** was on average 62% over the quarter against a target of 60%.

**Monthly Programme RAG summary** – A more comprehensive RAG summary will be provided next month as part of our regular monthly board reports.

# Regeneration summary

The programmes include transform & unlock and urban redevelopment sites

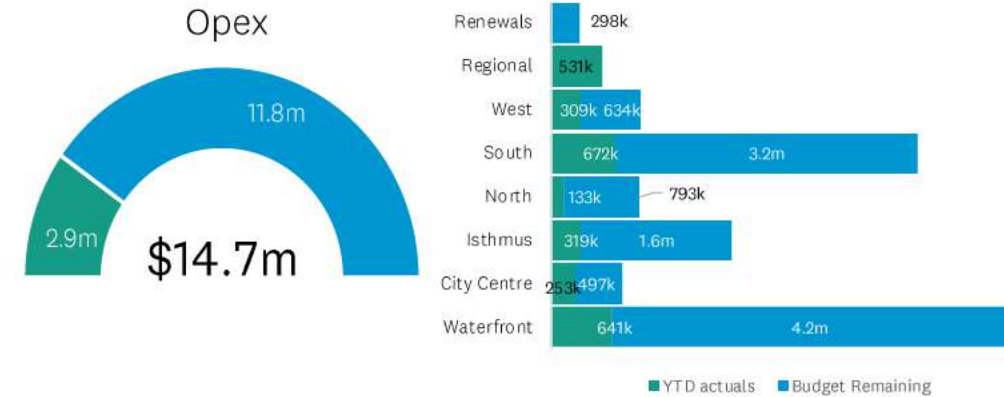


Regeneration capital spend to date is \$12.4m, this is \$2.1m behind phased budget.

There has been a solid start to the year with the continuation of a number of projects that began construction last financial year.

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

- Westhaven Seawall upgrade \$4.3m, which is \$1.6m ahead of phased budget. Good progress is being made and the project is expected to complete early.
- Te Ara Tukutuku \$1.0m, which is behind phased budget by \$0.8m
- Water Edge Response in the Waterfront, including the swimming pool and jump platform. Spend in year \$0.5m, which is \$0.5m behind phased budget.
- Wastewater Treatment Plant Upgrade at Hobsonville \$0.9m which is tracking slightly behind phased budget by \$0.3m
- Waiapu Precinct in Onehunga \$0.5m and is tracking ahead of phased budget by \$0.2m. Building consent has been submitted and detailed design is 95% complete.
- Construction has started on the upgrade of Chambers Laneway with \$0.4m spend to date. This is the first of 3 key projects expected to start this year in Old Papatoetoe,
- 6-10 Racecourse Parade, Avondale - In accordance with the development agreement Eke Panuku was required to deconstruct the Kainga Ora houses at a cost of \$0.4m.
- New crossing on Henderson Valley Road \$0.4m and was completed within budget.



Regeneration opex spend this quarter was \$2.9m, this is \$0.8m behind phased budget.

A major contributor to the underspend this quarter was the Central Wharves master planning project, with an underspend to phased budget of \$400k. This is primarily due to the extended duration of the programme establishment phase and project team setup, which took longer than anticipated. As a result, expenditure against the baseline has been minimal. The project team has now been fully established and we expect spending to increase in the coming months. A forecast review will be conducted to realign the full-year projection with the updated programme plan.

There are other minor savings to date across the rest of the locations.



# Sales summary



## Regeneration sites approved for Sale

Status	Location	Programme	Project Name	Est. Sale value
Preparing for sale	Regional	Supports	Ormiston, 65 Haddington Drive - Site Sale 10-22 Totara Avenue, Site D, New Lynn	
	Transform & Unlock	Panmure	486-592 Ellerslie Panmure Highway 11 Lagoon Drive 10 Basin View Lane	
		Waterfront	101 Pakenham Street West (Lysaght Building)	
		Papatoetoe	98 St George Street & 15 Kolmar Road	
Preparing for sale Total				
In negotiation	Regional	Supports	Airfields Stage 3 - Megalot 5B Airfields Stage 3 - Megalots	
	Transform & Unlock	Manukau	10 Putney Way	
		Panmure	535 Ellerslie Panmure Highway	
		Pukekohe	174 - 182 Manukau Road Edinburgh Superblock	
		Takapuna	R78 and 72A Hurstmere Road sites	
		Waterfront	North Wharf Development - Site 14	
		Northcote	115 Lake Road	
In negotiation Total				
Conditional agreement	Regional	Corporate Property	4-10 Mayoral Drive, Aotea Station Development	
		Supports	198 Dominion Road, Mt Eden	
		Eastern Busway TODs	1/1 & 2/1 Snells place, Pakuranga	
	Transform & Unlock	Manukau	9 Osterley Way	
		Panmure	3 Kings Road	
		Takapuna	Anzac Street / Hurstmere Road 14 Huron Street (Gasometer)	
Conditional agreement Total				
On hold	Transform & Unlock	Panmure	3 Mountwell Crescent	
Waterfront		Willis Bond 'West 2' Residential Apartments		
On hold Total				
Unconditional agreement	Regional	Supports	132 Greenlane East Downtown carpark, City Centre	
Unconditional agreement Total				
Grand Total				

There have been two unconditional general asset sales this quarter.

1575 East Coast Rd Redvale for [REDACTED] and 1/1 Snell Place, Pakuranga which is part of the Eastern Busway project for [REDACTED]

Total unconditional asset sales for the year to date are at \$913k.

There have been no Transform and Unlock sales this quarter.

## Disposal sites approved for sale

Status	Area	Site name	Est. sale value	
Preparing for sale	Central	7 Waitai Rd, Waiheke 3 Ponsonby Rd, Freemans Bay		
	North	Albatross Road, Red Beach 2 Forest Hill Rd, Forest Hill		
	South	153 Bombay Rd, Bombay 90 Smales Rd, East Tamaki 90A Smales Rd, East Tamaki Rear 18-22 Keven Rd, Clarks Beach 72 Wood Street, Papakura 12R Birdwood Ave, Papatoetoe 54 Whitford Park Road, Whitford		
		West	131 Clark Rd, Hobsonville	
		Preparing for sale Total		
Settled	North	4 Blomfield Spa, Takapuna East Coast Rd, Redvale 2 The Strand, Takapuna		
	South	143 Keri Vista Rise, Papakura 145 Keri Vista Rise, Papakura 20 (part) Uxbridge Rd, Howick 66R Hallberry Ave, Mangere		
Settled Total				
In Negotiation	Central	1 Levene Place, Mt Wellington Part of Nuffield Lane, Newmarket Titoki Street, Parnell		
	West	84 (part) Hobsonville Rd, Hobsonville 33 (part) Brandon Ave, Glen Eden		
In Negotiation Total				
Unconditional agreement	Central	2 Levene Place, Mt Wellington 17 Erson Ave, Royal Oak		
	South	124 Cornwallis Rd, Cornwallis 130 Cornwallis Rd, Cornwallis 24 Saleyard Road, Whitford		
Unconditional agreement Total				
Grand Total				

# Cash inflows and outflows

The table below displays the consolidated financial cash flows for all of Eke Panuku operations including corporate, regeneration and asset management within both Auckland Council and Auckland Transport. The consolidated position excludes inter company transactions and the operational inflows outflows don't directly correlate with the financial tables on the next 3 pages.

	Full Year Budget	Q1 Actuals	Q1 Budget	Variance	
<b>Capital Inflows</b>					
Selling Council's surplus property	60.0	0.9	0.5	0.4	2 small sales have been made in year.
Selling or long leasing property to reinvest in our urban regeneration locations	16.0	0.0	0.0	0.0	Sales are programmed for later in the year.
Third party capital contributions	3.8	0.7	0.9	0.2	
	<b>79.8</b>	<b>1.6</b>	<b>1.4</b>	<b>0.6</b>	
<b>Capital Outflows</b>					
Investing in council group assets to support regeneration and asset renewals	<b>98.9</b>	<b>18.8</b>	<b>20.6</b>	<b>1.8</b>	Capital spend is tracking well to budget.
<b>Operational Inflows</b>					
Revenue from property interests for Council group	<b>66.7</b>	<b>20.9</b>	<b>16.9</b>	<b>4.0</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 \$0.8m. 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	5.1	5.0	(0.1)	Timing of body corporate and property rental expenses they were budgeted across the year but were invoiced in Q1 \$0.2m this will correct in year. Not all the expected rates have been received yet in year, we are still anticipating a spend close to budget.
Utilities and leases for council group owned assets we manage	6.7	1.9	1.7	(0.2)	
Rates on council group owned assets	7.7	6.3	7.7	1.4	
Maintenance of council properties	12.3	3.2	3.1	(0.1)	
Consultation, negotiation and sales processes to sell council property	4.3	0.8	1.1	0.3	Savings in year due to staff vacancies.
Leading regeneration of town centres, city centre and waterfront.	23.8	5.3	5.5	0.2	Savings in year due to staff vacancies and timing of regeneration operational budget spend to phased budget.
	<b>74.3</b>	<b>22.6</b>	<b>24.1</b>	<b>1.5</b>	



# Eke Panuku financials

## Revenue



Revenue year to date is \$5.2m, which is on budget.

## Expenditure



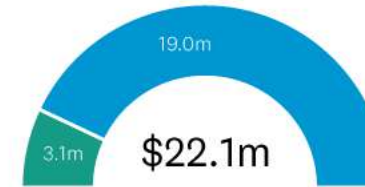
Expenditure year to date is \$10.5m, which is tracking \$0.9m behind phased budget.

People costs are \$0.6m behind budget due to our 16 vacant roles. We also have additional budget for more staff to work on the Central Wharves/Port project that we have yet to define if required this year given staging of work over multi years.

Other expenditure is tracking \$0.3m behind budget, this is a timing issue and should be corrected by year end.

# Property portfolio & marina

## Managed Property Net Surplus



Managed Properties net surplus year to date is \$3.1m which is \$2.9m ahead of phased budget.

- **Commercial Property Portfolio** is at \$3.3m surplus, this is \$3.5m ahead of budget. Revenue is ahead of budget across all activities and expenditure is less than budget, largely due to current rates costs received being \$1.2m less than budget
- **Business Interests** at \$1.5m surplus is tracking on budget.
- **Marinas** at \$1.8m of surplus are \$0.6m behind budget. Revenue is currently \$0.6m under budget. As we move into summer, an increase in revenue is expected at both the Silo and Viaduct marinas, but there is potential for a shortfall of revenue in year at Westhaven. Expenditure is on budget.
- **Public activities in the Wynyard Quarter** is at (\$2.1m) surplus which is (\$0.2m) behind budget.

## Capital Renewals



Capital renewals are tracking \$0.3m ahead of phased budget with \$6.4m of spend to date.

Significant projects that make up this spend are from the Shed 10 structural renewals at \$1.8m and the Wynyard Crossing renewals at \$4.1m.

# Key activity breakdown

The following activities make up the Property Portfolio and Marina Net Surplus.

## Auckland Council Properties



Net surplus is \$3.4m, which is \$2.8m ahead of budget.

Revenue is \$1.1m favourable to budget. \$0.2m is from Orams for a share of boat haulage fees for the last 2 years which was agreed as part of the sale of 164 Beaumont Street. \$0.7m is due to unbudgeted revenue for properties that were expected to have left the portfolio or be vacant - Lysaght Building, YDL in Hobsonville, Film Studio Henderson and a group of shops on Great North Rd. \$0.2m for additional expenditure recoveries.

Expenditure is \$1.6m favourable to budget, we have been invoiced for a large portion of the expected rates for the year, but there is still circa \$1.2m of rates to come. There is an additional \$0.4m of timing differences to phased budget over a range of expenditure types.

## Auckland Transport Properties



Net surplus is (\$0.1m), which is \$0.7m ahead of budget.

Revenue is \$0.7m ahead of budget. We were advised from Auckland Transport (AT) not to budget an estimated 80 properties as they would be required for projects. Due to project delays at AT, we have received at least one month's rent from all of these properties and are still receiving rent on circa 65 of them. Properties will continue to be transferred out of the portfolio as required by projects.

Expenditure is currently tracking to budget.

## Business interests



Net surplus is \$1.5m, which is \$0.1m behind budget.

There has been a small decrease in revenue received from Waste Disposal Systems this month of \$0.2m from reduced through put. We are still expecting budget revenue to be achieved.

## Waterfront public space assets



Net surplus is (\$2.1m), \$0.2m unfavourable to budget.

Security costs in the Wynyard Quarter are \$0.2m ahead of budget, \$0.1m is in relation to Hamer Street closure costs, a capital project installing new speed cushions once completed will remove the need to pay for ongoing closure costs. There are savings to date in repairs and maintenance which are offsetting the overspend on security.

As a result of the Wynyard Crossing Bridge renewal there are unbudgeted operational costs for the Red Boat Ferry and communications to stakeholders. To date, these are \$0.2m and are forecast to be \$0.9m.



# Key activity breakdown 2

## Marina Operations



Covers the operation of Westhaven, Viaduct and Silo Marinas

Net Surplus is \$1.8m, which is \$0.6m behind budget.

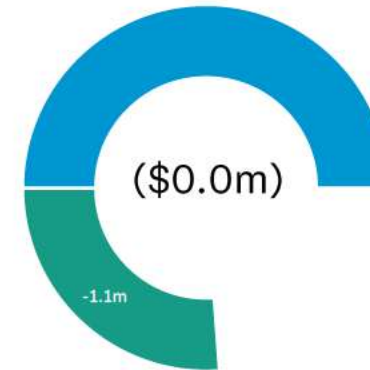
Revenue is \$5.6m which is \$0.6m under budget. Silo and Viaduct marinas make up \$0.4m of the variance. Marina management is confident that with bookings in place for the summer, revenue will catch up to budgeted levels.

Westhaven marina is currently tracking \$0.2m behind budget for revenue. This is a result of actual occupancy levels being lower than budgeted levels. An average rental increase of 6% was applied to berth rentals for FY25. We are starting to see some of the smaller boats being removed from the marina via trailers, which we believe is as a result of the economic downturn.

Revenue for relocation of boats for the pier renewals and additional income from the fuel jetty over the summer months will mitigate some of this shortfall, but there is risk for the revenue to be up to \$0.5m under budget by year end.

Expenditure is on budget.

## Marina Trusts



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 (\$1.1m), 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 and L piers is currently underway with costs to date of \$1.3m, 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.

Y Pier Walers will be replaced this year, with a forecast cost of \$0.9m. This asset is located within the Extension Trust area. The operational budget is insufficient to fund this project so the refurbishment fund will be utilised. Therefore, this Trust will also show a deficit this year.

	Measure		Target	Actuals YTD	RAG	Commentary
Urban regeneration programmes and projects	1	Net new dwellings (housing units) - LTP	157	33	●	33 homes have been issued with code of compliance YTD: 9 homes in Old Papatoetoe (91 Cambridge Terrace) and 24 in Ormiston (239 Flat Bush School Rd Lot 3 ).
	2	Public realm (includes new or upgraded public open space, playgrounds, walkways, roads etc) – sqm	7,000 sqm	3,324 sqm	●	3,324sqm renewed public realm reached practical completion in Sep 2024 at Pukekohe: Massey Ave & Manukau Rd double intersection upgrades and footpath widening.
	3	Capital project milestones approved by the board achieved - LTP	80%	-	●	All 15 targets are on track.
	4	Achieve total board approved budgeted Transform and Unlock (T&U) net sales for the financial year through unconditional agreements	\$16m	-	●	No contracts were declared unconditional for Transform and Unlock sales YTD.
	5	The asset recycling target agreed with the Auckland Council	\$60m	\$0.9m	●	Two properties sold YTD. 1575 East Coast Rd, Redvale (\$0.3m) and 1/1 Snell Place, Pakuranga (\$0.6m). Work continues on other properties which will contribute towards the \$60m target.
	6	Annual property portfolio net operating budget result agreed with the council achieved - LTP	\$18m	\$3.3m	●	The September EBITDA for the portfolio was \$3.3m, this is \$3.5m ahead of budget.
Property Portfolio and Marina Management	7	The monthly average occupancy rate for tenantable properties - LTP	Commercial 90% Residential 95%	97.2% 98.7%	●	Both Commercial and Residential occupancy rates remain high and ahead of target.
	8	The percentage of marina customers surveyed who are satisfied with marina facilities and services	88%	-	●	A new survey will be completed at end of year.
	9	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>	<i>Methodology adopted &amp; tested</i>	-	●	The chosen carbon measurement tool PEET is currently under development.
Sector leadership	10	Creating positive outcomes for Māori - Deliver a number of ongoing or new initiatives that support Māori Outcomes.	40	20	●	20 Initiatives completed YTD. Examples 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.
	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	-	●	A new survey will be completed at end of year.
	12	Complaints received by Eke Panuku are resolved within 10 working days.	80%	-	●	No complaints received in September and YTD.



# Corporate business plan

- On track
- At risk
- Critical
- ✓ Complete

Status of actions. Short commentary on examples of completed actions and at risk items (amber) will be included. This reporting captures Corporate Business Plan priorities and enabling work. This table excludes SOI targets and milestones reported separately.

Focus area		Total initiatives	Results				Commentary
			<span style="color: red;">●</span>	<span style="color: orange;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">✓</span>	
1	Building leadership capability and collaboration	3			3		<ul style="list-style-type: none"> <li>Senior OD consultant engaged, discovery and needs analysis is underway.</li> </ul>
2	Maintaining delivery momentum	9		3	6		<ul style="list-style-type: none"> <li>Amber: Review of TAG and Alliancing Framework, no agreed way forward with Council on a revised Alliance Framework to date. Changes to TAG are being implemented incrementally.</li> <li>Amber: Future urban regeneration programme – implement fit-for-purpose process to select new locations, timing of selection process has yet to be agreed with Council.</li> <li>Amber: Rolling update on the current urban regeneration programmes with Planning and Policy Committee, need to progress Henderson and Onehunga to committee timing yet to be confirmed.</li> </ul>
3	Ongoing business improvement	6			6		<ul style="list-style-type: none"> <li>Increase supplier diversity across Eke Panuku influenceable spend working with mana whenua: Corporate Responsibility have been supporting supplier diversity goals across several projects as well as inclusion of diverse suppliers from the deconstruction panel. They have met with mana whenua to discuss Māori procurement and will be speaking to the Mana Whenua Executive x Rangatira hui in November.</li> </ul>
4	Putting people first	4			4		<ul style="list-style-type: none"> <li>Wellbeing survey completed and results shared with staff. Focus group attendees confirmed and scheduled for October.</li> </ul>
5	Telling our story	5			5		<ul style="list-style-type: none"> <li>Local board engagement plans have been finalised and adopted by 20 of the 21 local boards except for Devonport-Takapuna.</li> </ul>
Total		27		3	24		

# People and Culture

Our overall FTE is 230.6, this includes our actual FTE of 212.5, 2 contingent workers in FTE roles and 16.1 vacancies.

Of the 16.1 FTE vacancies:

- 3 positions are being actively recruited via our Auckland Council recruitment team, external agencies or internal EOI process.
- 5 are waiting the employee start date
- 3 positions are being held (Receptionist, Senior Portfolio Specialist, Development Manager)
- 2 are the home roles of a seconded employees (Property Manager & Senior Property Transaction Advisor)
- 1 position is being rescoped (Associate Property Manager)
- 2.1 positions are vacant (Marina Cadet, Casual Marina Dockmaster and Senior Strategic Project Manager).

Our overall Non-FTE is 19.8. This consists of 13.8 contingent workers in non-FTE roles, 6 contingent workers covering leave. These have not been included in the FTE count.

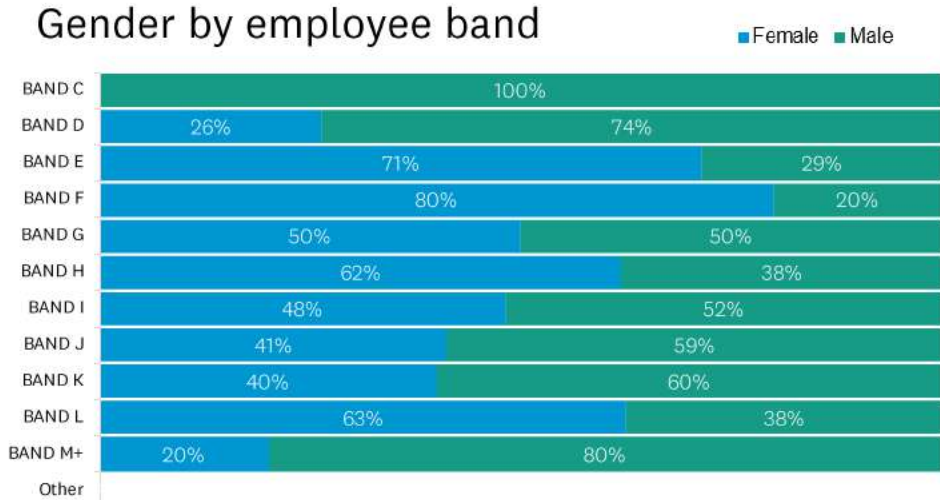
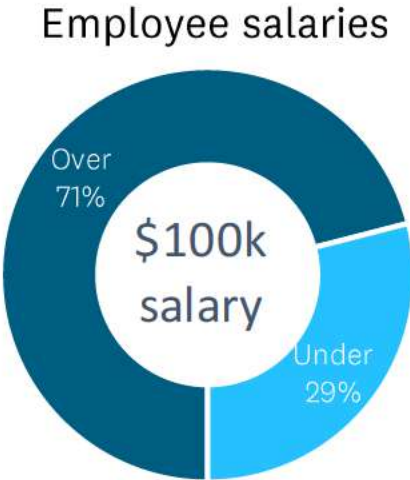
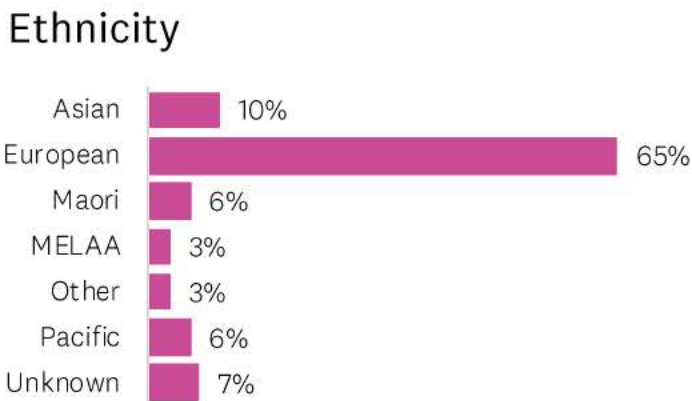
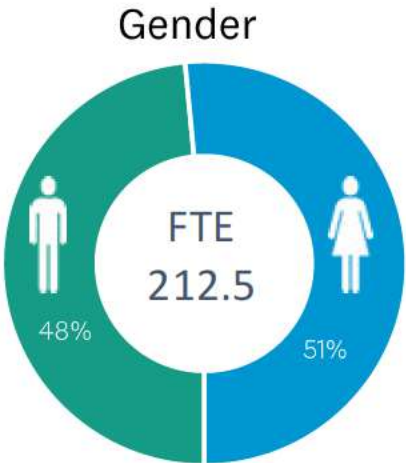
Staff turnover has decreased this quarter from 12.4% to 11%.

Office occupancy has increased from 59% last quarter to 62% this quarter.

This month, as part of our commitment to developing our People Leaders and supporting growth, we conducted a one-day workshop facilitated by CVL for new people leaders. The purpose of this session was to on cover previous E Tū Hautū content.

## FTE summary

FTE			Non FTE		
FTE Actual	Contingent in FTE	Vacant roles	Contingent in non-FTE positions	Contingent covering employee leave	Vacant non-FTE positions
212.5	2	16.1	13.8	6	0
230.6			19.8		









# Spatial delivery plans

Activity on our programmes is updated each quarter.  
The plans currently show activity from quarter 1 (Jul to Sept 2024).

## 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.

## 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



**Community Hub and Cadness Reserve upgrade** - Developed design, consent lodgement and final business case submission for approval are all on track to be completed by the end of 2024. The Kaipātiki Local Board, stakeholders and the community are very supportive of the design of the project. The library and community groups leasing space in the building will be relocated to the old hall on the corner of Ernie Mays Street and College Road between January and June 2025. This enables ongoing service for the community while the construction of the new community hub takes place.

**Northcote town centre streets** - extending Ernie Mays Street, a key part of the road network. Developed design began in October 2024 and resource consent lodgement and final business case approval will happen later in the year. Construction is likely to be staged to minimise impacts on the surrounding businesses and communities. The deconstruction of three buildings will take place between February and June 2025, to enable the first stage of construction to commence in mid-2025.

## Northcote Town Centre development



# 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

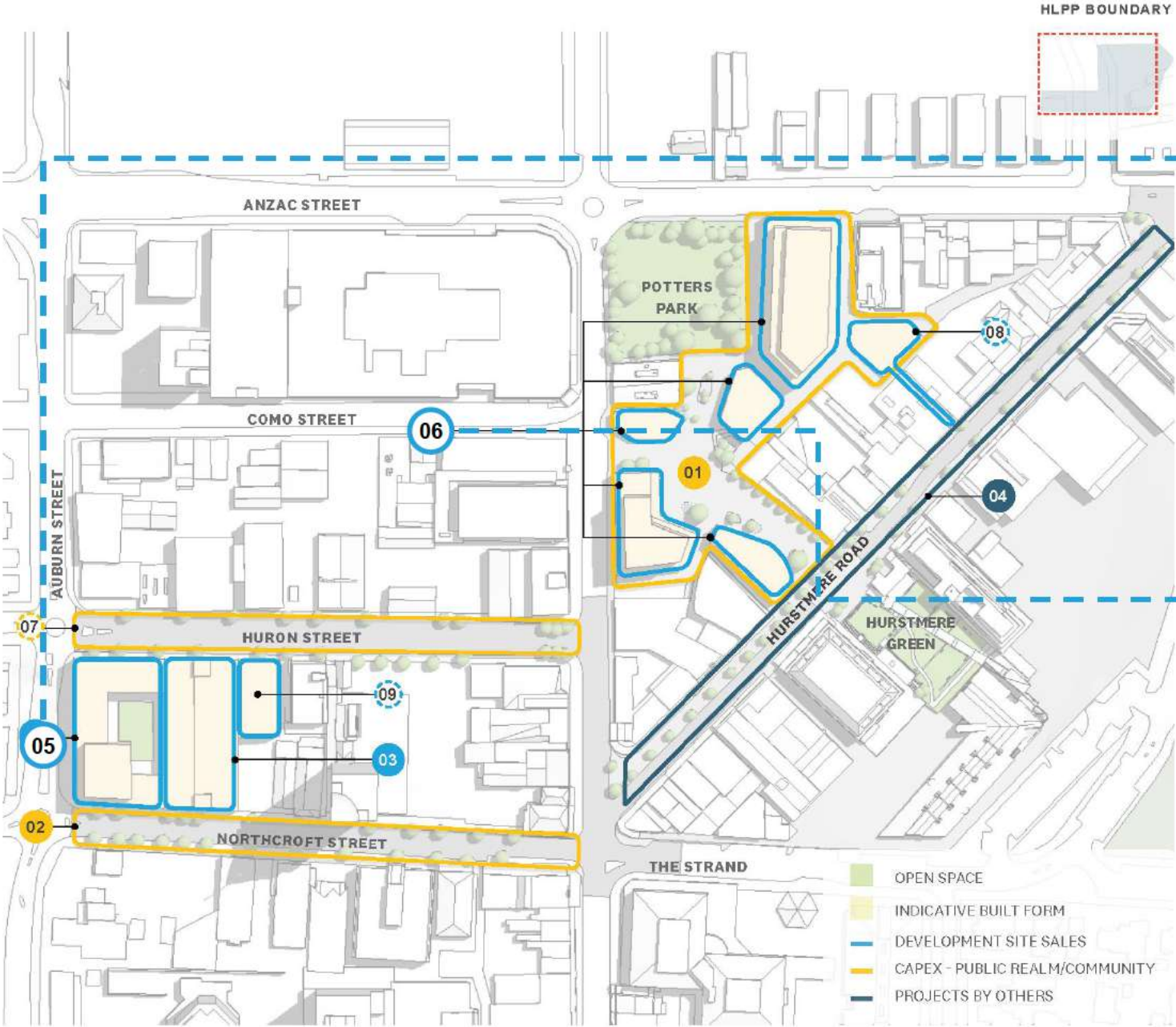
- 01 WAIWHARARIKI ANZAC SQUARE
- 02 NORTHCROFT STREETSCAPE UPGRADE
- 03 TOKA PUIA CAR PARK
- 04 HUSTMERE ROAD UPGRADE (AT)

## 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



HLPP BOUNDARY

**Auburn Street developments –**  
A project to deliver high-density, high-rise residential and commercial outcomes. The developer [redacted] of the Auburn Street development is working to satisfy the conditions of the development agreement. [redacted]

**Anzac Street Development site –**  
[redacted] Takapuna Central is the first site to be developed adjacent to Waiwharariki Anzac Square.



# 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

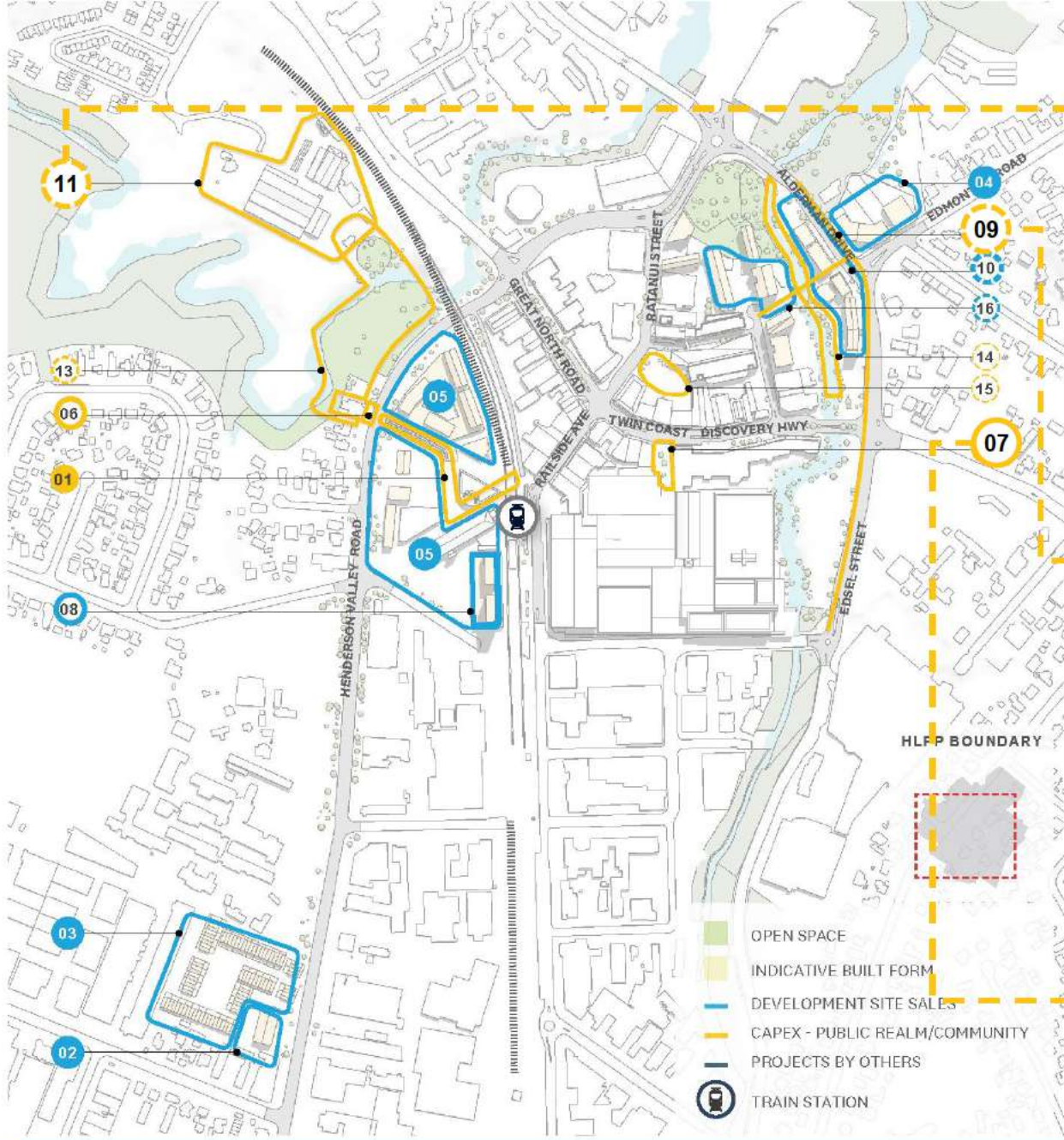
- 06 HENDERSON VALLEY ROAD ENHANCEMENT
- 07 CATHERINE PLAZA UPGRADE
- 08 1C SMYTHE SITE SALE

## 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



**Corban Estate Access and Enhancement Works** – The project is progressing well, and we have been working collaboratively with Community Facilities. The scoping phase is now being worked on.

**Wai Horotui Henderson Connection** – A project which includes a bridge over Oratia Street and elevated connection in Newey’s Reserve. An updated valuation of the West City carpark land has been received and Eke Panuku has endorsed additional land acquisition costs alongside reduced construction costs. These changes will result in minimal traffic disruption and allow retention of the flush median. The Detailed Business Case approval is targeted for late October 2024 with developed design expected to be approved in December 2024.

**Catherine Plaza upgrade** – A project to support the vitality of the town centre businesses. Resource consent for the enhancement works was granted in September 2024. Construction is expected to start in February 2025.



# 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

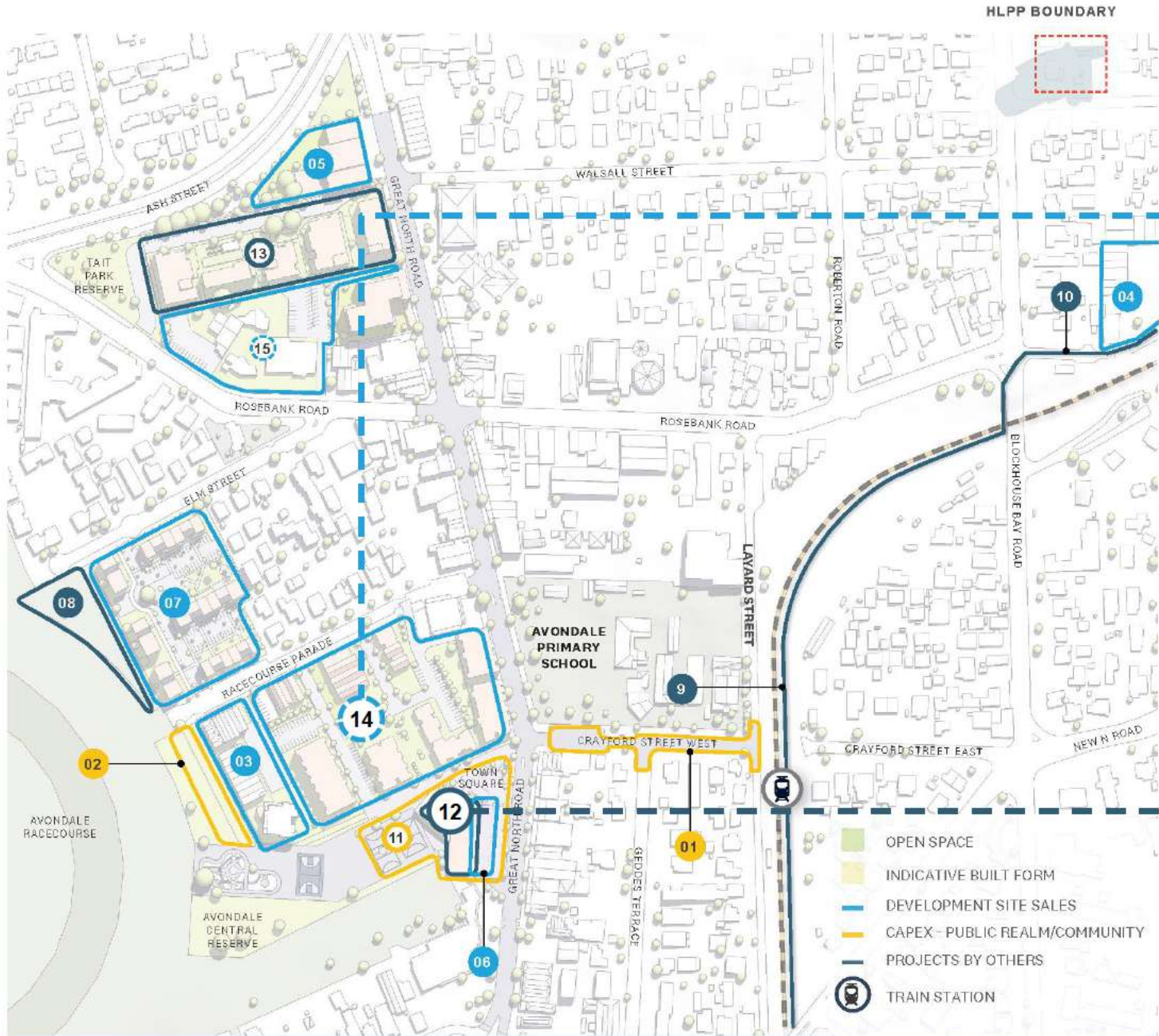
- 11 AVONDALE CIVIC PRECINCT (AVONDALE TOWN SQUARE, CRAYFORD LANE, AND PLAYGROUND)
- 12 TE HONO LIBRARY & COMMUNITY HUB (AUCKLAND COUNCIL)
- 13 Highbury Triangle - Housing for Older People (Kāinga Ora)

## 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** – A significant mixed-use residential development on a critical site that has been vacant for many years. We continue to work through reaching agreement on essential design outcomes with the development partner.

**10 Racecourse Parade** – Deconstruction works on the 42 homes is progressing well and is nearing completion.

**‘Dale’, Avondale’s resident spider** has been removed from his site in central Avondale and placed in storage. This was agreed with its owners, the Avondale Business Association.

**Te Hono - Avondale community hub and town square** - The detailed design for the town square was completed in August 2024 and construction procurement has commenced.



# 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 -** Discussions are being held with City Rail Link Ltd to determine the information required and the works needed to be completed before the transfer of the sites to Auckland Council. Once determined, the right of first refusal process can begin with Whenua Haumi Ltd Partnership on the three development sites.

A draft plan to agree the transitional use of the development sites post CRL project completion has been drafted. The plan sets out how the sites should be left to ensure that the precinct works well when the station opens.





# CITY CENTRE PROGRAMME

## PROJECTS COMPLETED

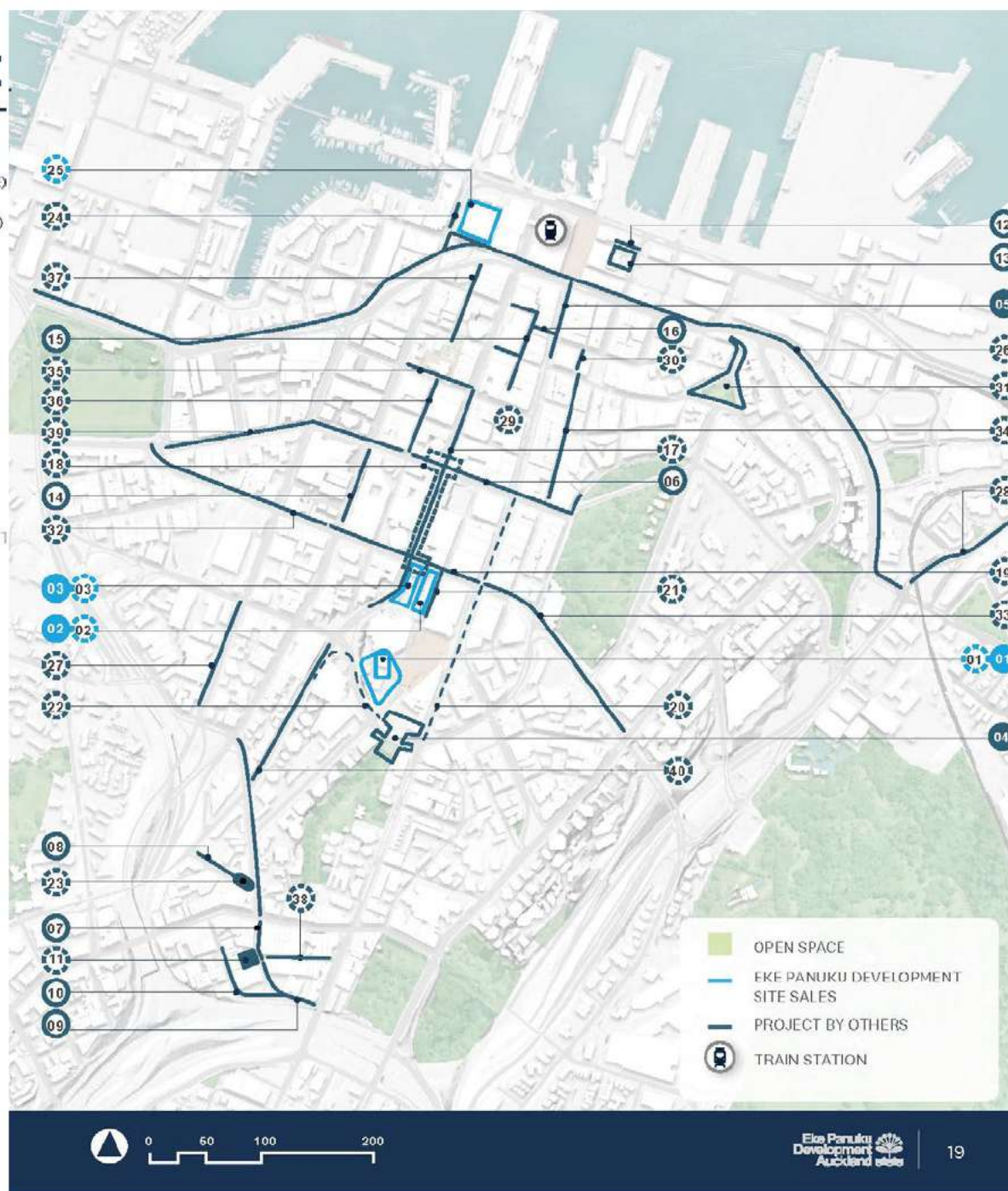
- 01 CIVIC ADMINISTRATION BUILDING DEVELOPMENT AGREEMENT (SUPPORTS PROGRAMME)
- 02 BLEDISLOE HOUSE REDEVELOPMENT DEVELOPMENT AGREEMENT (SUPPORTS PROGRAMME)
- 03 CRL OSD: SYMPHONY CENTRE - DEVELOPMENT AGREEMENT (CORPORATE PROPERTY PROGRAMME)
- 04 MYERS PARK UNDERPASS
- 05 LOWER QUEEN ST UPGRADE

## SHORT TERM: FY 2025

- 06 TE HĀ NOA VICTORIA STREET LINEAR PARK
- 07 UPPER MERCURY LANE
- 08 PITT STREET
- 09 CANADA STREET
- 10 EAST STREET
- 12 TYLER STREET UPGRADE
- 13 TE WAIKEMATA 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 (FANSHAW 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



**City Centre Action Plan** – An update of the action plan is in progress, focussing on clarifying and accuracy updates following the LTP 2024-34 process. The update is targeted for completion by the end of 2024.

Planning for the future – Baseline spatial plans have been developed for each precinct and outline the project pipeline for the next 10 years. Ongoing discussions are taking place with the University of Auckland to ensure alignment of their campus masterplanning with council group programmes. Significant progress has been made with Ngāti Whātua Ōrākei on a partnership approach for Te Toangaroa precinct planning. An agreement is also in place with Auckland Transport to integrate Access for Everyone (A4E) transport plans into place-based planning efforts.

Improving the experience of the city centre - The City Centre Safety Plan has been endorsed by Auckland Council's Regulatory and Safety Committee, with \$4 million in additional funding allocated through the City Centre Targeted Rate (CCTR) for the next two financial years. The Te Komititanga Place Pilot has now finished. The findings will inform the development of a place programme for the space, which will contribute to a broader place management plan for the central waterfront. This plan will focus on creating a vibrant, well-functioning area by prioritising core improvements. The Civic Spaces Review Report has also been finalised.

Maximise benefits of CRL - CRL station area planning is well advanced (80% complete), aligning future urban development with station precincts to maximise value. - Midtown Programme - Te Hā Noa works on Victoria Street continue, with Wellesley Street Bus Improvements progressing with completion by September 2025. Watercare's work at Mayoral Drive and Wellesley Street is set to start in September 2024, pending consent. Vector has completed 22kV network upgrades in Midtown, and coordination is ongoing to open Albert Street for western bus routes by April 2025. Construction works on the Karanga-a-Hape Station Neighbourhood began on Mercury Lane on 15 July 2024.

Supporting residential growth in the city centre: Residential baseline study has now been completed and a market perspective on commercial-to-residential conversions has been gathered. An initiative has also been launched to strengthen and empower city centre residents group. We are also looking at options to improve residential quality of life in mixed use environments.



## 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 WYNARD QUARTER LEGACY SPACE ACTIVATION WORKS - AC36 BASES

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

### SHORT TERM: FY 2025

- 05 WYNARD 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 JELlicoe STREET MIXED USE
- 22 WILLIS BOND 'EAST 2' RESIDENTIAL

**Westhaven Seawall Upgrade** – Construction works began in March 2024 and are expected to be completed by March 2025.

**A Te Ara Tukutuku development** – The public engagement campaign on the concept design was undertaken over August 2024 and reached an estimated 850,000 people. The concept design received 87% support. Final concept plans are targeted for board approval in October 2024.

**North Wharf development site** – Negotiations on the conditional long-term lease agreement are progressing.

**Central wharves masterplan** – Early engagement with the Waitematā Local Board will happen in October 2024.

**Swimming facility at Karanga Tidal Steps** – The design and the procurement for physical works is now complete and construction is underway. An operational plan is being developed with Auckland Council Pools and Leisure. Works are still on track to be completed for summer.

**Precinct Stage 3 development** – Works are progressing ahead of schedule and are now due for completion in February 2025.



# 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 KOTĀHI 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 KOTĀHI NZTA)



Onehunga Mall site acquisitions – The acquisition of 208 Onehunga Mall was settled in June 2024.

Waiapu Lane and Selwyn Street development sites – New supermarket development. A conditional development agreement as executed in June 2024, which is currently being worked through.

Waiapu Precinct – Design documentation is nearly complete and building consent was lodged in September 2024. Tender documents are being prepared for the physical works contract and construction is on track to commence in early 2025.

Onehunga wharf public space – A draft business case to create public space and access on the northern corner of the Onehunga Wharf site is scheduled for approval in November 2024. It is recommending initial works that do not require any consent be undertaken, enabling the new space to be accessible to the community sooner. It will also help support conversations with stakeholders and the community about how the space could be used.

The updated Onehunga Programme Business Case Overview is now complete. This will be presented to the Eke Panuku Board in October 2024.



# 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

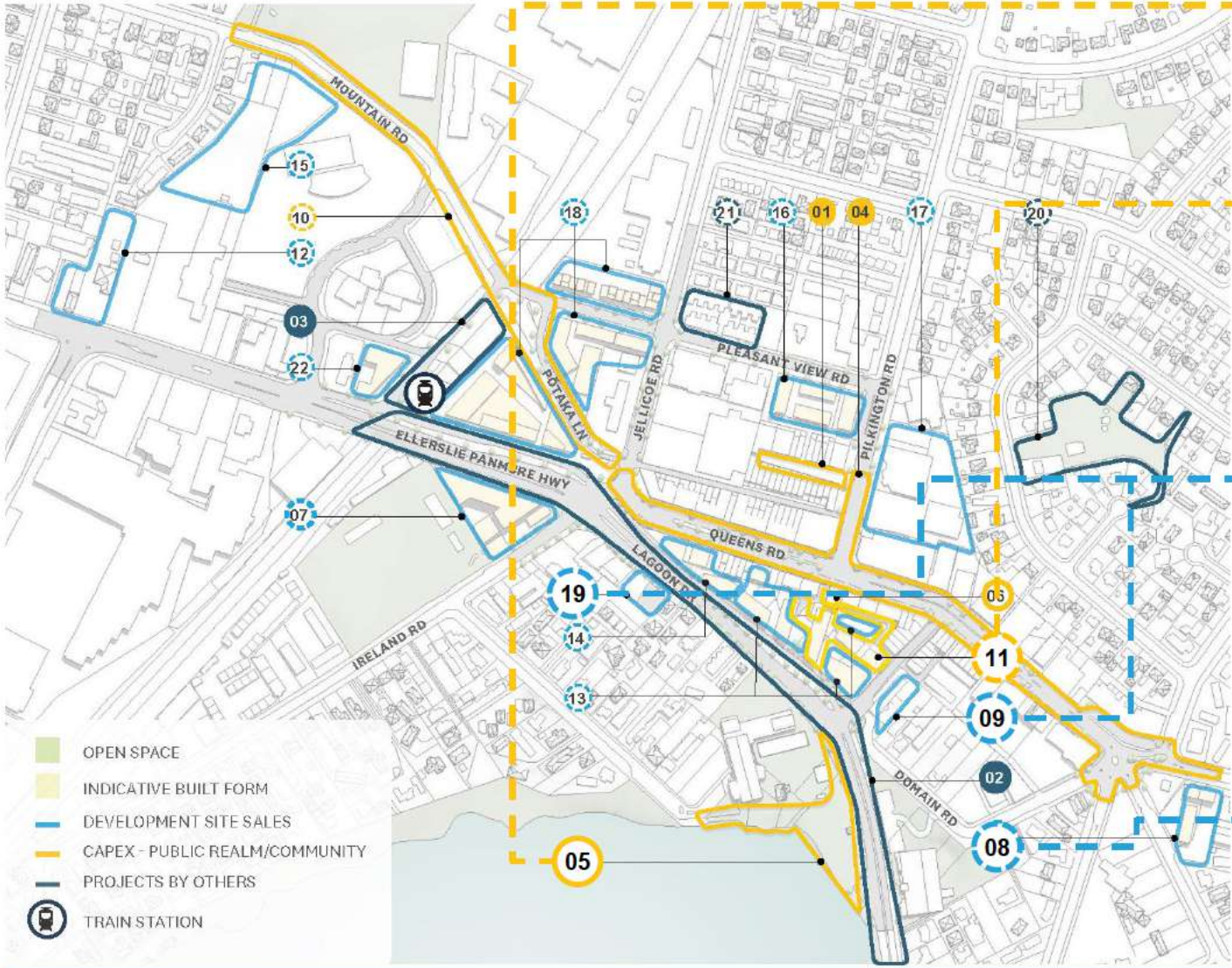
- 05 LAGOON EDGE RESERVE UPGRADE
- 06 PANMURE TOWN SQUARE

## 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 Edge Reserve Enhancement** - The resource consent was lodged in March 2024. Detailed design is nearly complete and procurement for a construction contractor will take place before the end of the year. Construction is on track to commence by Q4 FY25.

**Basin View Precinct development** - Enabling works on a public square will start in early 2025 with the planned deconstruction of the upper levels of 71-79 Queens Road. Deconstruction will allow testing of this space ahead of a permanent public square to be developed as part of the wider Basin View Precinct development.

**Lagoon Drive & Basin View development sites** - These sites will be taken to the open market in early 2025. This is later than originally planned and has been done due to the challenging property market.

**Kings Road development site** - A residential development on 3 Kings Road is under contract and we are working through the conditions of the development agreement with our development partner.



0 50 100 250 500M

Eke Panuku Development Auckland



# 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

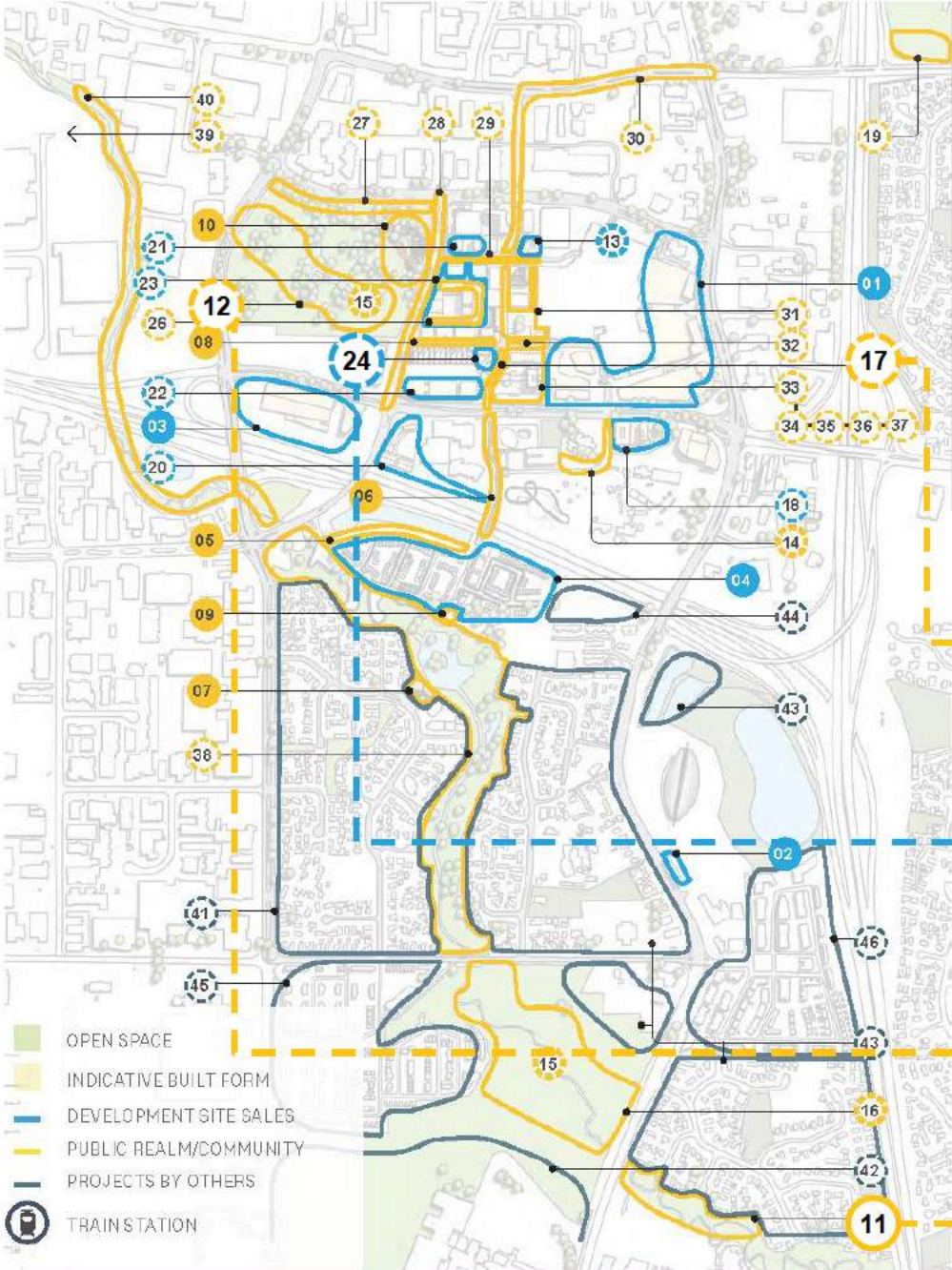
## MEDIUM TERM: FY 2026

- 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 - CMD HB 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



**Progressing the development sites in Manukau** – The sales strategy for these sites is now underway. The Manukau on the move, a campaign to highlight why it's a good idea to invest in Manukau has recently been relaunched. An investment summit, being led by Tataki Auckland Unlimited will take place mid-November 2024.

**Small T projects** – The projection initiative, a project to create a vibrant space in Manukau square is moving into implementation phase. Works on the footpath extension for Manurewa school and the Wi-Fi booster works for Hayman Park are both progressing well.

**Osterley Way civic streetscape works** – Includes streetscape upgrade with landscaping, new surfacing, lighting, wayfinding and separated cycleway. Resource consent is targeted for lodgement in November 2024. Completion of tender documents is scheduled for April 2025.

**9 Osterley Way** – [Redacted]

**Hayman Park wetland works** – Resource consent has been lodged. We are expecting consent to be granted in October/November 2024. Both the Eke Panuku and Healthy Water Detailed Business Cases were approved this quarter.

**Puhinui Regeneration** – Te Aka Raataa Stage 1 Raataa Vine – Procurement planning and documentation is underway. A tender process for the physical works will take place by the end of October 2024.



# 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

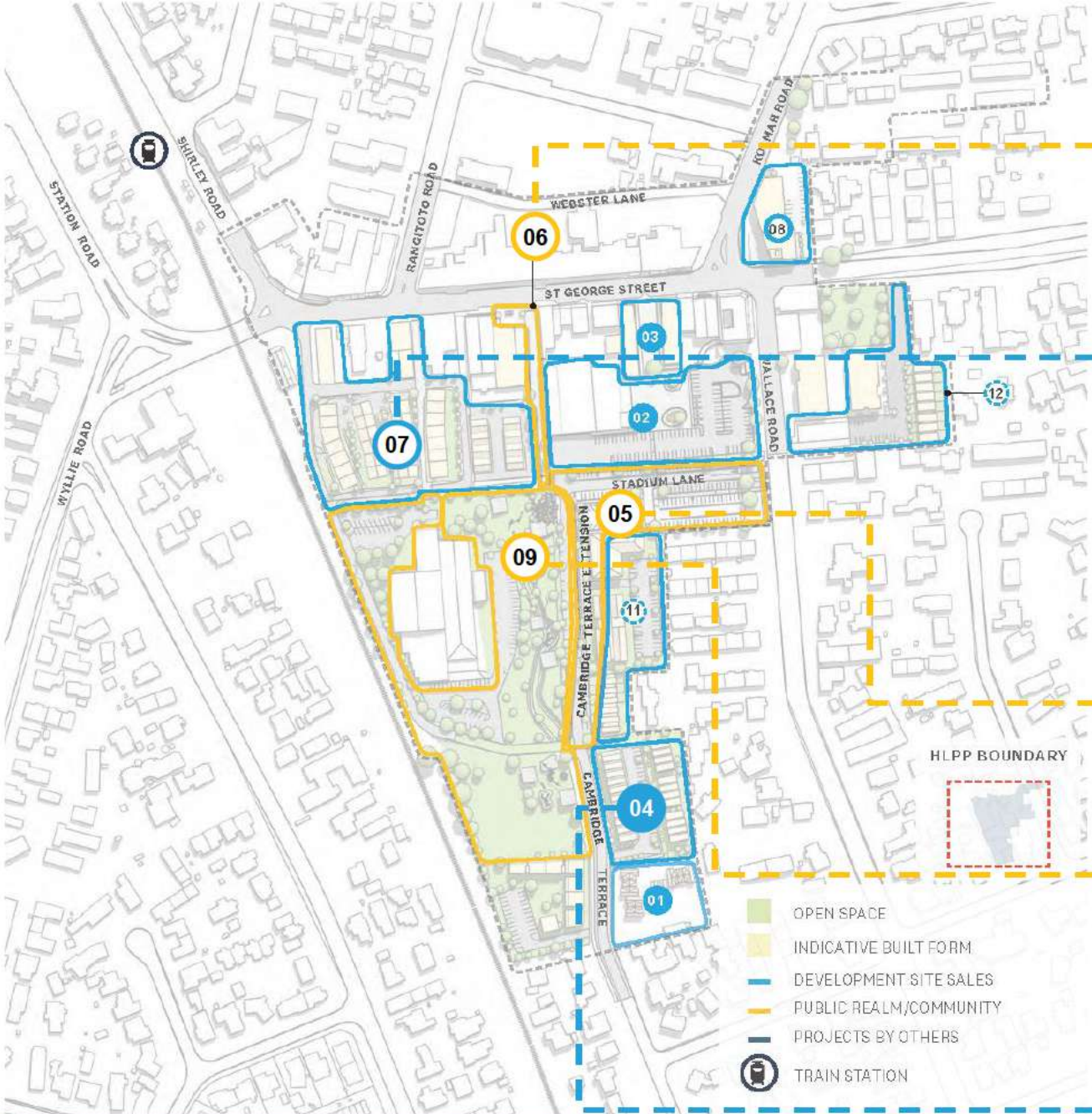
## SHORT TERM: FY 2025

- 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** – The construction contract has been awarded and works commenced on 26 August 2024. The project is targeting practical completion by February 2025, with the possibility of early delivery by the end of December 2024.

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

**Cambridge Terrace extension and carpark** – A project which includes upgraded streetscape, laneways and shared path / cycleway. The tender for construction works is underway. The target for construction commencement is set for November 2024.

**The Stadium Reserve upgrade** – A project to create a new accessible playground and additional parks infrastructure to encourage visitation from a wide range of age groups. The developed design has been completed, and the consent has been lodged. The construction contract award is scheduled for January 2025 and construction commencement planned for February 2025.

**The Depot, 91 Cambridge Terrace** - All 29 houses have now been constructed and are being enjoyed by their new occupants.



# 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 -

The development partner is working to identify a commercially viable scheme,

### 56 Brookview Drive (formerly Stages 2/3 66 Flat Bush School Road) -



0 100 200 400 800M

Eke Panuku  
Development  
Auckland



# 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

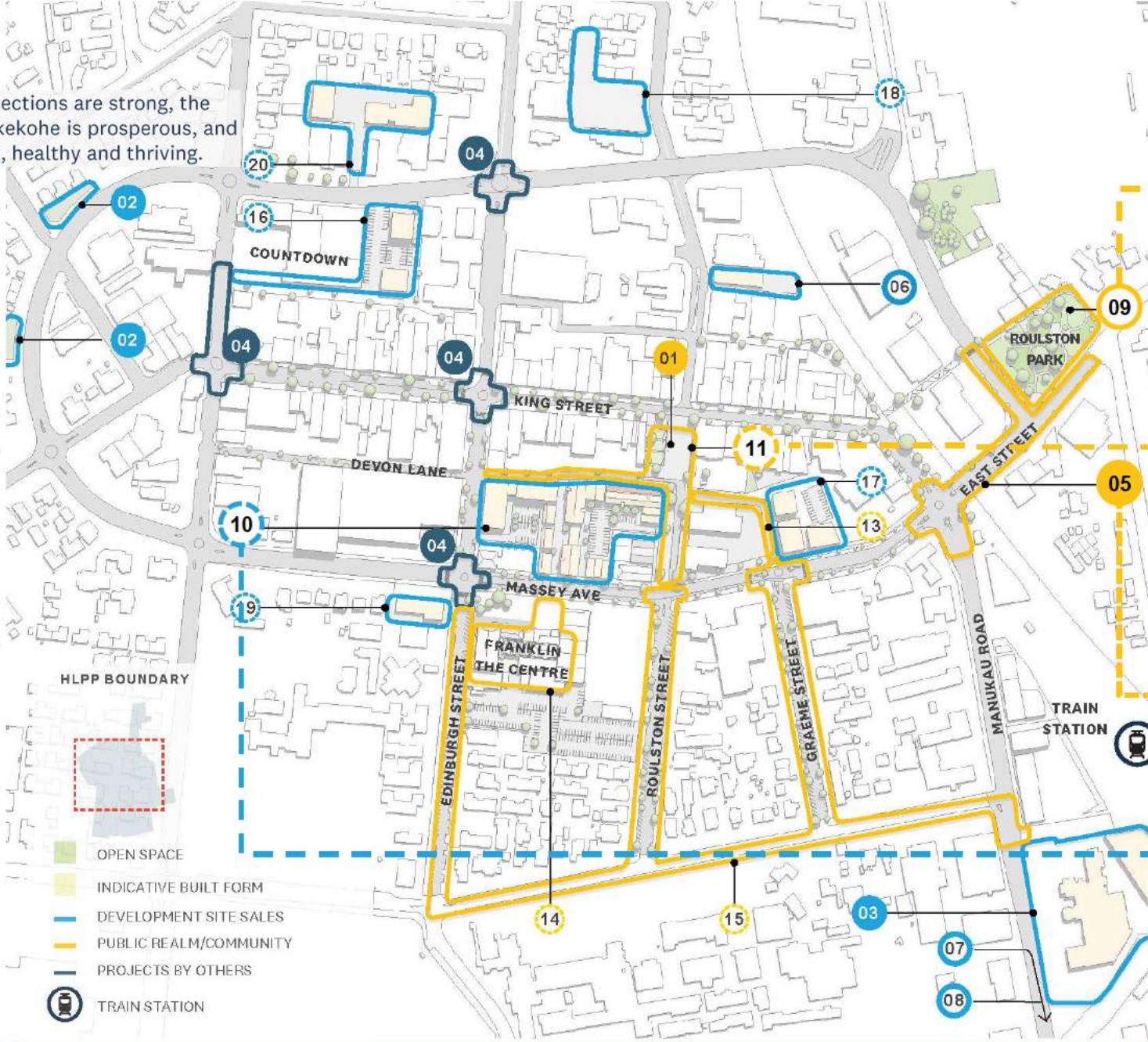
- 06 9 HALL STREET SITE SALE
- 07 174 - 182 MANUKAU ROAD
- 08 2, 4 SVENDSEN ROAD
- 09 ROULSTON PARK UPGRADE

### 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



**Roulston Park Upgrade** – A new all-age-friendly play opportunity in the park and pedestrian crossing on Stadium Drive. The construction procurement and tender process is currently underway. Eke Panuku has targets in relation to social procurement for its construction projects. Three of the tenders received are from Māori owned businesses who are all registered with Amotai (an organisation that works with government organisations to unlock procurement opportunities and enables connections with Māori and Pasifika businesses). Construction is planned to start in November 2024.

**Market Precinct capital works** – A project to upgrade Roulston Street, Devon Lane and enhance the town square to support markets and events is progressing with design work underway and consent lodgement still on track for June 2025.

**Double traffic light upgrade at East, King, Manukau and Massey roads.** The intersection capital works which are co funded with AT at Massey Ave and Manukau Road for a double intersection upgrade and footpath widening have now been completed by AT. This provides much needed pedestrian safety enhancements and a gateway to King Street. These works have provided 3,324 sqm of renewed public realm.

**Edinburgh superblock** – A large central development site.



# EASTERN BUSWAY TODs PROGRAMME

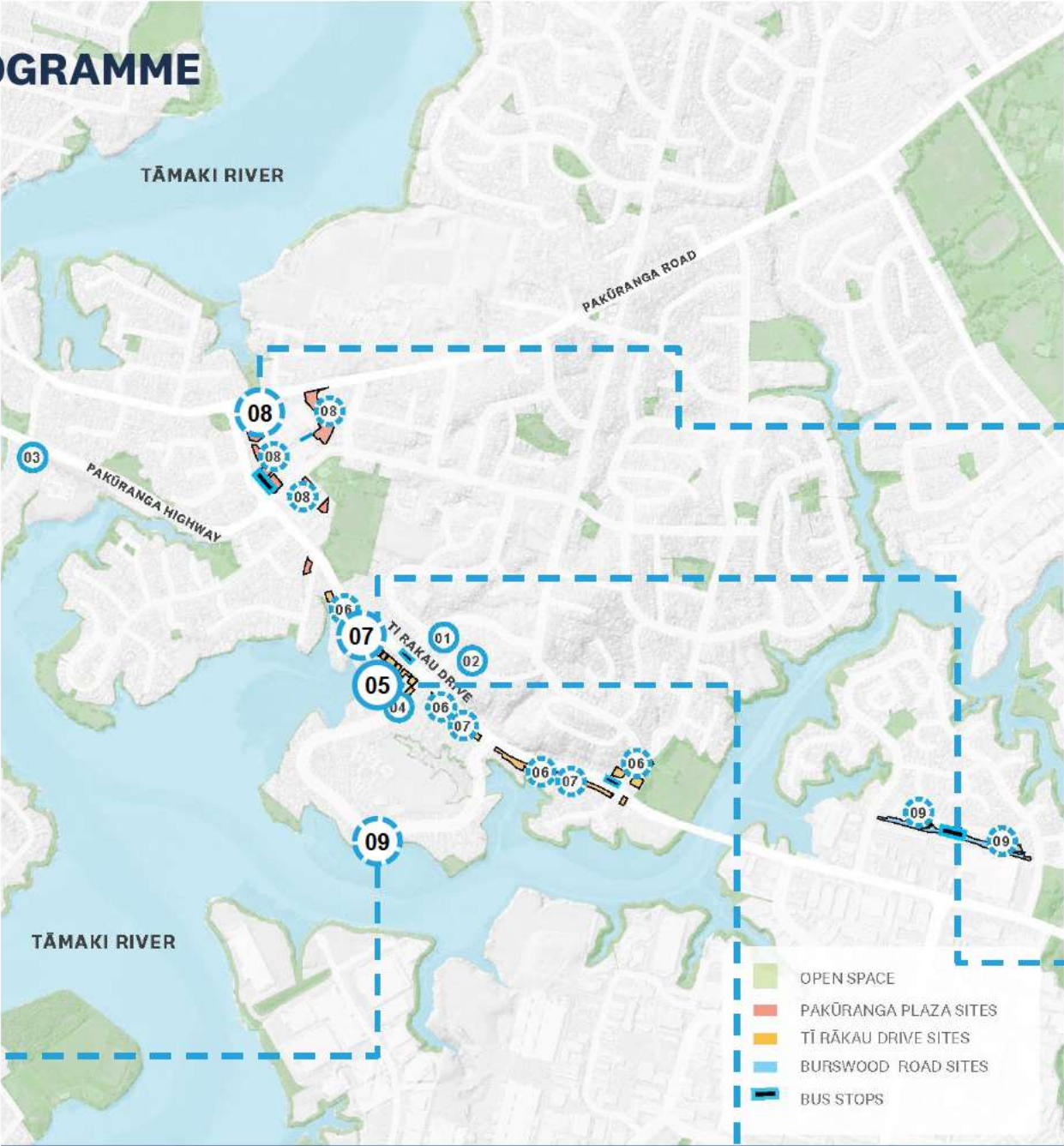
**Vision** To revitalise neighbourhoods within the Eastern Busway corridor and to create healthy, sustainable and vibrant communities.

## SHORT TERM: FY 2025

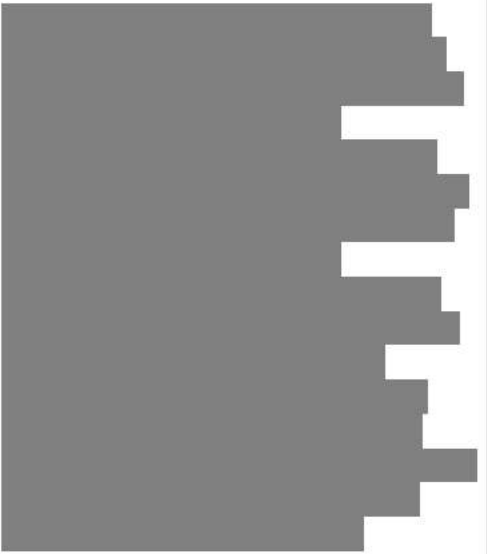
- 01 9 MARRIOTT ROAD, PAKŪRANGA - SITE SALE
- 02 9 CHEVIS PLACE, PAKŪRANGA - SITE SALE
- 03 21 MILLEN AVENUE, PAKŪRANGA - SITE SALE
- 04 1/1 SNELL PLACE, PAKŪRANGA - SITE SALE
- 05 2/1 SNELL PLACE, PAKŪRANGA - SITE SALE

## MEDIUM TERM: FY 2026

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



**Pakuranga Plaza** – A hearing to consider submissions made on the proposal to revoke the reserve status of Council’s land at 2R Ti Rakau Drive is scheduled for 27 November 2024. The reserve revocation is to enable land to be divested and developed as par to the urban regeneration programme. A high-level update will be given to the Howick Local Board as part of the engagement plan.



**Ti Rākau Drive, Pakuranga (vehicle crossing)** – We are working closely with Auckland Transport on 13 vehicle crossings along Ti Rakau Drive which will be constructed in tandem with the Eastern Busway

**2/1 Snells Place, Pakuranga** – Following the site being taken back to the open market, two offers have been received and are currently under consideration.

Burswood Road, Pakuranga - Design and development feasibility investigations into opportunities along Burswood Road have been initiated.





# 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

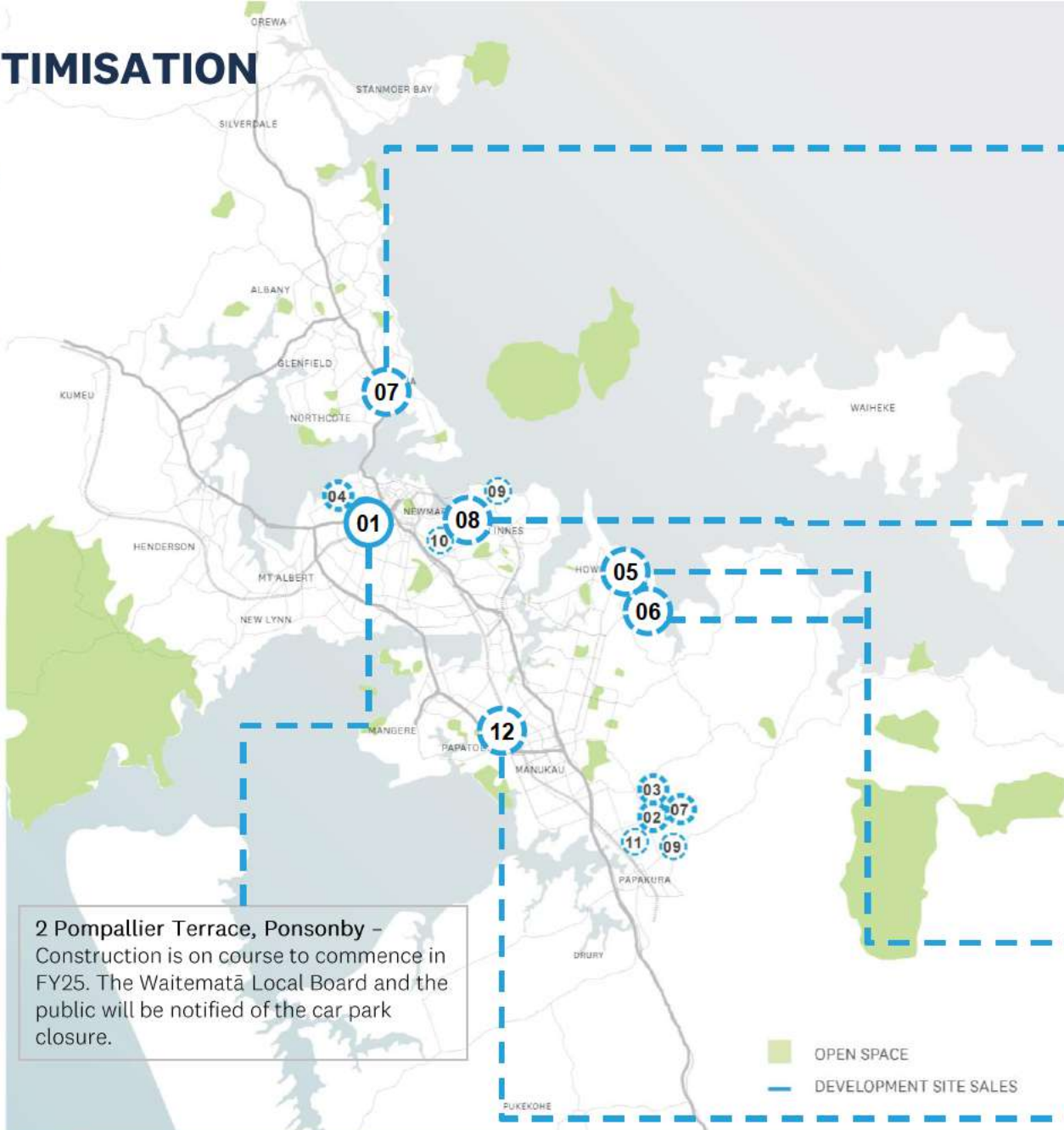
- 01 2 POMPALLIER TERRACE, PONSONBY

## 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



2 Pompallier Terrace, Ponsonby – Construction is on course to commence in FY25. The Waitematā Local Board and the public will be notified of the car park closure.

3 Gibbons Avenue, Takapuna –  
A traffic engineer has been procured to investigate vehicle access and loading issues

Kohi Forest –

29-31 St Johns Road, Meadowbank, Meadowbank community centre –

17W Hawke Crescent, Beachlands and 39R Pohutukawa Road, Beachlands – Work is underway to prepare to take the sites to market in early 2025.

Wylie Park, 111R Wylie Road, Papatoetoe –

# 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, PAPA KURA



**Symphony Centre, 4-10 Mayoral Drive, CBD –**  
Discussions between the various parties are on-going to agree on various elements of the construction works [redacted]

**Bledisloe House - 24 Wellesley Street, Auckland City –** The development partner [redacted] has agreed to pay a [redacted] bond to facilitate early access to the site to remove the sunshades from the Bledisloe building and repaint the frames of sunshades. The work will require approval from council's Heritage Team.

# HAUMARU SCOPE

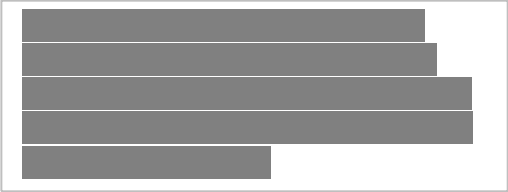
**Vision** To grow the portfolio consistent with projected social housing demand and rebalance the portfolio to areas of greatest demand. It is also to see older people affordable homes within communities that are safe, age friendly and caring.

## PROJECTS COMPLETED

- 01 21 HENDERSON VALLEY ROAD, HENDERSON

## MEDIUM TERM: FY 2026

- 02 16 HANDLEY ROAD, NARROW NECK
- 03 27-31 GREENSLADE CRESCENT, NORTHCOTE





# 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



**Pump station 6, Launch Road, Hobsonville** (a new wastewater pump station to accommodate future residential and commercial development) – Construction completion is on track for May 2025. The asset will then be handed over to Watercare Services.

**84 – 100 Morrin Road, St. John's** – Land remediation works are on track to be completed by the end of October 2024

**Wasp Hangar and YDL development sites, Launch Road, Hobsonville** – A preferred development partner has been selected. A development proposal for both the Wasp Hangar and YDL sites is currently being worked through with the development partner.

**198 Dominion Road, Mt. Eden** – (council owned property) – Two vacant buildings on Valley Road are expected to be deconstructed by December 2024. A resource consent application has also been lodged. We continue to work with the development partner to conclude an unconditional agreement.

**18 Totara Avenue, New Lynn** – Kāinga Ora is working on a revised scheme plan

**4 Melview Place, New Lynn (formerly 10 Ambrico Place)** – A 1,366m<sup>2</sup> parcel of vacant land which has resource consent for up to 10 homes - An unconditional offer has been accepted.

**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



# 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, NORTHCOVE - 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



**Shed E, Onehunga wharf** – A cost benefit analysis of the business case options showed bringing the asset up to a leasable standard to maximise rental revenue during the hold period did not justify the level of investment required. The preferred option is to demolish the shed. Once demolished rental revenue will still be achieved through the rental of the hard stand.

**Manukau Harbour/ Wairopa Channel Works** – The renewal works are expected to be completed over the summer months.



# 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

Wynyard Crossing Bridge hut - Refurbishment works began in October 2024.

Z Pier building at 31 Westhaven Drive - Refurbishment works remain on track to be completed by the end of October 2024.

Westhaven Piers K & L - Works to renew the floating structures and associated piles on K Pier are on track to be completed in December, with similar works commencing on L Pier in early 2025.

Wynyard Crossing Bridge - Remediation works are well underway, and the bridge remains on track to return to service in December 2024.



Information paper

Health and Safety report September 2024

Author(s): Bernardo Vidal, Head of Health, Safety and Wellbeing  
October 2024

Whakarāpopototanga matua | Executive summary

- 1. In September, one medium and one low-severity injury, three near misses and four hazards, all classified as low severity, were recorded in the Eke Panuku Noggin HS reporting system. More detailed information can be found at the end of this report.
- 2. Security contractors and Māori wardens conducted 55 security observations during September involving members of the public, outside influence or control of Eke Panuku.
- 3. Five contactor health & safety reports were received with no incidents reported.

Matapaki | Discussion

Notable events

4. Incident 1	
Date:	4 September 2024
Location:	Westhaven, North Reclamation Carpark.
Event:	Verbal aggression and threats suffered by 2 Westhaven Marina employees.
Description:	<p>Two employees of Westhaven Marina noticed several individuals fishing in a non-designated area. Concerned for their safety, the employees approached the group and politely advised them to relocate to the designated fishing areas nearby.</p> <p>The individuals reacted angrily, accusing the employees of racial discrimination. Despite the employees’ attempts to explain the safety risks associated with fishing in that area, the situation escalated, and the individuals began to verbally assault them. For their own safety, the employees decided to leave the area. However, the aggressors continued to intimidate and threaten them.</p>
Incident category:	Near Miss
Actual Severity:	Low
Potential Severity:	High
Immediate action taken:	The incident was promptly reported to the authorities, and an internal investigation was started to identify and implement preventive measures aimed at avoiding similar incidents in the future.
Investigation needed:	Yes



5. Incident 2


Date: 22 September 2024


Event: A boat owner slipped off the boat onto the pier and then fell into the water.

Location: Westhaven Marina Q66 berth.

Description: A boat owner accidentally slipped off his boat, fell onto the dock, and then into the water. His friend quickly assisted him out of the water.

Incident category: First Aid/Injury

Actual Severity: 

Potential Severity: 

Immediate action taken: The dock master provided first aid and guided paramedics to the scene to ensure the injured boat owner received immediate medical attention. No serious injuries occurred.

Investigation needed? No

6. Incident 3


Date: 23 September 2024


Event: A boat thief was arrested.

Location: Westhaven Marina

Description: While performing routine tasks, a Westhaven Marina worker identified the individual who had stolen a boat from the area a few days earlier.

Incident category: Near Miss

Actual Severity: 

Potential Severity: 

Immediate action taken: The worker followed the suspect and provided the location to the police, who arrested the individual.

Investigation needed? No

7. Incident 4


Date reported: 27 September 2024

Event: A passenger disembarking from the bridge replacement ferry service falls and suffers injuries.

Location: Wynyard Crossing Replacement.

Description: An elderly passenger lost his balance and fell forward while disembarking from a Red Boat Company vessel, resulting in an injury that necessitated ambulance transport to a medical care centre.

Incident category: Injury

Actual Severity: 

Potential Severity:

Medium

Immediate action taken: Red Boat staff provided first aid to the injured passenger, who was then transported by ambulance to a medical facility for assessment. Red Boat management reported the incident to Eke Panuku and Maritime New Zealand. Maritime NZ has reviewed the report and decided not to take further action. An internal investigation has been initiated by Red Boat and will be shared with Eke Panuku upon completion.

Investigation needed? No.

## Health, Safety and Wellbeing main actions

8. Improve HSW reporting including lead KPIs that test the performance of critical risks, such as:

- a. Property inspections undertaken. Details in paragraph 9.
- b. Capital Works inspections reporting. Details in paragraph 10.

9. Property risk assessment reporting

The provider has completed three pilot Health and Safety inspections of properties selected by the Property Management team, the reports are being reviewed by a legal advisor to validate the scope and coverage. This legal review is intended to ensure that the inspections carried out by the provider do not give rise to any overreaching or legal liability for Eke Panuku and is strictly limited to the inherent risks of the property and not the operations carried out by tenants.

10. Capital Works Inspections (CWI) reporting

We are actively collaborating with and supporting the Capital Works management team in this process. Our goal is to enable them to lead report generation, with continued support from the HSW team.

11. Wellbeing risk assessment plan

The Wellbeing survey report was delivered by P&C to the ELT last week. It provides a detailed explanation of the results, highlighting the positive aspects recognized by respondents and areas for future improvement. This demonstrates the continuous efforts made by the entire EP management team over the years to create a better workplace.

12. Transition to the Donesafe incident management platform

The migration process from our reporting platform, Noggin, to Donesafe continues smoothly, Auckland Council implementation team is confident of getting us up and running by 30 June 2025. At Auckland Council's request, Eke Panuku has joined the other CCOs in implementing this platform, making the migration better and more structured.

13. Lone Worker Risk Assessment

To date, risk assessments have been carried out for facilities and property management teams to implement appropriate controls over the lone workers activities.

In addition, the draft Lone Worker policy from last year is being revised and restructured into a safe working procedure that can be implemented in areas where lone workers have been identified.

14. Health and safety key performance indicators

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

Measure	Performance September	Critical or high risks	Previous month (August)
Safety concerns	4	0	0
Near misses	3	0	6
Near Misses from Contractor reports	0	N/A	0
Lost time injuries	0	0	0
Medical treatment injuries	0	0	0
Other incidents	2	0	2
Total recordable injury frequency rate	0	N/A	0
Total incidents	5	0	8
Total events	9	0	8

Figure 1 – Health and Safety Key Performance Indicator Table

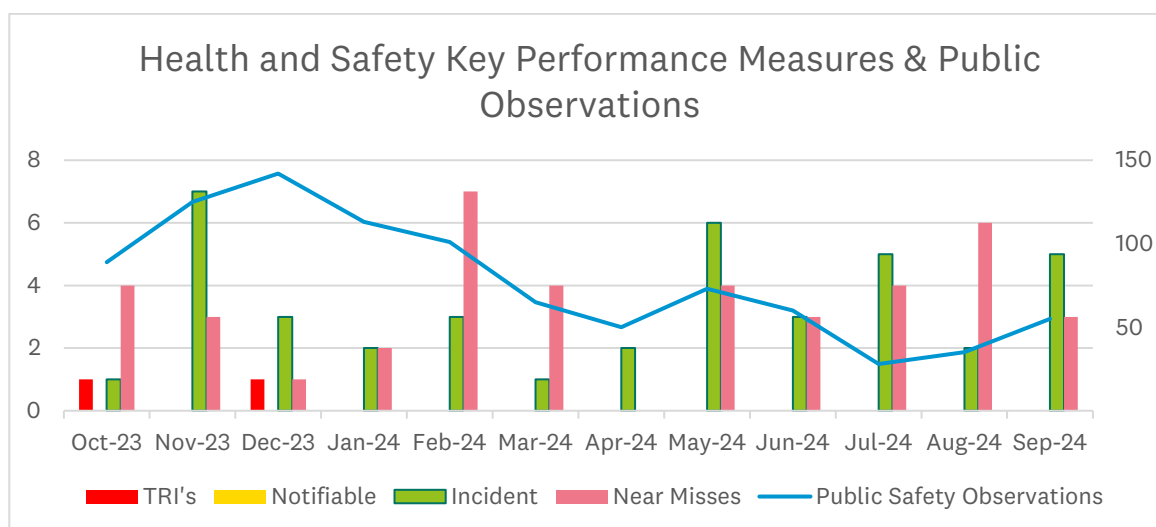


Figure 2 – 12 Month rolling H&S performance measures

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.

# 15. Conclusions and actions from the Learning Review on Electrical Risks reported in Hamer St.

Following an investigation into the electrical risk reported to us by Vector, where some lighting poles were identified to be within the exclusion zone of overhead power lines, it has been determined that Vector has not issued a written consent for this installation. It was completed in 2020 by Wynyard Edge Alliance for the 36th America's Cup. The following key conclusions and actions were identified:

## a. Conclusions:

- The light poles were installed in accordance with the New Zealand Electrical Code NZECP34. The construction contractor adhered to all technical requirements, ensuring there is no risk of power storage issues or electric arc generation by ionization.
- Vector's project manager at the time gave verbal permission without considering Vector's technical team's input, and against its standing policy.
- Compliance with New Zealand Electrical Code NZECP34 does not eliminate the need for written permission from Vector to encroach on the exclusion zone. Therefore, it was concluded that obtaining written consent from Vector was essential.



- iv. According to Vector’s procedures, additional permits are also required for any maintenance and handling of structures within overhead power line exclusion zones.
- b. Actions taken
  - i. The Placemaking and Asset & Facilities team have been instructed not to maintain or use the light poles for marketing or other purposes until corrective actions have been implemented.
- c. Recommended Corrective Actions
  - i. Request Vector provide a written consent for the installation of these light poles within the exclusion zone.
  - ii. Develop a Safe Work Procedure for maintaining and installing marketing banners.
  - iii. Inform and train all team members working in the area.

## Workplace incident themes and trends

16. The trend in employee incident reporting remains within the expected range. This month, incidents included a Westhaven Marina customer and a Red Boat Company passenger who sustained injuries while disembarking from a vessel hired to transport the public during the Wynyard Crossing bridge maintenance.

The most significant incident of the month involving company employees was the verbal assault and intimidation experienced by two Westhaven Marina employees by a group of fishermen. Investigating this situation is crucial to identifying measures to protect our employees in similar future situations while maintaining our primary goal of ensuring the safety of the public in areas managed by Eke Panuku.

## Public health, safety and wellbeing events

		Performance September	Previous Month (August)
Public Realm	Security and Māori Warden observations	55	35
	Public injuries	1	0
	Public incidents or observations	0	0

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.

17. There were 55 observations raised by security guards and Māori Wardens this month. 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.
18. The security guards patrol the waterfront seven days a week. The Māori Wardens patrol the waterfront on Friday and Saturday nights.

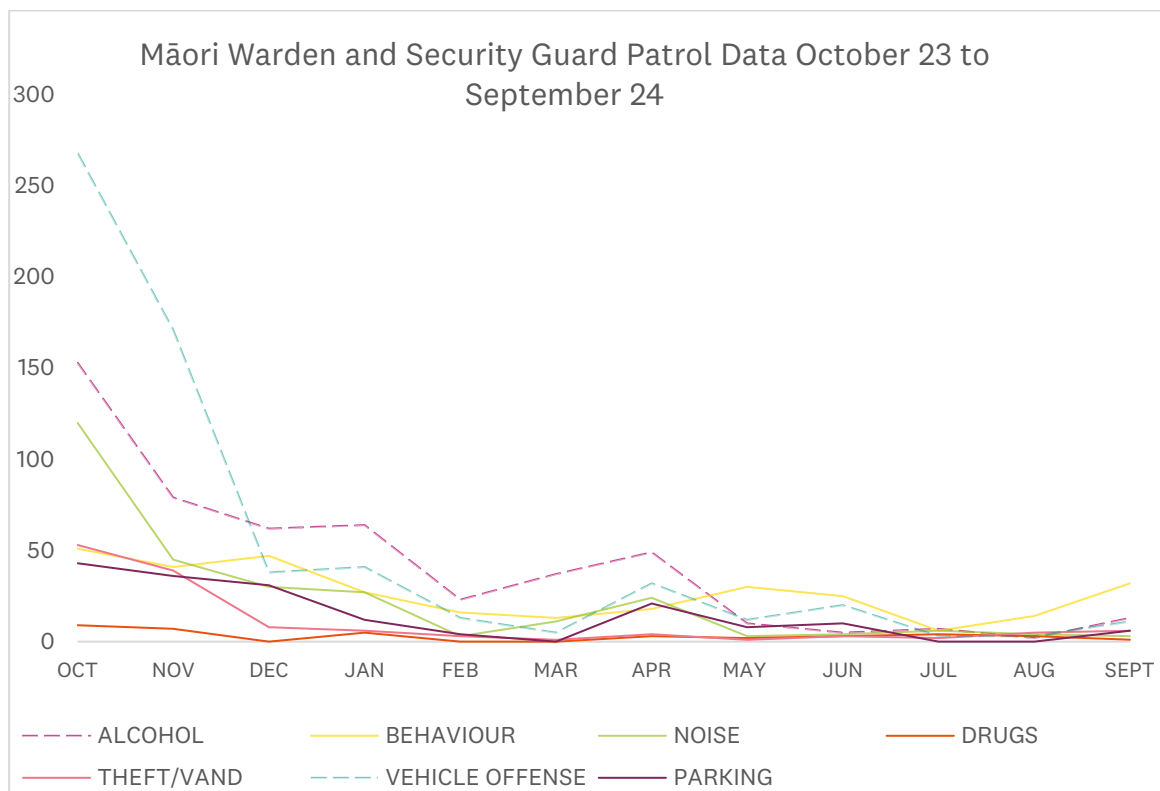


Figure 4 - Combined public observation data by category  
The top three most common observations are highlighted below in Figure 5.

Rank	Issue	No. of observations
1	Vehicle Offence	17
2	Alcohol Ban	13
3	Damage	3

Figure 5 - Top three issues raised through Waterfront Patrols in September 2024

19. All Noggin events, including those commented on above.
  - a. Two events involved members of the public.
    - i. A Westhaven Marina employee identified a boat thief, and the police arrested him.
    - ii. A passenger of the Red Boat Company fell while disembarking in an Eke Panuku chartered service.
  - b. Two events involved contractors.
    - i. A lightweight fence failed during high wind at Northcote deconstruction site.
    - ii. A safety improvement observation was raised concerning the high-risk work permits at the Northcote deconstruction site.
  - c. Four events involved employees.
    - i. Two Westhaven Marina employees were verbally abused and intimidated by a group of fishermen when they tried to prevent them from fishing in a hazardous area.
    - ii. A broken chair identified in the office was reported by one of the employees.
    - iii. One of the employees suggested an improvement related to the information displayed on the office safety notice board.
    - iv. An office employee suggested having a defibrillator on the 22nd floor to save time finding defibrillators located on other floors in case of emergency.



- d. One event involved a customer.
  - i. A Westhaven Marina customer fell off his boat.

## **Ngā tāpirihanga | Attachments**

There are no attachments for this report.

# Onehunga Programme Business Case Overview review

Author(s): Kate Cumberpatch, Priority Location Director

October 2024

## Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. approve the reviewed Programme Business Case Overview for the Onehunga priority location programme.
- b. approve the expected benefits to be realised for the Onehunga programme being:
  - i. Site sales of \$29.5 million
  - ii. 450 dwellings
  - iii. 16,000sqm of commercial space
  - iv. 41,500sqm of new or improved public realm.
- c. note that \$20 million was spent by way of a shareholder balance sheet transfer from Ports of Auckland Limited to Auckland Council for the former Onehunga Port.
- d. approve a programme life cost, projected to end in 2034, of \$64.3 million nett, being spend expenditure of \$93.8 million, including opex, capex and acquisition costs, less projected site sales of \$29.5 million.

## Whakarāpopototanga matua | Executive summary

1. This paper seeks formal approval of the reviewed Programme Business Case Overview for the Onehunga priority location programme.
2. The programme commenced in 2017. The projected end date of this programme is 2034.
3. The vision for the Onehunga programme is for “a flourishing Onehunga that is well connected to its past, its communities and the environment, including the Manukau Harbour.”
4. The goals of the Onehunga programme, as set out in the High Level Project Plan, are:
  - a. Enhance and restore the natural environment.
  - b. A sustainable, enabled, connected community.
  - c. A step change in housing.
  - d. Stimulate local growth, investment, and innovation.
5. There are three precincts within the Onehunga programme: Waiapu, Te Pumanawa o Onehunga and the Wharf. Several projects are underway or planned in these precincts which will deliver the goals and contribute towards the vision.
6. The total anticipated investment in the programme is \$93.8 million, plus a \$20 million internal group transfer of the wharf. Spend to date on the programme has been \$38.4 million, which includes the \$20 million internal group transfer of the wharf.



7. The financial benefits of this programme are projected to be in the region of \$29.5 million, with \$4.7 million actuals received to date.
8. Unlocking the transformation of Onehunga is important. The town centre is highly connected, a key centre for Auckland and a growth node under the Auckland Plan.
9. The cost benefit ratio for Onehunga is 1.11:1, with a net economic benefit of \$38 million. The most significant economic benefit is new homes and new jobs, followed by increased public transport use. 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.
10. Site sales and housing benefits previously forecast for the wharf project have been removed from the programme due to the infeasibility of developing this site.
11. The programme is focused on the delivery of the Waiapu Precinct. This includes the new supermarket, which is under contract, four acquisitions of which one has settled, preparation for five new development sites and the construction of new public space which is due to commence construction in early 2025.
12. Planning for delivery of the next precinct in the programme, Te Pumanawa o Onehunga, will progress over FY25 and FY26, ready to deliver following the completion of the Waiapu Precinct.
13. The wharf precinct is focusing on what can be delivered on this land given all the constraints. For the foreseeable future, we will continue to lease the land to current tenants, progress the opportunity to provide public access and some public space on the land and continue contributing to the council group's work on opportunities to improve the health of the Manukau Harbour.

## Horopaki | Context

14. The below table sets out previous relevant decisions.

Previous Board / Auckland Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
30 November 2016	Eke Panuku Board	Approved Onehunga High Level Project Plan
28 March 2017	Auckland Development Committee	Approved Onehunga High Level Project Plan
23 May 2017	Finance & Performance Committee	Approved sale of sites in the Onehunga High Level Project Plan boundary area
20 May 2020	Eke Panuku Board	Approved Onehunga Programme Business Case 2020

## Nga whiringa me te taatai | Options and analysis

### Kua whakaarohia nga whiringa | Options considered

15. Our approach to delivering the strategic outcomes for the Onehunga programme is frequently reviewed and updated to reflect changing circumstances.
16. The delivery of all projects and how they are realising the benefits for Onehunga have been considered in this Programme Business Case Overview review.

17. The Programme Business Case Overview is attached to this report for reference (attachment A).

### Onehunga programme to date

18. Since its inception in 2017, we have delivered a range of projects within the Onehunga programme. These are set out in more detail in the Programme Business Case Overview.

19. Projects delivered to date include acquisitions, site sales for redevelopment of two large anchors being Dress Smart and Woolworths, site sale to enable Onehunga Mall Club (OMC) apartment development and progressing design and consents of a few public realm projects including the Waiapu precinct public realm.

20. Benefits realised to date include 12 homes, which is the extra units enabled from selling a small lane for the Onehunga Mall Club development, and 420sqm of public realm which was a laneway connection upgrade onto Onehunga Mall.

21. The private sector and Kāinga Ora have delivered a lot of new medium density housing, showing a market and demand for higher density housing. There is evidence of new businesses in Onehunga to support new residents, for example a new contemporary art gallery. Public investment in the area includes the new bridge and waterfront, both completed between 2010 and 2016, which have been highly successful.

### Onehunga programme

22. Onehunga is split into three precincts as shown below:



23. Delivery in the Waiapu precinct is ready, with construction commencing in early 2025 with the enabling infrastructure and public realm.

24. The development agreement with Woolworths is signed. Woolworths is commencing works with demolition of the Trident Tavern in October 2024. It expects to start building the new supermarket within a couple of years.



25. The consent is approved to upgrade Paynes Lane in alignment with the redevelopment of Dress Smart.
26. Planning and delivery preparation is underway in the Te Pumanawa o Onehunga precinct. The urban regeneration of this precinct will include a new town square, upgraded streets, a youth space, mixed use development and better public transport layouts. Reports are being drafted to commence acquisitions, and proposals are out to consultants to commence the design of Upper Municipal Place upgrade and the town square. We are collaborating with Auckland Transport on the future public transport network in Onehunga, and with Auckland Council on the future community facilities network.
27. The Wharf precinct has some more transitional or temporary activities being delivered. This is due to the uncertain nature of when construction of the East West Link will start. These transitional activities include some public space on the north-west area of the wharf site and a better connection across the northern edge of the site, investigations to support a private water ferry service landing on the site, and collaborating with the Auckland Council who is leading a wider group of projects to regenerate the Manukau Harbour.

### **Summary of programme changes**

28. The most significant impact on the Onehunga programme over the years since commencement in 2017, is from the transport infrastructure projects indicated by Central Government.
29. At the time of the 2017 High Level Project Plan approval and the 2018 Programme Business Case, the East-West Link project was live. The High Level Project Plan focused on Eke Panuku developing the town centre. However, we provided input into the East-West Link project to see that it aligned with the vision of the Onehunga High Level Project Plan and maximised benefits.
30. When the 2020 Programme Business Case was approved the East-West Link project was still active but deprioritised, and the government was also establishing the Auckland Light Rail project. Together, these large infrastructure projects would significantly impact the development of Onehunga. As a result, we focused on a programme of laneway upgrades across the town centre to ensure progress of improving Onehunga.
31. Between the 2017 High Level Project Plan and the 2020 Programme Business Case, the acquisition of the Onehunga wharf was completed. The opportunity of redeveloping the wharf was considered in the 2017 High Level Project Plan but was not a focus of our work. In 2020, following the internal group transfer, we were investigating undertaking a plan change of the wharf.
32. Between the 2020 and 2024 Programme Business Cases:
  - a. the Auckland Light Rail project stopped,
  - b. we confirmed that development of the wharf site was infeasible for housing,
  - c. the focus of the Onehunga programme is still on the town centre,
  - d. the laneways programme has been amalgamated into larger public realm projects with greater impact and value for money, as these will also enable development, and
  - e. the East-West Link project is now a priority project for government, but with delivery timing still commercially uncertain. We agreed in 2022 that we would hold most of the Onehunga wharf site as a predominantly leased site for ten years. The ten year plan also includes an area of public space to open the site for the community. The community has had long-held desires to access the water through the wharf site and this first area to be created will enable the start

of this community access. There is also an emphasis with our work to collaborate with the council group and mana whenua on the regeneration of the harbour.

33. A summary of the reasons for changes between the 2017 High Level Project Plan, the 2020 Programme Business Case and the 2024 Programme Business Case Overview are attached to this document (attachment B).

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

34. The overall financial cost of this programme is forecast to be \$64.3 million nett over the period 2017 - 2034.
35. This \$64.3 million nett cost is the result of gross costs of \$93.8 million and projected site sales of \$29.5 million. Noting the programme cost also includes a \$20 million shareholder balance sheet transfer from Ports of Auckland to Auckland Council for the former Onehunga Port.
36. The programme costs have increased since the initial High Level Project Plan 2017 expected cost. The programme cost now includes the \$20 million shareholder balance sheet transfer for the former Onehunga Port which was not expected at the time of the High Level Project Plan in 2017. Other reasons for cost increases are construction cost escalation, more comprehensive reporting of operating costs across the programme life and due to longer programme life.
37. The programme makes the following financial assumptions:
- a. That the property market will support sales of property in a timeframe that supports reinvestment, and that sufficient capital funds through reinvestment remain available.
  - b. That the Strategic Development Fund remains available for strategic acquisitions.
  - c. That there is sufficient operational expenditure available to support ongoing change initiatives in the location.
  - d. Partner funding from Auckland Council and Auckland Transport is available to support community services and public transport initiatives.

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

38. The most significant risk to this programme is the market. Development and sales times are slowing and values decreasing, although market cycle will change in due course and increase site values, coupled with increased construction costs. This continues to make the programme more expensive.
39. Delivery risks are actively managed through the risk register and monitoring of projects.
40. Reputation and stakeholder expectation risks are mitigated by regularly engaging with stakeholders to understand priorities and communicate constraints.
41. This cost benefit analysis of the programme will require review every three years to confirm that all planned projects should continue.

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

42. The Maungakiekie-Tāmaki Local Board is supportive of the Onehunga programme and would like delivery to take place quickly.
43. The local board is aware of the development constraints of the wharf and supportive of the project focusing on public space and improving the health of the harbour.
44. The Onehunga Business Association is supportive of the Onehunga programme and supports us in the delivery of projects, placemaking, communications and engagement.



45. Planning for the future of the wharf will require further engagement with council and users of the wharf.
46. The community is informed of the programme through communications and stakeholder events such as network sessions hosted by the business association or presentations to the primary school. The community had a chance to provide feedback on the Waiapu public realm design in early 2024 through a comprehensive public consultation process.

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

47. Mana whenua had direct involvement in the creation of the cultural narrative for the Onehunga High Level Project Plan. Through a number of hui, mana whenua discussed the intention and wording of the vision, goals, principles and strategic moves for the High Level Project Plan.
48. Annual updates on the programme, with opportunities for feedback, are undertaken with mana whenua.
49. Each project looks for opportunities for mana whenua collaboration, design opportunities, and/or procurement and economic advancement opportunities.
50. To date projects that have included direct input from mana whenua, either design and/or procurement opportunities, include the Woolworths supermarket in the Waiapu precinct, the new public space in the Waiapu precinct, and the regeneration investigations for the Onehunga wharf public space affecting the Manukau Harbour.

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

51. Increasing the density of housing in Onehunga will result in reduced carbon emissions through improved utilisation of existing infrastructure and transit-oriented development.
52. The provision of easy, safe, and attractive walking and cycling routes reduces reliance on private motor vehicles and enables low carbon lifestyles.
53. Eke Panuku has adopted a minimum standard of a Homestar 6 rating for all homes, resulting in warmer, drier and more energy efficient buildings.
54. All public realm projects consider green infrastructure and water sensitive design for increased flood resilience, ecological and biodiversity benefits and provision of increased shade and shelter for storm events and hotter days. Future capital projects will include carbon impact assessments. We also follow sustainable procurement targets and will use deconstruction approaches to reuse materials and reduce waste to landfill, where appropriate.
55. Sea level rising may impact the future of the wharf site and feasibility of any development on this site.
56. Improving the Manukau Harbour is a priority for the council group and Eke Panuku is working alongside the council team managing this work. We are considering opportunities to improve the health of the harbour alongside the expertise of mana whenua.

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

57. Delivery of projects in the Waiapu Precinct is the priority for the Onehunga programme, including:
  - a. Construction commencing in FY25 of Waiapu public space.
  - b. Progressing the conditional development agreement with Woolworths for the development of a new supermarket.

- c. Finalising acquisition agreements for the purchase of the remaining three properties required in the precinct.

58. This Programme Business Case Overview will be reviewed again in three years.

## **Ngā tāpirihanga | Attachments**

Attachment A – Onehunga Programme Business Case Overview 2024

Attachment B – Programme change summary

## **Ngā kaihaina | Signatories**

Ian Wheeler, Chief Operating Officer

David Rankin, Chief Executive



# *Onehunga*

## Programme Business Case Overview 2024

October 2024 |





# Contents

Contents ..... **2**

Purpose..... **2**

What we have achieved so far..... **3**

Pūrākau: Cultural Narrative Summary ..... **4**

Context ..... **5**

High Level Project Plan (HLPP) ..... **6**

Problem Definition..... **7**

Preferred Regeneration Approach ..... **8**

The Commercial Plan..... **9**

The Financial Plan ..... **10**

The Benefits Plan..... **11**

Spatial Delivery Plan for Onehunga ..... **12**

Delivery Programme ..... **13**

Summary of Programme Changes ..... **14**

## Reviewed and signed by:

Kate Cumberpatch  
Priority Location Director - Auckland Isthmus



Date: 2024-10-11

# Purpose

The purpose of this Programme Business Case Overview is to provide an up-to-date summary of the agreed urban regeneration programme for Onehunga. This document illustrates the vision, goals and key moves of the Onehunga High Level Project Plan 2017 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, Transform Onehunga High Level Project Plan 2017.

Eke Panuku, Transform Onehunga Programme Business Case 2020

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



# What we have achieved so far...

The last few years have seen a focus on Onehunga enabling works and refining the precinct strategy we are now delivering. Of significant achievement is the approved design and consent of the Waiapu Lane Precinct with new public open space and playground, and a signed Development Agreement with the supermarket for a new full size shop in the vicinity and extension of the Dress Smart Shopping Centre.



Onehunga Wharf Group Transfer



Paynes Lane Design



Food scraps compost trial



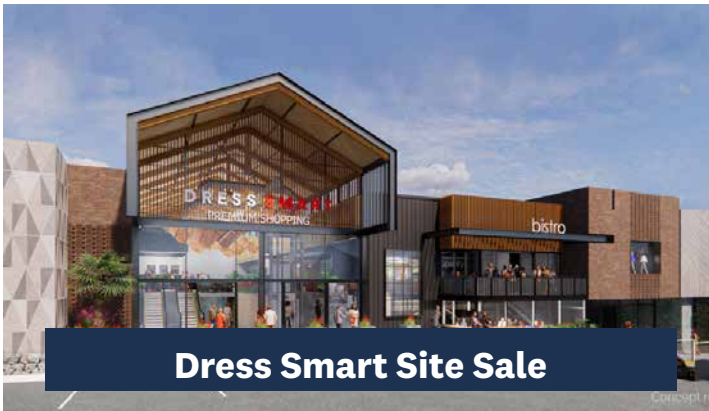
Interim Town Centre to Wharf Pathway consent lodged



Laneway 7 Onehunga Lane



Te Pumanawa o Onehunga Precinct Plan



Dress Smart Site Sale



Placemaking & Activations



Waiapu Precinct public realm design approved



38 Neilson Acquisition



Street Art Support



The Onehunga Mall Club 24 Upper Municipal Site Sale



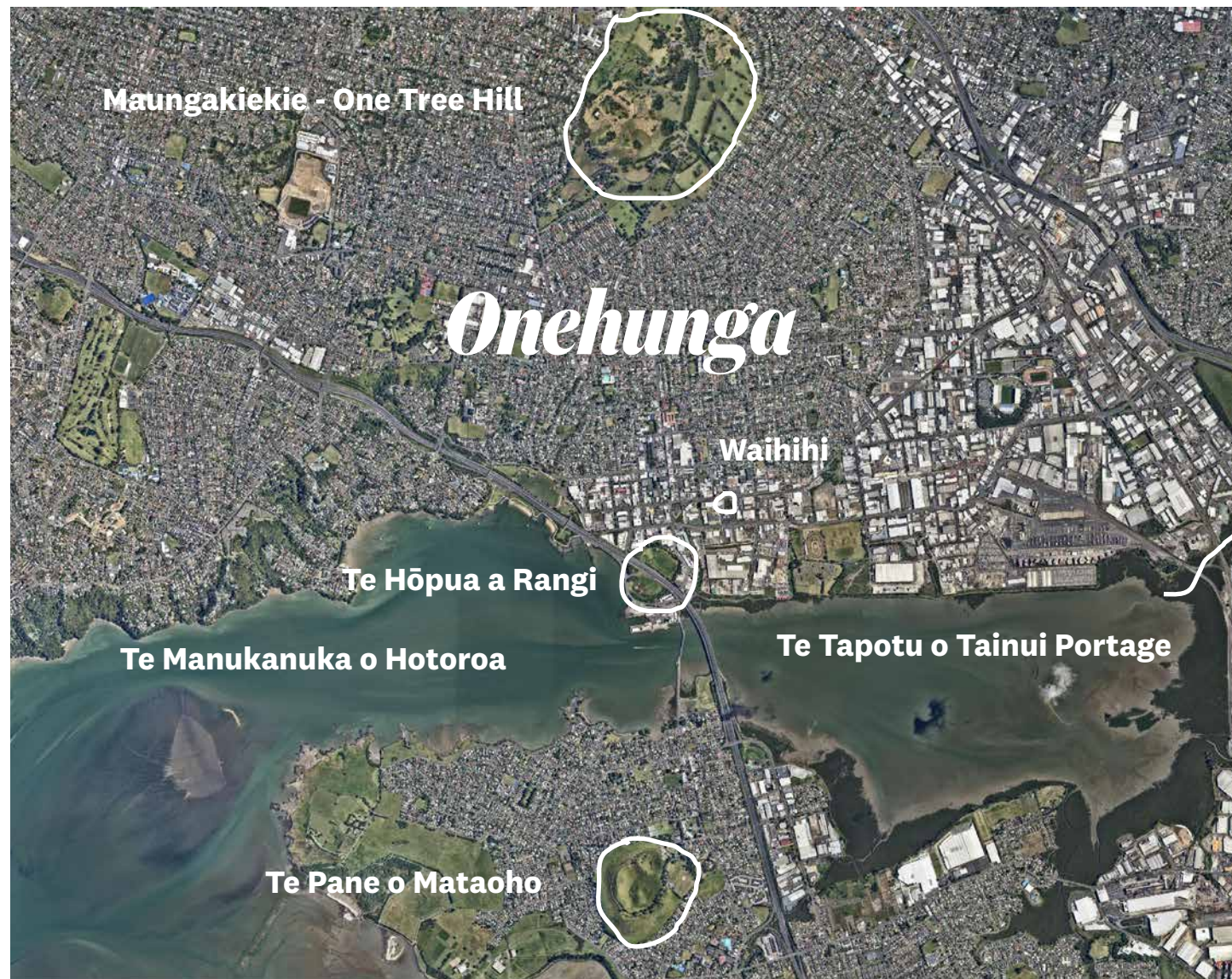
# Pūrākau: Cultural Narrative Summary

The pūrākau for Onehunga tells us of the ancient energy of this whenua. The location sits between Te Manukanuka o Hotoroa (the Manukau Harbour) - a key transportation route for the ancestors of many iwi and hapu with whakapapa to the area. On the land side a key narrative relates to the significant volcanic features in the area known “Ngā Tapuwae o Mataoho” or the “footsteps of Mataoho” as stretching from Maungakiekie in the north to Te Hōpua a Rangi in the south.

The name Onehunga has been identified as having several possible meanings. The most popular translation is ‘friable earth’ in relation to the fertile volcanic soils of the area. There were extensive kumara plantations into the 1840s. Another interpretation is “One-unga” – or “place where canoes hauled up”. This reflects the location of Onehunga proper and the beach which was destroyed by the construction of State Highway 20 in 1977. The people of the Maungawhau (Mt Eden) Pā and their visitors from the Manukau used Onehunga as a berthing place for waka.

The multiple meanings for Onehunga all link back to the connection to the land (agriculture, burial and a landing site) to a place for exchange (goods, trading etc.), and a place with a relationship to the water.

*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

Situated on the edge of the Manukau Harbour, Onehunga is one of Auckland’s earliest settlements. Its appealing location and abundant natural resources made it attractive as a place to live and trade, first for Māori and later as a fencible settlement for European settlers.

Developed around a working port, Onehunga’s rich heritage retains a colourful collection of commercial buildings on its main street, well-preserved Victorian and Edwardian villas, a network of churches, community facilities and a highly visible industrial area connected to the port land and wharf.

Today Onehunga’s strategic town centre location, with good infrastructure and access to public transport continue to make it a desirable place to live, work and invest.

The 2017 Transform Onehunga High Level Project Plan (HLPP) regeneration area (in blue) has around 12 hectares of potentially developable Auckland Council landholdings that can act as catalysts for private sector investment and redevelopment and a range of council facilities in the town centre core (in red) that can be optimised to create value for reinvestment in the area.

## Why Onehunga?

Onehunga was chosen as an Eke Panuku Regeneration location due to a number of key attributes:



+ Key council land holdings that can be transformed.



+ Is commercially viable and market attractive.

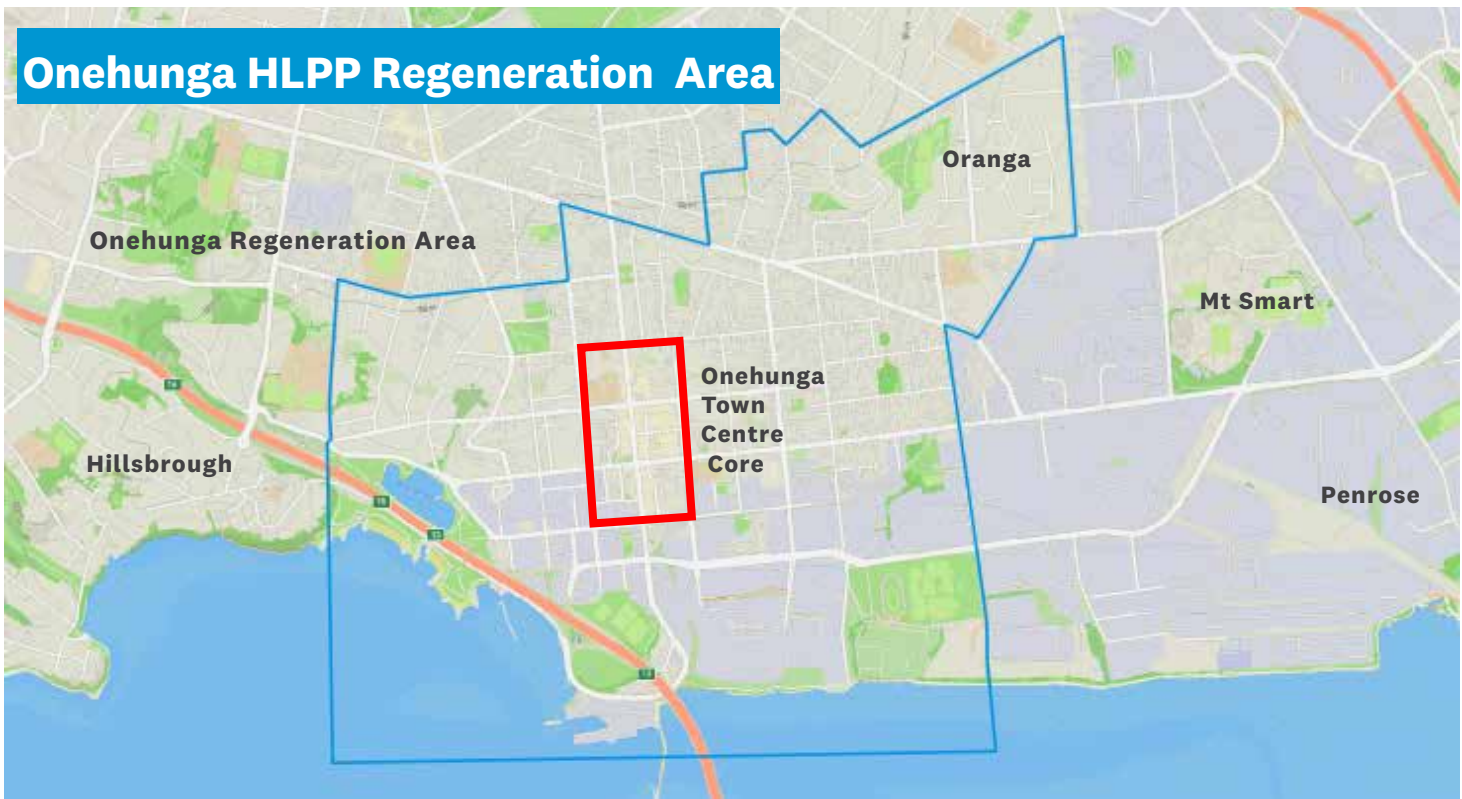


+ Can leverage off previous planning, and public and private investment.



+ Has accessible public transport.

## Context Map





# Onehunga High Level Project Plan (HLPP)

## Vision

This vision supported by four Goals and five Strategic Moves was approved on 12 March 2017 by Resolution of the Auckland Council Planning Committee. The Committee endorsed the 2017 Onehunga High Level Project Plan (HLPP), Eke Panuku as the lead delivery agency for Onehunga, and the disposal of Council owned properties for the project.

*“A flourishing Onehunga that is well connected to its past, its communities and the environment, including the Manukau Harbour.”*

## Goals



**Goal One:** Enhance and restore the natural environment



**Goal Two:** A sustainable, enabled, connected community

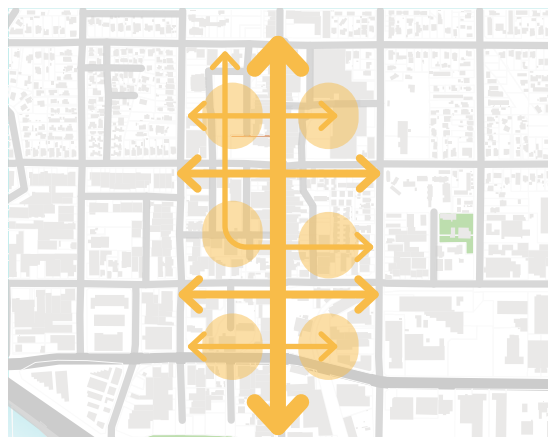


**Goal Three:** A step change in housing



**Goal Four:** Stimulate local growth, investment and innovation

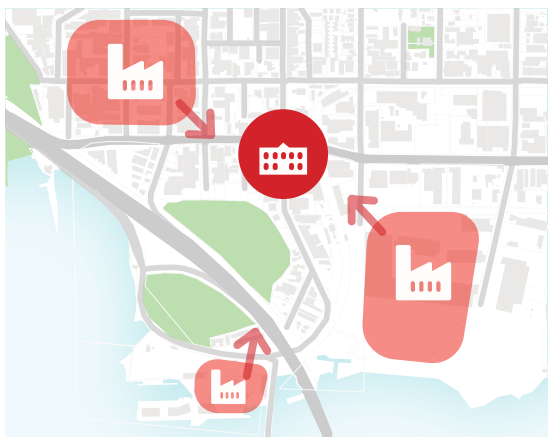
## Strategic Moves



**Retain** Build on the existing community strengths - people and central place



**Respond** Encourage smart growth with quality, connected communities



**Revitalise** Celebrate the industrial character and foster local productivity



**Restore** Create a healthy, activated foreshore environment



**Reconnect** Integrate Onehunga with the Manukau Harbour

# Problem Definition Challenges and response

## Problem Definition

The Investment Logic Map ILM and framework planning for Onehunga summarised the key problems facing Onehunga as:

1. Major infrastructure consumes space, creates barriers, and severs walkable catchments, reducing amenity and water edge access.
2. Limited housing diversity, poor density of jobs and extensive industrial catchment and a poorly defined civic heart challenges the performance of the town centre.
3. Ecological & Cultural degradation: Manukau harbour “back water” status leads to investment that is unresponsive to local history and needs.



Major infrastructure and broken local connections



Limited housing diversity challenges town centre performance



Ecological and cultural degradation - lack of canopy cover and stormwater issues



Poorly defined civic heart & Socio-economic challenges



## Response

In response to the identified challenges the priority is supporting a thriving town centre and to focus on the town centre core of Waiapu and Dress Smart in the short term and Te Pumanuwa o Onehunga in the medium to long term. This will be progressed in a way that addresses the key issues identified in the ILM.



New mixed use development precincts to support key anchors and activity



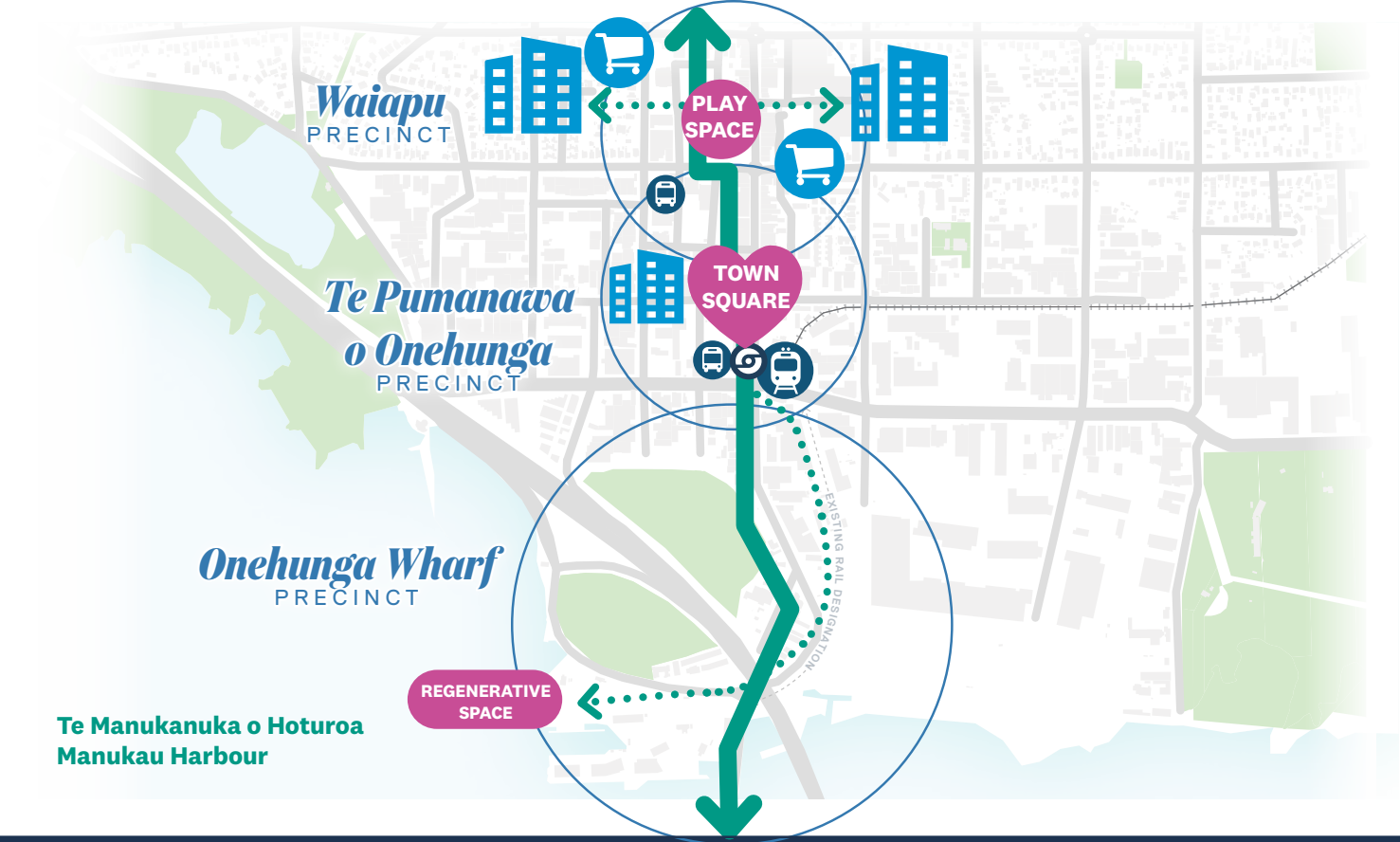
New public realm connections and enhancements



New public spaces and facilities to enhance community heart



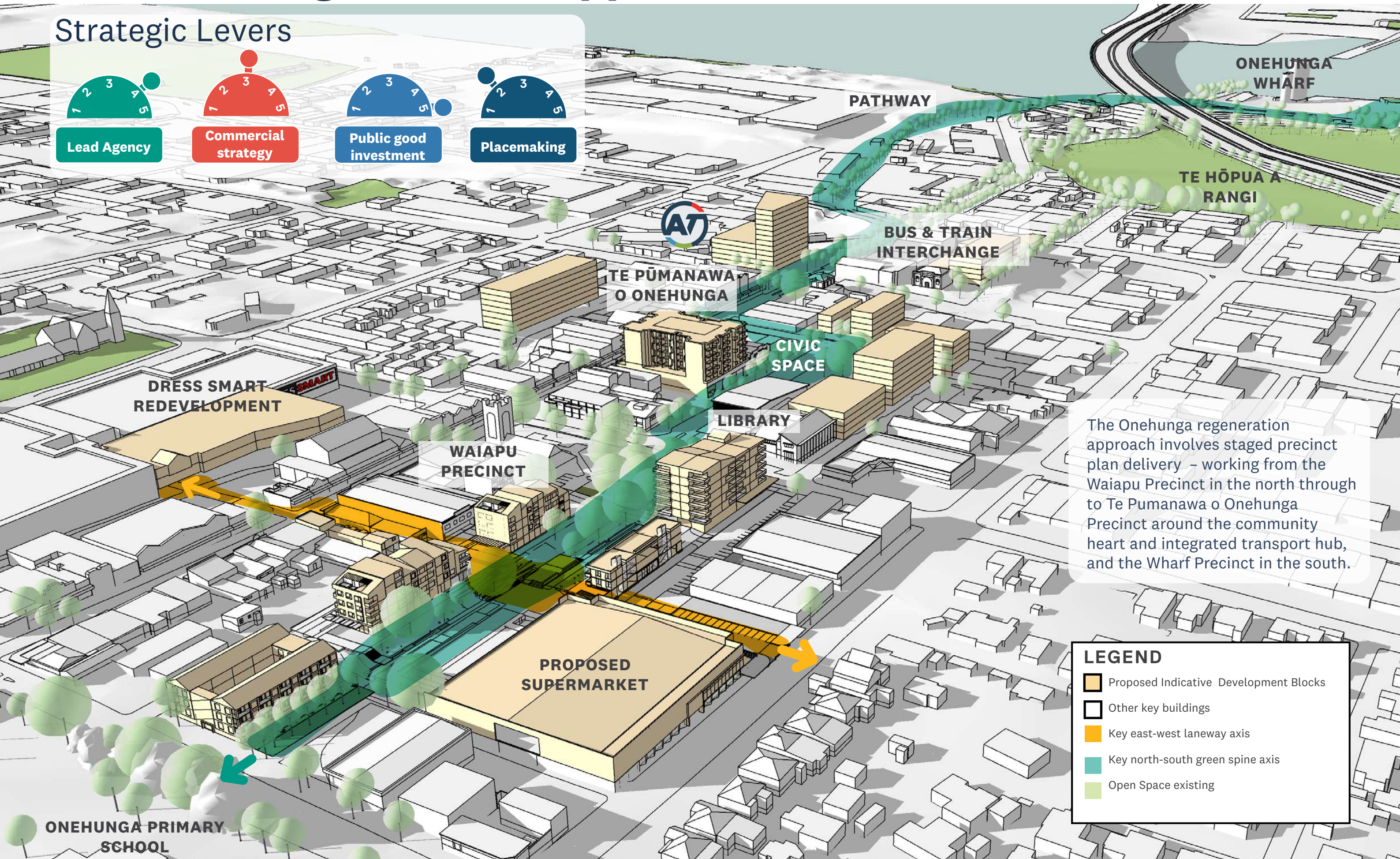
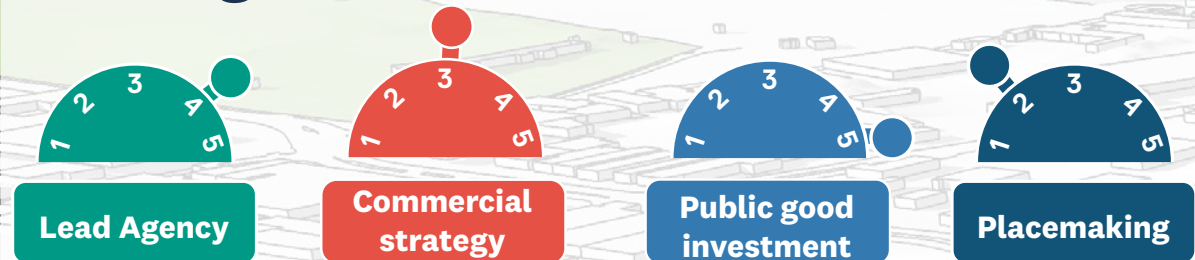
Integrate Public Transport facilities together in a new interchange





# Preferred Regeneration Approach

## Strategic Levers



The Onehunga regeneration approach involves staged precinct plan delivery – working from the Waiapu Precinct in the north through to Te Pumanawa o Onehunga Precinct around the community heart and integrated transport hub, and the Wharf Precinct in the south.

LEGEND

Proposed Indicative Development Blocks

Other key buildings

Key east-west laneway axis

Key north-south green spine axis

Open Space existing



# The Commercial Plan

## Market Conditions

### Residential

The Onehunga residential market has experienced good buyer demand over the past few years, with the overall median dwelling price up 12%, indicating a stronger recovery than most Auckland comparable suburbs. Demand is expected to continue growing and creating an overall positive market environment to support private development opportunity enabled through this regeneration programme.

The private sector and Kāinga Ora have continued to develop in the area. Significant developments recently completed include Onehunga Mall Club

and Manaaki. Developments underway include Fabric and Beachcroft.

The residential market approach will consider key observations from recent developments built in Onehunga:

- + Developments scale ranging from 11-210 units.
- + Carparking ratios ranging from 0.7 – 1.5 per unit.
- + Varied typology mixes, with a weighting to two-bedroom units.
- + Sales values ranging between \$11,184 - \$13,512 per sqm.

### Retail/Commercial

The Onehunga office market has been stagnant in terms of new supply in recent years and there are only a few vacant retail sites within the town centre. Seismic upgrade requirements are likely to impact several properties within the town centre.

The retail/commercial market approach will support private development to retain, restore and revitalise existing commercial buildings through the regeneration programme.

## Commercial Plan Response

The key activities are acquiring sites for amalgamation, enabling infrastructure and planning changes for private redevelopment - as well as public realm improvements to support the thriving town centre.

Residential development focused on either side of Onehunga Mall to support existing retail commercial and hospitality rather than compete with it.



## Flagship Development



Anchor supermarket supported by adjacent mixed use residential by private development partners.



# 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.

\*Site sales do not include Onehunga Wharf.

## Acquisitions



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

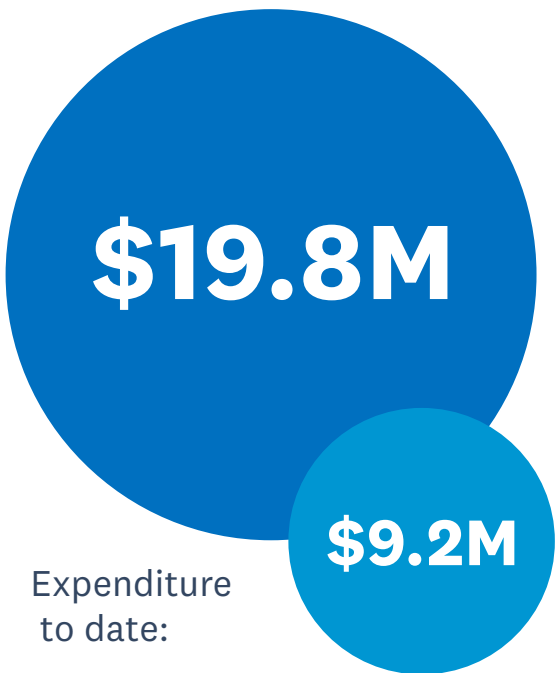
\*Internal group transfer for the Onehunga Wharf

## Capital investment



Funds used over the life of the programme to upgrade, and/or build longterm 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) 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 1.11:1

**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.

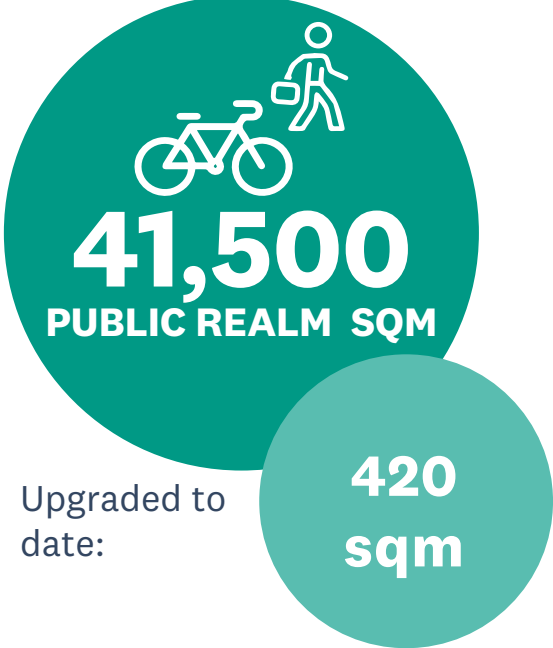
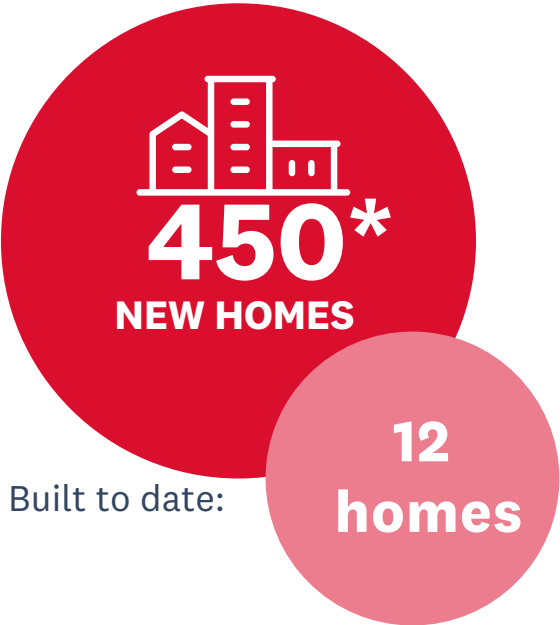
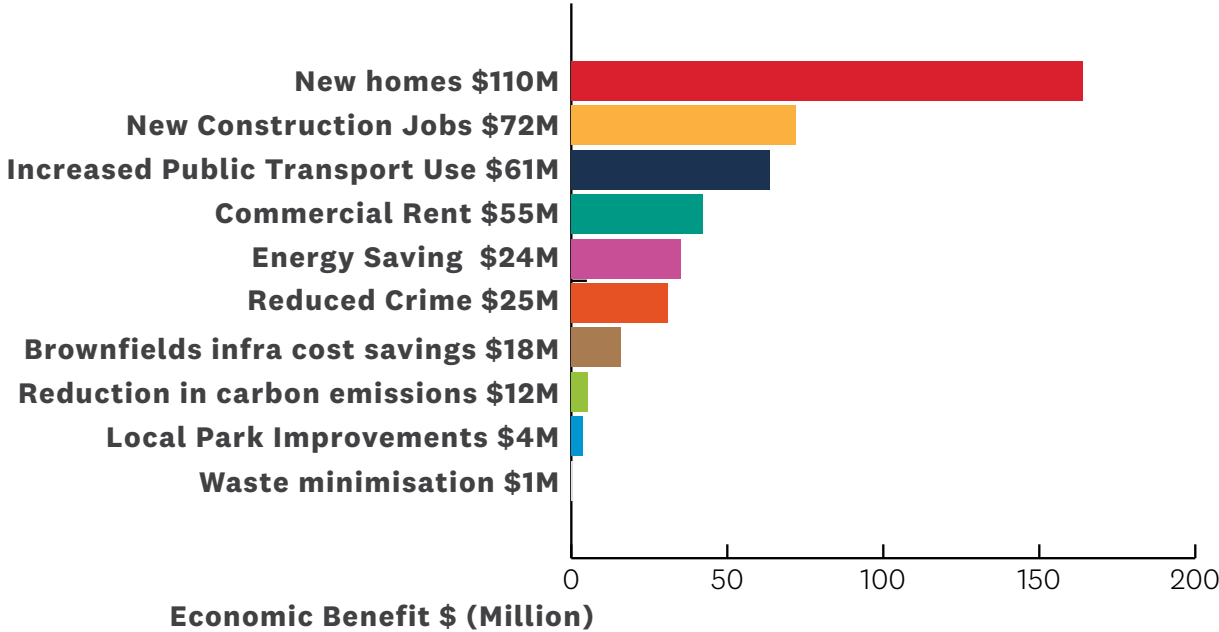
- Improved vitality via Commercial Grade A Greenstar development.
- Increased patronage of Council’s new community facilities leading to health, social, and wellbeing benefits

**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: Take Mauri, Take Hono - Onehunga mana whenua Cultural Health Framework

The Onehunga PBC economic analysis shows \$349m of economic cost, \$387m of economic benefit (TVA), and net benefit of \$38m.

**Total value assessment TVA**



**1.11:1**  
BENEFIT COST RATIO  
ONEHUNGA

\* This estimated new homes figure is a conservative minimum number of homes expected from the programme based on approved business cases and the minimum required from essential outcomes as represented in development agreements. It does not represent the highest and best use enabled under the Unitary Plan.



# Map for Onehunga

Map of Onehunga showing development sites, open space, and infrastructure. The map includes a legend, a scale bar, and a north arrow.

**Legend:**

- OPEN SPACE
- DEVELOPMENT SITE SALES
- CAPEX - PUBLIC REALM/COMMUNITY
- PROJECTS BY OTHERS
- TRAIN STATION

**Map Labels:**

- ARTHUR STREET
- CHURCH STREET
- SELWYN STREET
- PRINCES STREET
- NEILSON STREET
- HILL STREET
- GALWAY STREET
- STATE HWY 20
- MANUKAU HARBOUR
- ONEHUNGA HARBOUR ROAD
- TE HŌPUA A RANGI

**Map Features:**

- Development sites (blue outlines)
- Open space (green areas)
- CAPEX - Public Realm/Community (yellow outlines)
- Projects by Others (dark blue outlines)
- Train Station (train icon)

**Scale:** 0 to 100 meters

**North Arrow:** Points towards the top right.

**HLPP Boundary:** Indicated by a red dashed line in the bottom left corner.

## 2



# Delivery Programme

Throughout the life of the programme we will be undertaking placemaking, engagement and communications in Onehunga.

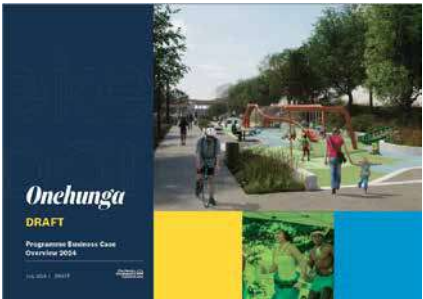
Project Name		Delivered to date	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	FY2034	TOTAL
Public realm Projects													
01	Laneway 7	DELIVERED											
07	Waiapu Precinct Public Realm and Enabling Works	PLAN	CONSTRUCTION										
14	Dress Smart – Paynes Lane Streetscape Enhancement	PLAN		CONSTRUCTION									
10	Laneway 208-210 Onehunga Mall	PLAN		CONSTRUCTION									
20	Te Pūmanawa o Onehunga Church Street upgrade	PLAN				CONSTRUCTION							
16	Te Pūmanawa o Onehunga Public Realm		PLAN						CONSTRUCTION				
15	Onehunga Town Centre to Wharf Link	PLAN			CONSTRUCTION								
08	Onehunga Wharf Public Realm	PLAN	CONSTRUCTION										
Site Sales/Development Sites													
05	24 Upper Municipal Place Onehunga, Site Sale	Complete											
04	Onehunga Dress Smart Site Sale	PLAN & AGREEMENT	CONSTRUCTION										
07	Waiapu Precinct Supermarket Development	PLAN & AGREEMENT		CONSTRUCTION									
19	Waiapu Precinct - Commercial development site sale		PLAN & AGREEMENT	CONSTRUCTION									
21	Te Pūmanawa o Onehunga Site Sales and Development			PLAN & AGREEMENT					CONSTRUCTION				
13	Waiapu Precinct - Site sale of 230 Onehunga Mall		PLAN	DELIVER									

**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 Onehunga 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.



	2017 High Level Project Plan	2020 Programme Business Case	2024 Programme Business Case Overview
Site sales	\$24.1M	\$56.0M	\$29.5M
Dwellings	650	1,070	450
Commercial GFA	16,000 sqm	21,000 sqm	16,000 sqm
Public realm GFA	2,000 sqm	40,000 sqm	41,500 sqm
TVA		1.03:1	1.11:1
Cost - Capex	\$45.8M	\$70.0M	\$50.6M
Cost - Opex	\$1.7M	\$12.0M	\$19.8M
Cost- Acquisitions		\$1.7M	\$43.4M
End date	2026	2030	2034
Key reasons for changes:	<div><div></div><div>+ Focus on town centre</div><div>+ Aligning with East-West Link delivery</div></div>	<div><div></div><div>+ East-West Link and Auckland Light Rail projects both active</div><div>+ Delivery focused on laneways in town centre – trying to get some construction underway</div><div>+ Included into programme the wharf group transfer costs, plan change and anticipated commercial sales and residential development on wharf</div></div>	<div><div></div><div>+ Auckland Light Rail stopped</div><div>+ Mixed use development on wharf unfeasible – decreases sales and housing numbers</div><div>+ Focus on delivery in town centre with laneways amalgamated into larger projects</div></div>

Vision: A flourishing Onehunga  
that is **well connected** to its past, its  
communities and the environment,  
including the Manukau Harbour

# *ngā mihi*





## Programme Changes – High Level Project Plan to Programme Business Case overview 2024

	High Level Project Plan 2017	Programme Business Case 2020	Programme Business Case Overview 2024
<b>Strategic case</b>			
Programme goals	4 goals: <ul style="list-style-type: none"> <li>- Enhance and restore the natural environment</li> <li>- A sustainable, enabled, connected community</li> <li>- A step change in housing</li> <li>- Stimulate local growth, investment and innovation</li> </ul>	No change	No change
Strategic moves	5 strategic moves: <ul style="list-style-type: none"> <li>- Retain: Build on the existing community strengths – people and central place</li> <li>- Respond: Encourage smart growth with quality, connected communities</li> <li>- Revitalise: Celebrate the industrial character and foster local productivity</li> <li>- Restore: Create a healthy, activated foreshore environment</li> <li>- Reconnect: Integrate Onehunga with the Manukau Harbour</li> </ul>	No change	No change
<b>Economic case – Key Benefits</b>			
New homes	<b>650</b> <i>Based on highest and best use.</i>	<b>1,070</b> <i>Includes potential Wharf redevelopment.</i>	<b>450</b> <i>Based on minimum 3 level development not highest and best use enabled under the Unitary Plan (that would be 650). Excludes Wharf redevelopment.</i>
Commercial	<b>16,000 m2</b>	<b>21,000 m2</b>	<b>16,000 m2</b> <i>Same as HLPP.</i>

	<i>Based on Waiapu Precinct includes supermarket and Te Pumanawa o Onehunga Precinct includes community facilities.</i>	<i>As per the HLPP plus the addition of Onehunga Wharf and Victoria Street closed landfill site redevelopment.</i>	<i>Excludes Wharf redevelopment and Victoria Street closed landfill site redevelopment that was included in 2020.</i>
Public realm	<b>2,000 m2</b> <i>Based on one new town square. Does not include improved public realm as this was not reported as a benefit at this time.</i>	<b>40,000 m2</b> <i>Benefits record upgrading public spaces and streets, in addition to building new. Includes public realm at wharf and Waiapu Precinct play space and connections.</i>	<b>41,500 m2</b> <i>Includes Te Pumanawa o Onehunga streetscape and transport improvements. Also, changes to public realm area at wharf.</i>
Financial return (sales receipts)	<b>\$24.1 million</b>	<b>\$56.0 million</b> <i>Allows for increases in land value from 2017 and includes sale of mixed use redevelopment of the wharf.</i>	<b>\$29.5 million</b> <i>Mixed use redevelopment of wharf is no longer planned as it is not commercially viable.</i>
Total Value Analysis (benefits to cost ratio)	<b>1.41:1</b>	<b>1.03:1</b> <i>Value decrease due to an increase in public realm costs.</i>	<b>1.11:1</b> <i>Value increase due to jobs created with supermarket development, but tempered by more conservative housing.</i>
<b>Financial case</b>			
Acquisition costs	<b>\$1.7 million</b>	<b>\$1.7 million</b>	<b>\$23.4 million + \$20 million for wharf council group transfer</b> <i>Increase includes Wharf acquisition and additional town centre sites to enable improved connections and development</i>
Capital expenditure	<b>\$45.8 million</b>	<b>\$70 million</b> <i>Estimate includes wharf redevelopment and acquisition.</i>	<b>\$50.6 million</b> <i>Decrease excludes wharf acquisition. Includes cost escalation.</i>
Operating expenditure	<b>\$1.7 million</b> <i>Costs for Framework Plan.</i>	<b>\$12 million</b> <i>Includes whole of programme operating expenditure including management, placemaking, engagement and communications.</i>	<b>\$19.8 million</b> <i>Programme timing longer therefore, additional expenditure to cover time for programme management, communications, engagement and placemaking.</i>



Programme income	<i>Refer benefits above</i>	<i>Refer benefits above</i>	<i>Refer benefits above</i>
<b>Management case</b>			
Programme completion	<b>2026</b> <i>Assuming development sites completed within 2-5 years in Waiapu and Dress Smart precincts. Assuming three other development sites nearer Station done in 7 years.</i>	<b>2030</b> <i>Extended timing due to longer time required for masterplanning, development, consenting and changes in delivery focus due to uncertainty with major transport infrastructure projects.</i>	<b>2034</b> <i>Additional time required due to development constraints, construction cost escalation constraints and further changes to major transport infrastructure projects.</i>
Summary of programme focus	<p>East West Link project was live. Our focus was on the town centre core. Wharf was not fully considered as was only an opportunity to consider.</p>	<p>Both East West Link and Auckland Light Rail projects were live in Onehunga with significant constraints and uncertainty for programme delivery. Delivery focused on laneways in town centre – trying to get some construction underway. Wharf acquisition was completed and now included in programme, with subsequent sales and residential development on wharf. Work underway on a plan change for the wharf.</p>	<p>Auckland Light Rail stopped. Mixed use development on wharf not feasible – decreases sales and housing numbers. Focus on delivery in town centre with laneways amalgamated into larger projects.</p>

## Te Ara Tukutuku Concept Design Approval

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

October 2024

### Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. notes the high level of support received for the project and the proposed concept designs through recent community engagement
- b. approves the Te Ara Tukutuku Concept Design, enabling the project to move to the next stage.

### Whakarāpopototanga matua | Executive summary

1. Te Ara Tukutuku is laying the foundation for the next stage of development on Wynyard Point. This includes five hectares of resilient, climate adaptive public spaces and laneways, that will support approximately 70,000m<sup>2</sup> gross floor area of marine, commercial and residential development.
2. The Eke Panuku Board approved the project Vision in December 2023. Over this year, Eke Panuku, our Mana Whenua partners and their technical specialists, and the Toi Waihanga team have codesigned the draft Concept Design package.
3. Prior to external engagement the work was presented to the Technical Advisory Group (TAG) in May, July and August and iterations on the designs were made to reflect their feedback.
4. During July we shared the draft Concept Design with a range of internal audiences across the council whānau (approximately 80 staff in total). We presented the Concept Design packages to the Eke Panuku Board in July, along with the feedback from council whānau. This material was also presented to the Waitematā Local Board.
5. Over August we consulted the community. The engagement campaign was highly successful, reaching around 850,000 people through our digital, social, print and radio campaign, and over 3000 people in person. We received 712 comments, 87% of which were supportive.
6. The Mayor of Auckland, Chair and Deputy Chair of the Planning Committee and the Waitematā Ward Councillor have also had site walkarounds and been updated by the project team on the plans and progress.
7. As a result of feedback from the council group and the community we have made minor updates to the concept designs. These include:
  - a. Revising the representation of the development sites as they connect to the public plaza and open space. This is in response to the need to balance the development footprint as it intersected with the public realm.
  - b. Updating the transport strategy to better understand access to the site and the function of Hamer Street after feedback from TAG. This also included a reduction in the central swale to better accommodate traffic movements along it.
  - c. Updating the design of the tidal steps to better represent the design intent around the Hoe narrative and respond to the marine conditions.



8. The updated designs are attached for the Board's approval. In November we will provide this material to the Waitematā Local Board for their endorsement.
9. This will represent a major milestone for the project, allowing us to progress to developed design.
10. As previously reported to the Board, a Detailed Business Case was approved by the Programme Steering Group in June. The scope of the business case is for a staged approach, starting with Tāmata te Mauri – the first stage of Heal. \$29m of investment for the next three years was approved to cover base costs for the sites and readiness for development.
11. In addition to the above we have been developing up the early works consent package which was lodged in August. Assuming consent is granted, we will start our first stage of capital works in February 2025. This marks the start of the Tāmata Te Mauri (heal phase). The scope of these works is to cap the site, install permitter bunds and drainage to manage water flow, and prepare the site for a future ngahere (nursery) project hub.

## Horopaki | Context

Previous Eke Panuku Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
October 2021 Eke Panuku Board	Te Ara Tukutuku Plan Decision Paper	Precinct Plan approved
August 2023 Eke Panuku Board	Vision and Framework Information Paper	Received the draft Vision and Framework and endorsed continuing to engagement phase.
December 2023 Eke Panuku Board	Te Ara Tukutuku Vision and Framework Decision Paper	Project Vision and Framework approved.
December 2023 Waitematā Local Board	Te Ara Tukutuku Vision and Framework	Project Vision and Framework endorsed.
July 2024 Eke Panuku Board	Concept Design, engagement process and enabling works Information Paper	Received the draft Concept Design material for engagement

## Nga whiringa me te taatai | Options and analysis

### Kua whakaarohia nga whiringa | Options considered

12. The Concept Design development process began in late 2023, coinciding with the approval of the Vision and Framework.
13. The designs have continued to be refined and enriched through our collaborative design approach with mana whenua and Toi Waihangā. The design has progressed and provides more certainty on the proposed approach – these will all be tested through the developed and detailed design stages. Given the duration of the project we will be prioritising some areas over others.

14. Given the positive feedback received, no substantive changes have been made to the draft concept designs. However, the following refinements have been made:
- a. Development sites. It was determined that the previous site plans were not showing an accurate depiction of the future development sites, so the design team have updated the layout to show more built form. This required the built edge and park to move 15m north in some parts which has resulted in a smaller open space shown, but one that aligns more accurately with the original intent and plans.
  - b. The design of the tidal stairs has been updated to better incorporate the design narrative.
  - c. Hamer Street continues to be developed and the proposed central swale has largely been removed to accommodate oversized vehicles and right turns out of the existing marine industry sites.
  - d. We have been working with Tātaki Auckland Unlimited to develop up specifications for how major events will be accommodated on Wynyard Quarter and across the wider waterfront. This will also include how we will manage events that can be attracted to the project site over the course of its staged development. This will continue to be a workstream over the next stage of the project.

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

15. In July 2024’s Board paper, we provided the summary of the overall budget and assumptions, inclusive of sales revenue and timing. None of these assumptions have changed. We will progress implementation on site over the next three years. We will assess progress and success each year to ensure we are progressing efficiently, to budget, and stay true to the Te Ara Tukutuku Vision and Framework.

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

16. The following risks and mitigations are being considered by the project team:

Risk	Mitigation
Access to funding may impede progress over the long term.	Continually reviewing costs against funding availability at key milestones and understanding project stages that can be slowed down or sped up.
The site is contaminated and needs to be managed appropriately.	Shell has a legal obligation to remediate the petrochemicals they are responsible for before they are released of their obligations. Eke Panuku is still working through the contamination and deed obligations with Shell. Delays to this agreement may impact on the early works on site.  The process and methodology for healing the site beyond the Shell remediation is being investigated and will occur before public activation.
Unable to maintain a positive relationship with mana whenua through the co-design process.	Understanding capacity of mana whenua and prioritising programme based on their availability. Nurturing relationships to ensure everyone’s expectations are aligned.



Risk	Mitigation
Stakeholder expectations are very high for this project and process.	Regular engagement so stakeholders are aware of the approach, process and outcomes being proposed, and expectations are managed realistically.
Expectations around using the space for major events ongoing, like Sail GP	Continuing to work closely with Tātaki Auckland Unlimited, alongside mana whenua to enable events and activities that are appropriate for the space.

## Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

17. Over August we undertook an extensive stakeholder and community engagement phase, to seek feedback on the draft Concept Design. Feedback was sought via the following channels:
  - Two open days at the project hub in Wynyard Quarter, on the 3rd and 10th of August 2024
  - Six engagement pop-ups featuring an in-person roadshow with the project team on 9, 14, 21, 22, 24 and 29 August 2024
  - An Auckland Conversations speaker event, attended by 300 people on 13 August 2024
  - The Wynyard Quarter Neighbours' Forum, 14 August 2024
  - A Unitec seminar, 29 August 2024
  - Information and a feedback form on Auckland Council's AK Have Your Say website, 1-31 August 2024
  - Ongoing meetings and discussions with staff and teams from across the council whānau, as well as a site walk over with the Mayor, the Ward Councillor and Chair and Deputy Chair of the Policy and Planning Committee.
18. A communications, media and social media campaign promoted the engagement. This included:
  - Updates via social media (including the Eke Panuku Facebook, LinkedIn, Instagram and TikTok accounts).
  - Media articles and ads across five key radio stations, social media and via digital street furniture.
  - Updates and ads through print and digital news platforms, including a front-page article in the Central Leader.
  - Information displays in prominent city centre public spaces for the month of August.
  - The project page on the Eke Panuku website, which was extensively updated to be a digital hub for project information.
19. Through the campaign we reached around 850,000 people via social media, radio, ads and other media. Over 3000 people attended in person events and activations. We received 712 comments (not including social media).
20. The feedback was highly positive, and broadly consistent across all channels. Overall, 87% of comments expressed support for the draft concept designs and direction of Te Ara Tukutuku.
21. These supporting comments included a mix of general support for the project, support for the open space and natural environment, support for recreational activities and the regenerative and Mātauranga Māori approach to healing the space.

22. Ten per cent of comments were not in alignment with the project. These included a mix of people saying there should be more public space or other features (e.g. sports fields, playgrounds or car parking), and people saying the project was too expensive.
23. The remaining 3% of comments were either neutral or a request for further information.
24. Our engagement with stakeholders and the wider community will continue through the education and activation workstreams. We will have a particular focus on rangitahi engagement through local schools.

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

25. Our process is creating an evolved way of working on the waterfront and particularly with our Mana Whenua partners. Since August 2022 we have been co-designing alongside Mana Whenua. Weekly hui with Eke Panuku, Mana Whenua, Mana Whenua technical specialists and Toi Waihanga brings together mātauranga and western techniques.
26. Mana Whenua, in exercising their role as kaitiaki, see Te Ara Tukutuku Project as an opportunity to create positive and better-than-expected outcomes. To support the project, Iwi Mana Whenua o Tāmaki Makaurau produced Mauri Tukutuku (previously named Take Mauri Take Hono), a tool developed to assess the baseline current state of Mauri across Te Ara Tukutuku Project and monitor the success over time.
27. Te Ao Māori recognises the intrinsic relationship between the people and the environment, which is informed by whakapapa and tikanga. Te Ara Tukutuku is the enhancement of mauri through the restoration of land, water and people.

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

28. The concept design aims to be an exemplar project for adapting to climate resilience and employing nature based solutions. The project embraces Toi Whakarito (a regenerative design practice) and creates a design that has considered the impacts of climate change. Through the healing phase of the project, the site's base level will be raised approximately 1m, to future proof against sea level rise for the next 100-200 years. The coastal edge is being reclaimed and naturalised to create a naturalised vegetated edge treatment that naturally absorbs coastal impacts and storm surges.
29. Aho wai (water) is a key driver for this project and the land and systems have all been designed to clean and heal the water to enhance the mauri of Te Waitematā.
30. Aho whenua (land), is another key driver, utilising vegetation to reduce the urban heat island effect, create habitat and soften the impact from natural erosion and storms.

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

31. Developed Design will commence once the Concept Design is approved by the Board. The Developed Design phase will further refine the design details and look at materiality. It will take a whole-of-life lens and consider maintenance, operations and disposal at the end of the asset life. This phase ensures the viability of all design elements and resolves any outstanding optioneering and coordination. It will provide the documentation for resource consenting and planning approvals. This phase is expected to be completed by August 2025.



32. Through the Developed Design process the team will continue to coordinate with other disciplines to better integrate the aho whenua (land), aho wai (water) and aho tangata (people) elements into a well-considered and balanced design outcome.
33. As noted above, enabling works will start in February 2025 and are scheduled to continue through to August 2027. A Request for Tender will go out in mid-October to engage a contractor for this work.

## **Ngā tāpirihanga | Attachments**

Attachment A – Summary of Te Ara Tukutuku Concept Design

Attachment B – Summary of Public Feedback Report

## **Ngā kaihaina | Signatories**

Ian Wheeler, Chief Operating Officer

David Rankin, Chief Executive



# Te Ara Tukutuku

## Concept Design

—

For\_ Eke Panuku  
Issue\_ Te Ara Tukutuku – Concept Design Summary Version  
Date\_ 15.10.2024



## Mihimihi

**Te Ara Tukutuku and ancient uruuru whenua incantations pull forward past threads for us to re-member.**

**In a way that reawakens the ihi, wehi and wana within the realm of Tangaroa and Hinemoana across this ātea that humanity has ‘claimed’.**

**So that we may stop to pause and listen with our hearts what the wairua of Te Ara Tukutuku, is calling forward, to de-claim, and return to a state of mauri ora\_**

## Background

Over the past 20 years, the people of Tāmaki Makaurau have experienced the transformation of their inner-city waterfront. This much-loved and celebrated place is reconnecting people with the waterfront and builds our collective sense of belonging to Tāmaki Makaurau. The next part of the transformation in Wynyard Quarter will build on this legacy. With the area changing from industrial to mixed-use, we now need to consider how we can best serve these land and water spaces to the benefit of everyone.

Te Ara Tukutuku Plan is the guiding document for the next phase of design and delivery of the northern end of Wynyard Quarter. Te Ara Tukutuku Plan was developed in partnership with Iwi Mana Whenua o Tāmaki Makaurau (Mana Whenua) and through close consultation with key stakeholders, including the Waitematā Local Board and Auckland Council whānau.

The plan, which was endorsed by the Eke Panuku Board in late 2021, draws from the City Centre Masterplan 2020 and sits alongside the Waterfront Plan 2011, in setting the scene for the regeneration of the city centre waterfront over the coming years.

To bring the vision to life, design collective Toi Waihangā has been appointed by Eke Panuku to design the public realm component of this northern end of Wynyard Quarter. Since winter 2022, we've been co-designing with Iwi Mana Whenua o Tāmaki Makaurau and Toi Waihangā, as well as technical specialists (both mātauranga and western) to develop and address the parameters of the site and the vision and healing for the place.

This Concept document reflects the next stage of our process, delving deeper into the key issues identified in Te Ara Tukutuku Plan, framing a vision for the future, and commencing the restorative process for the whenua (land) and moana (ocean). This mahi also sets up a framework for the required supporting networks, infrastructure and subsequent development needed to deliver on the kaupapa outlined in Te Ara Tukutuku Plan.

Toi Waihangā comprises LandLAB, Warren and Mahoney, Mott MacDonald (supported by DONE), Stellar Projects, BECA, Fresh Concept, and landscape architecture firm SCAPE, and mana whenua appointed specialists Caleb Clarke (Morphum Environmental), Jarrod Walker (Tataki Ltd, marine Science), Charmaine Bailie (URU Whakaaro).

We acknowledge the time, effort and goodwill that has been invested to date from the Mana Whenua Working Group, which comprises of Te Ākitai Waiohūa, Ngaati Whanaunga, Te Patukirikiri, Ngāti Whātua Ōrākei, Ngāi Tai ki Tāmaki, Ngāti Maru, Ngāti Tamaterā and Ngaati Te Ata Waiohūa. We also acknowledge the Eke Panuku Mana Whenua Forum for the time and feedback for Te Ara Tukutuku.

Te Ara Tukutuku is the name gifted to the project by Ngāti Whātua Ōrākei. The naming of locations, in particular public spaces, has a formal, delegated process through the Waitematā Local Board. As part of the Concept Plan process, we will be engaging with the Waitematā Local Board to formalise the names identified through this mahi.







# Part 1

# Introduction

x

—



# Project Overview\_

Wynyard Point is an area which is set to become one of the most important regeneration projects in the city over the next 10-20 years.

A 5ha public open space – the first new urban Tāmaki Makaurau park in 100 years. A quality and sustainable mixed used development that complements the major public space.

Partnered & co-designed with Mana Whenua.

Guided by Mauri Tukutuku (a bespoke cultural health framework).

Regenerating past actions to return to a healthy place that is uniquely Tāmaki Makaurau, Tāmaki Herenga Waka, Tāmaki Herenga Tāngata.



Te Ara Tukutuku



# Tāmaki Makaurau Original Shoreline & Landscape of Abundance\_

The original landscape of the waterfront pre-reclamation was prized for access to the sea and harbour, sandy beaches, rocky cliffs and mudflats, abundance of resources in the area and freshwater streams. Te Waitematā was previously a plentiful harbour for harvesting kai moana, and the sheltered bays for navigating waka made this place highly desirable.





Te Ara Tukutuku  
Concept Design

# Tāmaki Herenga Waka Reclamation, Contamination & Lost Headlands\_

Te Ara Tukutuku is located within the original realm of Tangaroa and Te Waitematā. The land was incrementally reclaimed from Te Waitematā Harbour over the last century, and has served industrial purposes for most of that time which has contributed to the contamination of the site.



PUPUKE

TE ŌNEWA

TAKARARO

MAUNGAUIKA

TAKARUNGA

TE WAITEMATĀ

TE ARA TUKUTUKU

ŌKA-TE  
KORAENGA

TE TŌ

NGĀHUWERA

TE RERENGA ORA ITI

TE REUROA

TAURARUA

RANGIPUKE

TANGIHANGAPUKAEA

WAIKUTA

TE WAI O HOROTIU

WAI PAPA

TUNAMAU

WAI PARŪRŪ

PUKEKAWA

MAUNGAUHAU

ŌHINERAU

TE KŌPUKE

0 5 10 15 KM



Te Ara Tukutuku  
Concept Design

# Tāmaki Herenga Tāngata Raising a New Headland\_

The opportunity for Te Ara Tukutuku is to re-establish a headland on the edge of Te Waitematā, and to re-connect and rebind the relationship between whenua (land) and moana (sea).



PUPUKE

TE ŌNEWA

TAKARARO

TAKARUNGA

MAUNGAUIKA

TE WAITEMATĀ

TE ARA TUKUTUKU

ŌKA-TE  
KORAENGA

TE TŌ

NGĀHUWERA  
PĀ

TE RERENGA ORA ITI

TE REUROA

RANGIPUKE

TANGIHANGAPUKAEA

TAURARUA

WAIKUTA

TE WAI O HOROTIU

WAI PAPA

TUNAMAU

WAI PARŪRŪ

PUKEKAWA

MAUNGA WHAU

ŌHINERAU

TE KŌPUKE

0 5 10 15 KM





## Ināianeī Existing Site\_

Once an area under water, Wynyard Point was reclaimed using fill material including from a former gasworks site. The area has been known as the 'tank farm' due to the range of tanks that stored petrochemicals here for many decades as part of its industrial history. The tanks have more recently been removed from the land.

However, before any development can take place, bioremediation work needs to be completed by the lessee of the site (Shell Ltd) to remediate the area from the previous uses on the site.





The vision for Te Ara Tukutuku is to create a living green open space sitting on Te Waitematā, a space to reconnect and rebind the relationship between Tangaroa (the ocean) and Papatūānuku (Mother Earth), connecting people back to the water.







# Part 2 Vision

—



## Te Ara Tukutuku Narrative\_

**Te Ara Tukutuku is a waka metaphor for the binding of the land and the sea, and provides an elegant link between the domains of Tangaroa (the ocean), Tāwhirimātea (wind and atmosphere) and Papatūānuku (Mother Earth).**

This project creates a new culturally, environmentally, and socially driven space, that binds together whenua (land), moana (sea) and tāngata (people). Te Ara Tukutuku will emerge over time through the interweaving of Mana Whenua led initiatives that integrate mātauranga, science, infrastructure, design and place-making.

Governance by Iwi Mana Whenua o Tāmaki Makaurau and Auckland Council provides Te Ara Tukutuku the opportunity to build on existing initiatives, and to become a cultural expression of the Mana Whenua connection with Te Waitematā. Te Ara Tukutuku is a catalyst for change that will contribute to mātauranga led restoration of Te Waitematā and Tāmaki Makaurau.

It begins by healing a reclaimed former petro-chemical site to regenerate and enhance the mauri of the area. Te Ara Tukutuku forms a varied and responsive topography that establishes resilient eco systems and nature based programs that consider air, wind and light conditions. It enables the regeneration of a diverse terrestrial and marine ecology that restores the mauri (health and wellbeing).

Mai te rangi ki te whenua, mai te whenua ki te rangi, the flow between all spaces. The feeling of the wairua, the cleansing winds, it embodies connection between the elements and atua as the wind carries messages from tūpuna and atua, clean fresh winds contribute to the mauri, this serves as a reminder of the interconnectedness between taiao, atua and tāngata, emphasising the need for harmony, respect, and balance in our interaction with the environment.

A clean and clear atmosphere allows for stars to shine brightly in the night sky for tāngata to see. Te Ara Rangi also refers to the quality of air and ensuring discharges do not degrade the quality of air by minimising atmosphere emissions to reduce climate change impacts, support the use of sustainable, clean and green technologies, reducing emissions from transportation and surrounding industry.

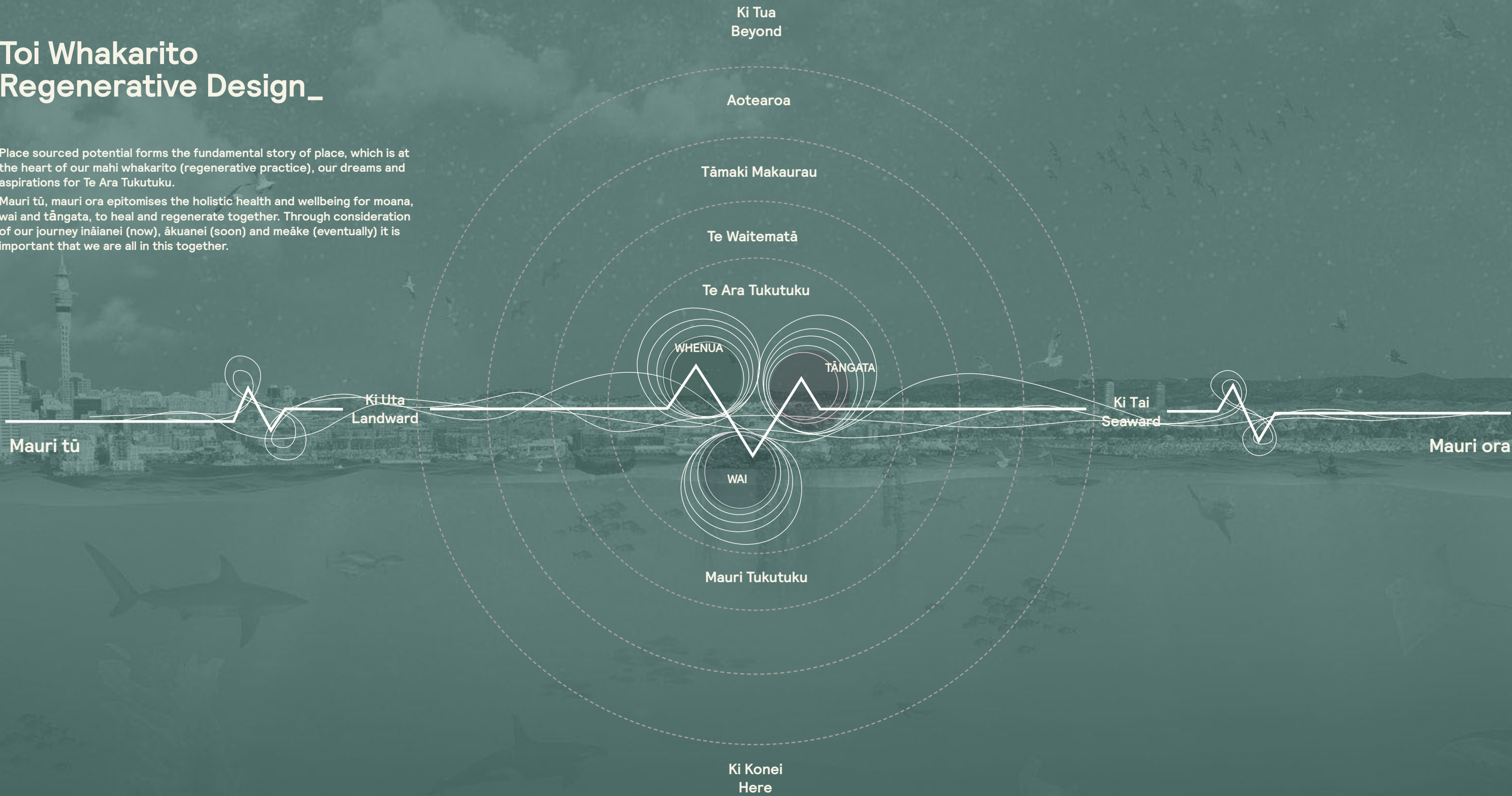
Remove all noxious gaseous pollutants linked to contaminated land, preventing their release into the atmosphere.

Urban form to consider and mitigate wind tunnels and sheltered zones within the ngahere to provide refuge both for tāngata and plants.

# Toi Whakarito Regenerative Design\_

Place sourced potential forms the fundamental story of place, which is at the heart of our mahi whakarito (regenerative practice), our dreams and aspirations for Te Ara Tukutuku.

Mauri tū, mauri ora epitomises the holistic health and wellbeing for moana, wai and tāngata, to heal and regenerate together. Through consideration of our journey ināianei (now), ākuanei (soon) and meāke (eventually) it is important that we are all in this together.



## Mauri Tū – present state

We acknowledge the mātauranga Māori systems that guide our process and the opportunity to embed a process that is tika and pono. Mauri Tukutuku is a process which was developed by Mana Whenua partners to provide a baseline assessment to assess the state of mauri (essence and vitality) across the project, Te Ara Tukutuku. The assessments are aligned to aspects such as Mana Motuhake, Mana o te Whenua, Mana o te Wai and others. As we embark on this journey these will become more apparent in the what and the how we implement these practices.

## Haerenga – journey

Our journey takes an holistic systems approach that respects Te Ara Tukutuku at its core, where whenua, wai and tāngata are bounded, and nested within its broader and interconnected environment.

A Whakarito regenerative practice requires manaakitanga, aroha and growing our collective hononga to place and to one another. Understanding the nuances, issues and highlights in a way that enables expertise to come forward knowing that to heal is not an easy feat alone.

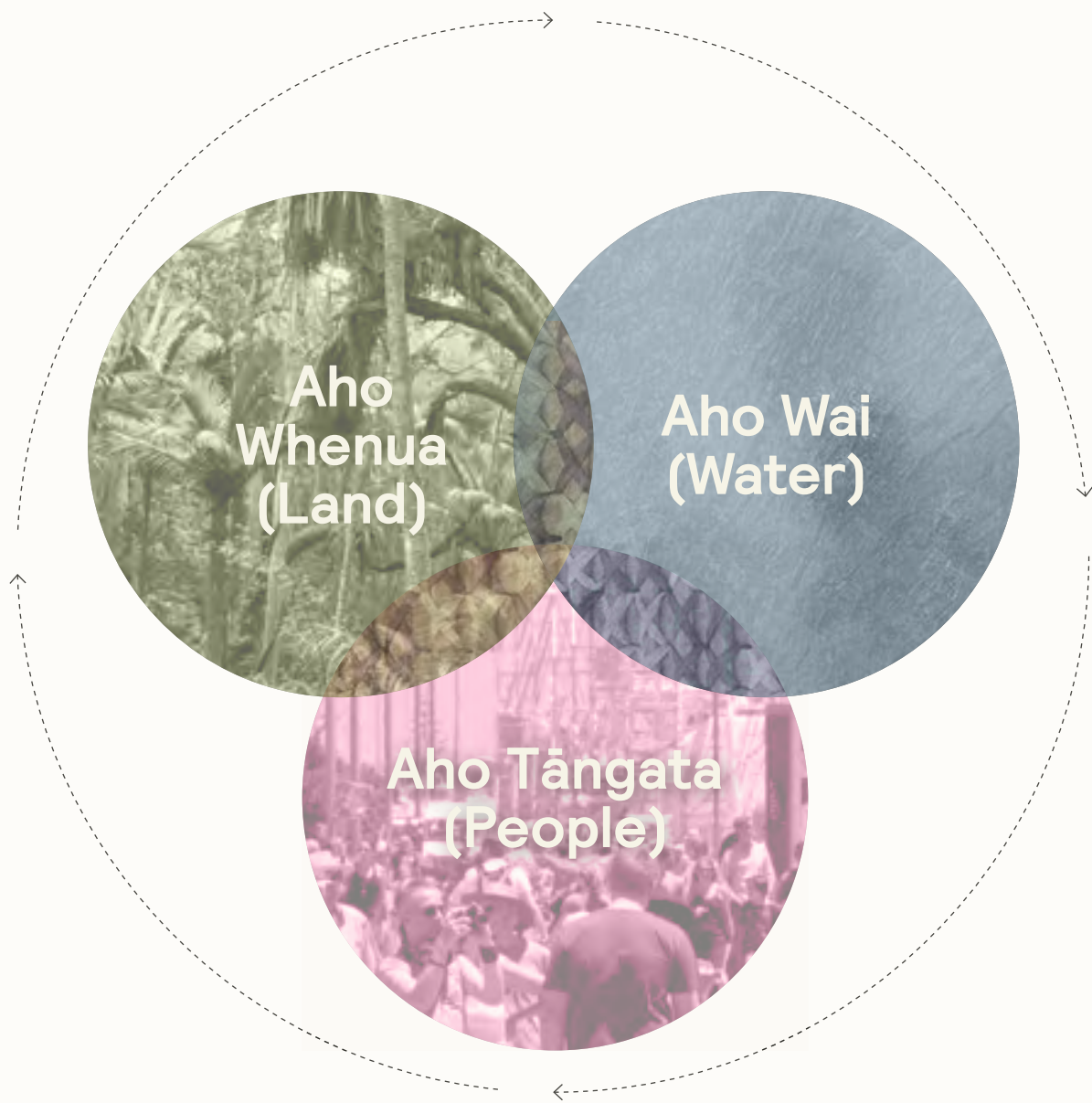
## Mauri ora – future state

Over time we will start to see the flourishing of Te Ara Tukutuku, whenua, wai and tāngata in ways that acknowledge the learnings and the journey to achieving health and wellness.

Ki konei – here  
Ki uta – all that is landward  
Ki tai – all that is seaward  
Ki tua – all that is above and beyond



Whenua + Wai + Tāngata\_



Te Ara Tukutuku is the restoration of land and water, connecting people and the interaction and flow between these, to enhance mauri.

Aho Whenua (Land)

The creation of Te Ara Tukutuku is through forming the land to create a varied topography that allows for multiple spaces and places for people to reconnect with Te Ara Tukutuku and Te Waitematā. Te Ara Tukutuku refers to and acknowledges the significant cultural landscapes and headlands of the past, present and future, and strengthens connections to Te Waitematā. Working the land will create a functioning landscape system to acknowledge the original streams Tunamau and Waikuta, and the former bay, Waiatarau (now Victoria Park).

Aho Wai (Water)

Te Ara Tukutuku is within the realm of Tangaroa, on Te Waitematā. The mana of Te Waitematā will be acknowledged by improving the degraded water quality, minimising contamination and related discharges, regenerating, and enhancing habitats and tāonga species.

Aho Tāngata (People)

Only then can we bring Te Ara Tukutuku into mauri ora, through holistic wellbeing for place, culture and community. The organising transect of manaakitanga is through the transition and layering of shelter, social, and ritual as you navigate from land to sea informs the programming of the spaces and experiences.

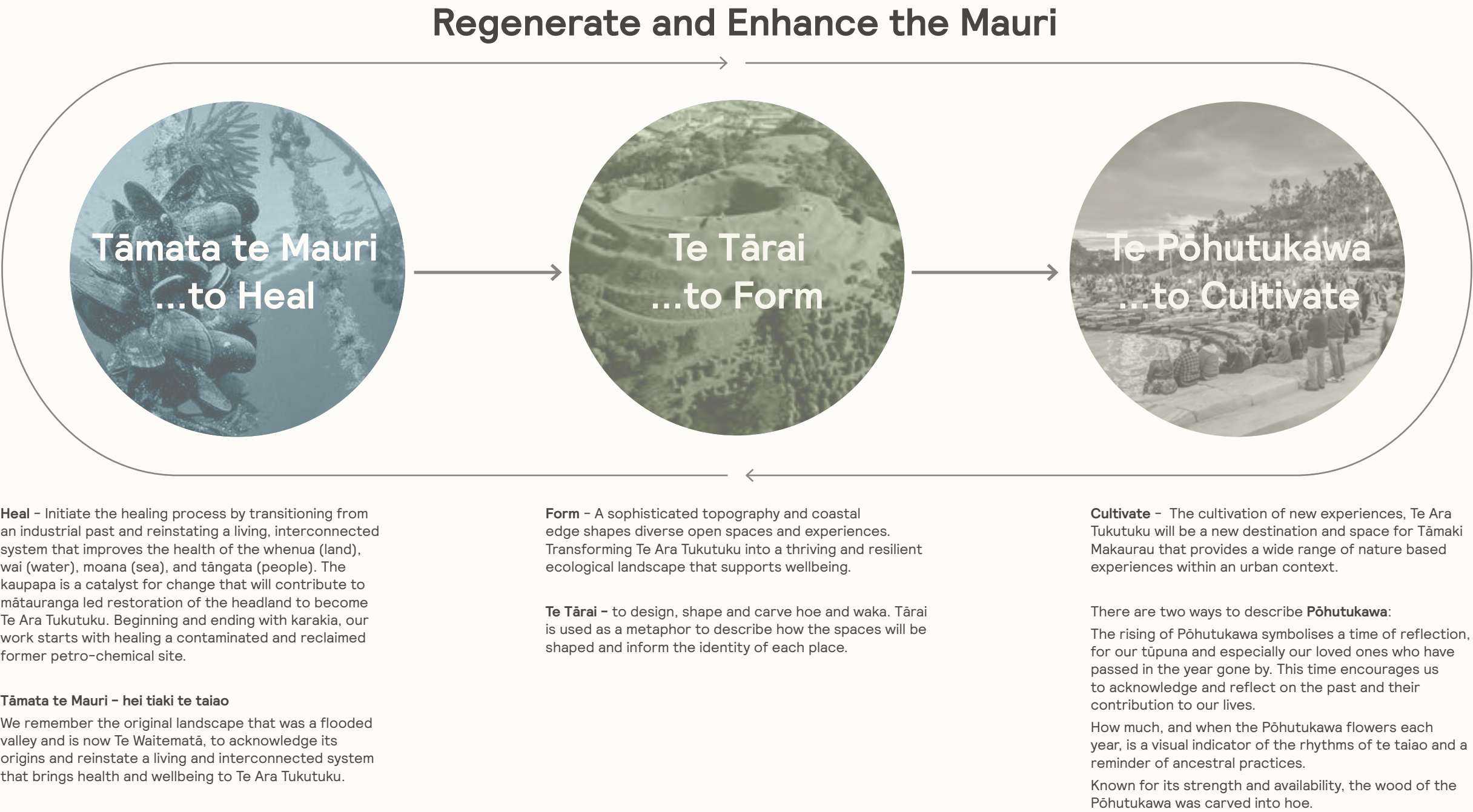
Te Ara Rangi (The Air Space)

The feeling of the wairua, the cleansing winds, embodies connection between the elements and atua as the wind carries messages from tūpuna and atua, clean fresh winds contribute to the mauri, this serves as a reminder of the interconnectedness between taiao, atua and tāngata, emphasising the need for harmony, respect, and balance in our interaction with the environment.

Process\_

The approach is to enable the emergence of Te Ara Tukutuku through a process of healing, forming, and cultivating. We merge mātauranga Māori, culture, infrastructure, and design to foster and perpetuate practices that create a thriving open space reconnecting land, water, and people.

Working with Iwi Mana Whenua o Tāmaki Makaurau an alternative perspective of this process can be described as Tāmata te Mauri, Tārai and Pōhutukawa. These are not direct translations of Heal, Form, Cultivate. Rather, they provide deeper meanings and layers associated with the processes and overarching narratives.





# Ināianeī / Ākuaneī / Meake\_

Te Ara Tukutuku, Te Waitematā and Ngā Tāngata are collectively journeying towards healing one another. To achieve this, we must acknowledge past actions, be mindful and deliberate in the present, and actively work towards a future vision of mauri ora.



**Ināianeī – Now (over next 2–3 years)**

**Te Mātata te Mauri – Heal & transition from the industrial past.**

- Site testing and monitoring
- Relationship building and education
- Event outreach programme
- Marine trials
- Establish Project Hub including site nursery
- Design testing and feedback
- Consenting and approvals
- Enabling works



**Ākuaneī – Soon (5 years+/-)**

**Te Tārai – Forming of the site through initial establishment, remediation and coastal resiliency works.**

- Remediation and formation works
- Green infrastructure and coastal resilience
- Staged open space delivery
- Ongoing testing and monitoring
- Foster partnerships, community and education

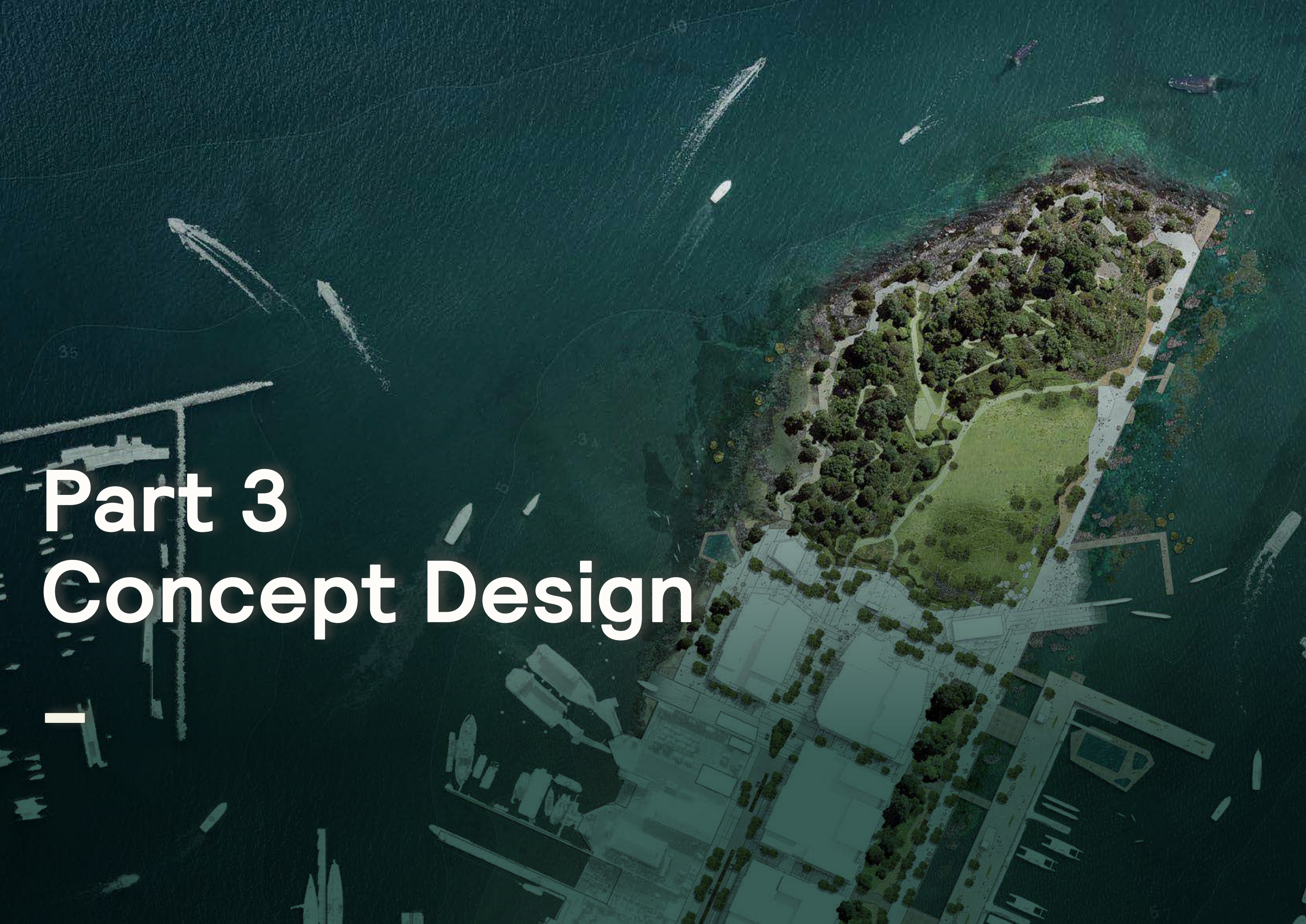


**Meake – Eventually (10+ years)**

**Te Pōhutukawa – Cultivate coastal ecologies, activities and experiences.**

- Complete open space staged delivery
- Streets + Lanes to support headland developments
- Enduring partnerships
- Community empowered through kaitiakitanga
- Coastal ngahere established and evolving
- Marine life
- Activation and social program
- Mixed-use development sites





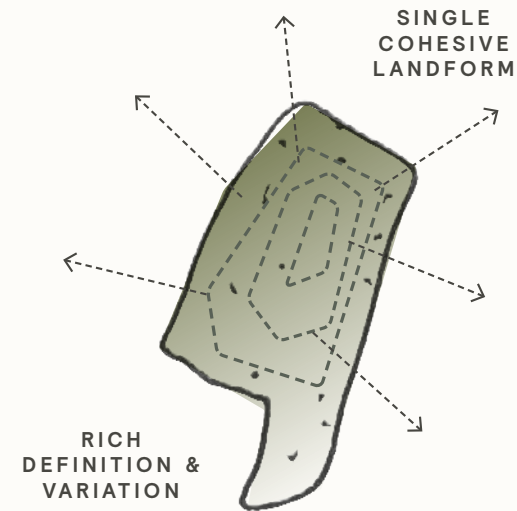
# Part 3 Concept Design

—



## Key Moves\_

Five spatial moves that inform the organisation of headland open spaces.



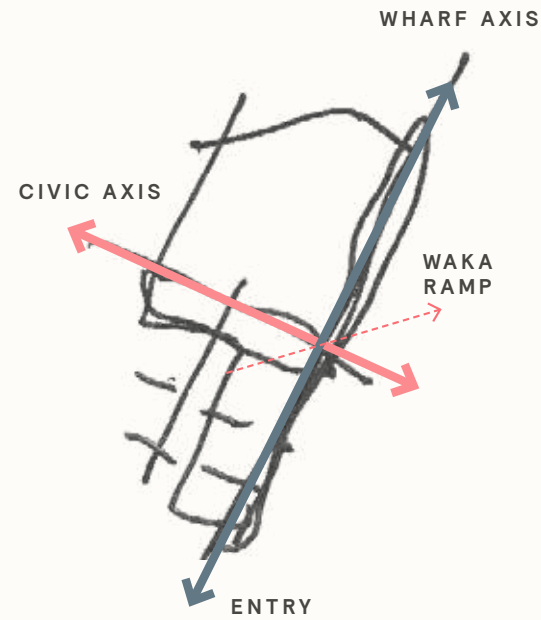
### Headland Elevation

Symbolically re-establish a headland landscape that responds to Te Waitematā and the wider harbour to reimagine and reference the formerly 'lost' headlands. The Headland reads as a single cohesive landform at the scale of the city/harbour but defines a range of spaces and experiences. Embody the land to sea transect supporting and contributing to the existing urban and highly programmed context transitioning to more natural/secluded/wild. Connecting to Silo Park and Daldy Street Linear Park to be experienced as one cohesive and connected open space network.



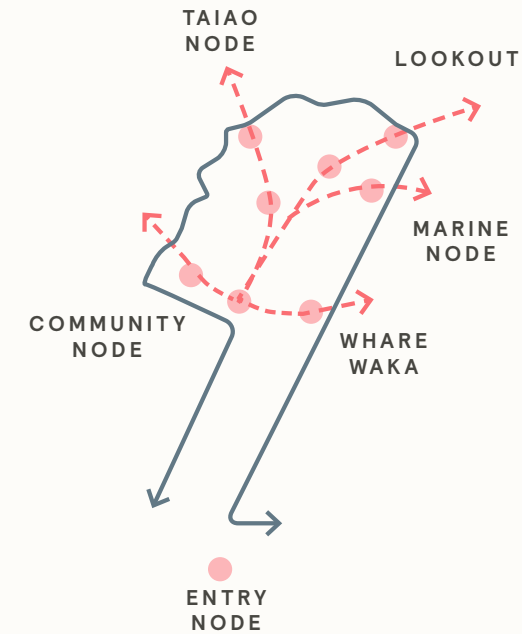
### Discovery Edge + Urban Edge

Create resilience and climate adaptation through shoreline habitat and marine ecology restoration driven by a more urban and formal eastern edge and natural/ quiet / reflective western edge conditions. Capture and filter stormwater run-off through nature based green infrastructure. Creating new water's edge access, spaces and experiences and monitor the contribution to the restoration of Te Waitematā.



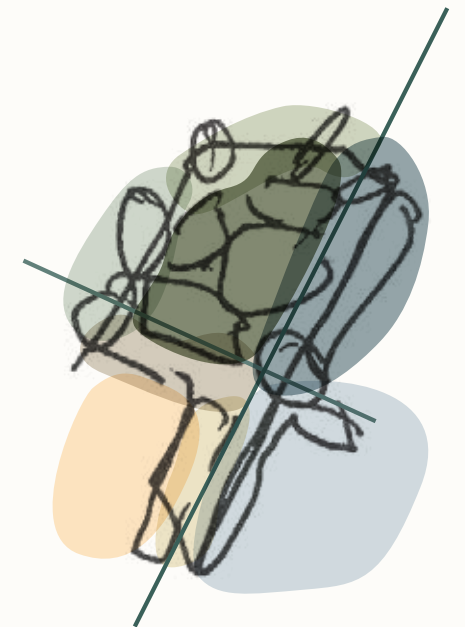
### Active Spine

Stitch the Wynyard and Headland via the north-south Wynyard Wharf Axis as an industrial/urban experience and journey that contrasts with the space - connecting the main arrival points of land and sea. Add the east-west Civic Axis connecting the east and west harbour edges as a threshold between the headland space and development sites and the focal point for people and activity. Connect the Streets and Lanes grid (Hamer and Lanes) to support Access + Movement.



### Coastal Loop + Park Threads

Coastal loop pathway that circumnavigates the headland. Threads of activity located along key pathways that support operational and educational hubs of the headland spaces. Pathways that thread together educational and operational activities that support stewardship of the headland.



### Program & Activity

Four notional quadrants organised around the Wharf and Civic axis, forming interconnected network of experiences and activities that range from ecological + immersive to active + urban.

# Project Components\_

Informed by the original landscape this project delivers seven conceptual components, combining over time to deliver an integrated headland.



- Place Led Activation**  
Community, taiao (environment) and Mana Whenua led programming of people and spaces over time.
- Enable New Development**  
Program and activate built form edges and interfaces. Enable development outcomes that respond to landscape and open space.
- Streets & Lanes**  
Weave in new connections, optimise access and accessibility for all.
- Eastern Coastal Edge**  
Repurpose, adapt and re-use existing wharf structures to support coastal ecologies and create a new 'urban' coastal edge.
- Western Coastal Edge**  
Restore coastal ecologies and instil new experiences along the coastal edge.
- New Topography & Open Space**  
Creating a new headland landform and coastal ngahere, supporting a range of experiences and ecological environments.
- Remediate Existing Site**  
Remediate and heal the land toward a state of wellbeing with an ongoing process which unfolds over multiple time scales.
- Realm of Tangaroa**  
The relationship to the original coastline and water spaces that once existed here informs an understanding of the sites history and conceptual narratives.



# Hoe Narrative\_

The narrative for organising the spatial framework is the metaphor of a hoe, the paddle used for waka, reinforcing the connection and binding of tāngata and moana to waka.

**001 Te Tinana**  
The body or main part of the hoe.

**002 Te Rapa**  
The blade of the paddle, often including carvings.

**003 Te Ūnga**  
A landing place or berth for tying up waka.

**004 Te Mata**  
The face or the surface of the hoe.

**005 Pōhutukawa**  
The headland face where waterways lead up to higher ground.

**006 Te Āwhiowhio**  
The curved blade of the paddle and the whirlpool eddies generated as the paddle cuts through water.

**007 Te Kakau**  
The handle of the hoe.

**008 Te Whāroaroa**  
The distance or extent. The road entrance to Te Ara Tukutuku.

**009 Te Koinga**  
The tip of the paddle. The northern most tip of the headland.





# Open Space Zones\_

The open space is organised and described as a series of connected and overlapping landscape ‘zones’. The parts of the hoe inform the naming meaning, and identity of the various open space zones.

**001 Te Kakau / Linear Open Space**

The handle of the hoe. The pedestrian entrance and linear open space leading into Te Ara Tukutuku – Ki te hoe!! A place where kaitiakitanga and manaakitanga encourages residents, Aucklanders and manuhiri alike to engage with all that is Te Ara Tukutuku.

**002 Te Whāroaroa / Streets & Lanes**

The distance or extent. The road entrance to Te Ara Tukutuku. Descriptive of the streets and lanes weaving a unique space and place of commerce and accommodation thriving in coexistence alongside the cultural tapestry of Te Ara Tukutuku.

**003 Te Tinana / Plaza**

The body or main part of the hoe. The main plaza area at the base of Te Ara Tukutuku. The body of Te Ara Tukutuku where ceremony, waka and community activities come together as the hoe to propel the waka of restoration through Tangaroa’s realm.

**004 Te Rapa / Headland Open Space**

The blade of the paddle, often including carvings. The main open space within the centre of the open space, where culture and nature thrive through fresh waters, open space and ngāhere.

**005 Te Ūnga / Jellicoe Harbour**

A landing place or berth for tying up waka. The harbour hub that offers manaaki and shelter to support sustainable, cultural interaction with Te Waitematā.

**006 Te Mata / Marine Restoration Zone**

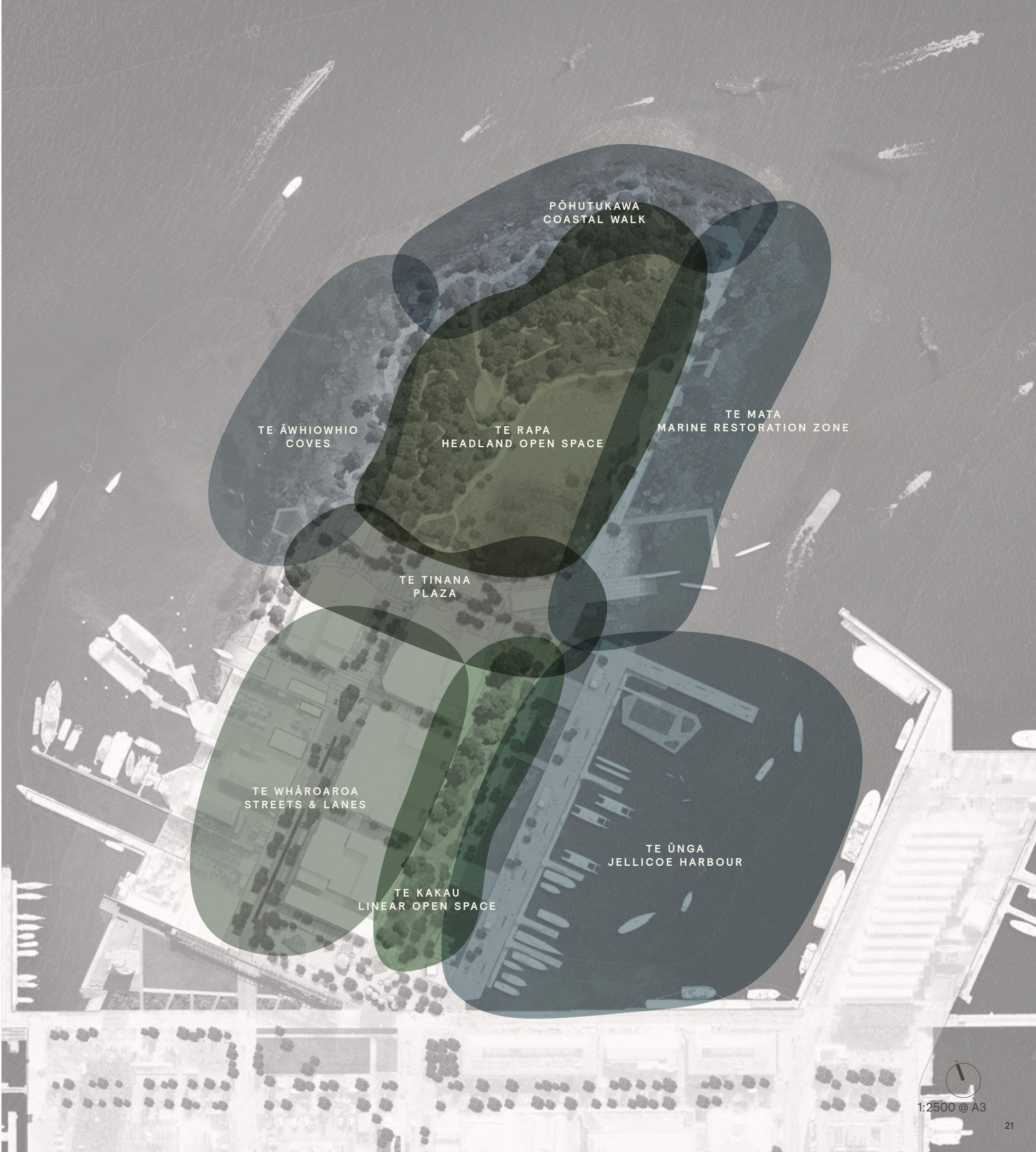
The face or the surface of the hoe. The marine restoration zone where the built coastline transitions to a restored ecology showcasing marine trials and connecting to wider coastal restoration work that supports cultural aspirations for Te Waitematā.

**007 Pōhutukawa / Coastal Walk**

The headland face where waterways lead up to higher ground where Pōhutukawa frames communion with Te Waitematā and respectful reverence across generations.

**008 Te Āwhiowhio / Coves**

The curved blade of the paddle and the whirlpool eddies generated as the paddle cuts through water. The complex coastline of coves and reefs that binds to Te Waitematā.





# Concept Plan\_

## Key Components\_

### Te Uru Tukutuku

The nursery, a grove where restoration of the mauri of the whenua is initiated. Seeds are germinated and seedlings acclimatise, ready for the multi-generational journey of bringing abundant life to the whenua.

### Te Koinga

The tip of the paddle, the point of impact of the hoe to the water. A destination lookout platform located at the northern end of the headland. The 'bow of the ship' moment that enhances harbour edge experiences.

### Whare Waka

A flexible multiuse building housing waka, overlooking Te Waitematā and connected to the moana via the tidal stairs and ramp.

### Community Space

A building / structure that supports the operations, management, and activation of the headland.

### Tidal Stairs/Waka Ramp

A hybrid urban/ecological water access experience providing access to the moana for waka activities and play. The space is oriented towards the city for an urban experience, and can accommodate festivals and ceremonies.







# Part 4 Open Space Zones

—



# Te Kakau Linear Open Space\_

## Te Kakau Spaces\_

### Open Space Axis

Generous green urban promenade along the eastern edge, providing the primary pedestrian link into Te Ara Tukutuku.

### Open Space Rooms

A series of planted mounds and spaces that provide seating areas, green space, shade and shelter. They connect the coastal landscape of the headland open space with the urban environment of Wynyard Quarter.

### Laneway Connections

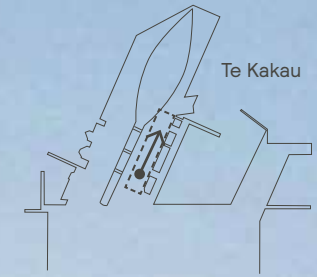
Laneways connect east-west across Te Kakau, providing direct connections to the water/wharf and protecting view shafts to the water and city.

### Water Systems

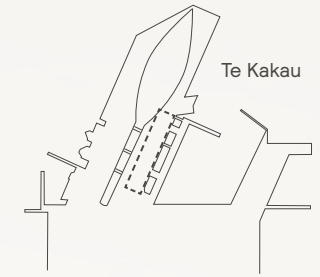
Continuous linear stormwater treatment system reflecting Tunamau and Waikuta, the original streams.

### Entry Hub

An entry threshold to Te Ara Tukutuku. A social meeting point and information kiosk that sets the project tikanga upon arrival.







## Purpose Statement\_

**Te Kakau describes the extent of the hoe, it's handle as a nod to its lineal nature at the southernmost end, at this main entry point and accessway pulling you down into Te Ara Tukutuku.**

**In a way that..**

**Entices visitors into this space drawing you through a sequence of experiences wanting for more, a hide and reveal with visual cues to the north such as the ātea, ngahere and the moana and marine activations further in the distance.**

**So that..**

**We appreciate a more deepened sense of place and respect as we enter, the role of kaitiakitanga and manaakitanga to care for and support one another within this space.**



# Te Kakau Zone Plan



TE WHĀROA  
STREET LAND  
TRANSPORT

TE TINANA  
THE PLAZA

DEVELOPMENT  
SITE

DEVELOPMENT  
SITE

DEVELOPMENT  
SITE

TANK PARK

TE ŪNGA  
JELICOE HARBOUR

NORTH WHARF

## Key\_

- |    |                        |    |                             |
|----|------------------------|----|-----------------------------|
| 01 | Coastal Promenade      | 07 | Active Building Frontage    |
| 02 | Linear Water Treatment | 08 | Entrance Hub                |
| 03 | Garden 'Rooms'         | 09 | Flexible Activity Space     |
| 04 | Accessway              | 10 | Coastal Ecology Restoration |
| 05 | Laneway Viewshaft      | 11 | Existing Bridge             |
| 06 | Laneway                | 12 | Discovery Play              |

1:700 @ A3



# Te Whāroaro Street, Lanes & Transport\_

## Te Whāroaro Spaces\_

### The Lanes

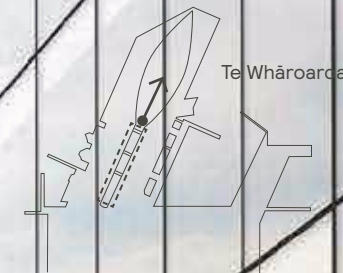
Pedestrian oriented laneways providing an active and urban open space interface. Support vehicle and service access and integrated green Infrastructure.

### The Street

Hamer Street provides the key headland access and servicing. A secondary arrival opportunity. Includes Integrated green infrastructure.

### Open Space Frontage

Sheltered open space frontage with east facing ground floor hosting, and occupation opportunities. Fronted by a flexible pedestrian laneway with a set back and filtered harbour relationship.







## Purpose Statement\_

**Te Whāroaro is the most lengthy extent of the handle of the hoe, and an area that is well connected to public transport both land and water. A low emissions zone that is respectable to place and to people.**

**In a way that..**

**Supports an integrated green & enabling infrastructure, pedestrian open space experience is prioritised but also supports marine industry and future development.**

**So that..**

**The standards are set high adopting stringent monitoring regimes utilising Mauri Tukutuku as the measurement necessary to ensure mauri, wellbeing and vitality is a broader outcomes benefit.**



Concept Plan\_

Key\_

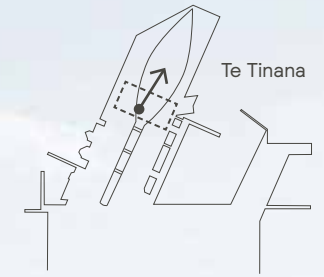
- 01 Mobility Dropoff
- 02 Loading + Service
- 03 Turnaround
- 04 Swales & WSUD
- 05 Laneway
- 06 Active Building Frontage





# Te Tinana The Plaza\_

An urban space that forms a north-facing interface between built form and generous open spaces. A space that provides for gathering, celebrating and pausing, with structures that support events, activities, education and expression of Mana Whenua cultural values.



## Te Tinana Spaces\_

### The Plaza

Formal social spaces for events, cultural protocols and practices and manaaki - supporting Mana Whenua ahi kā /ongoing living presence.

Flexible and informal spaces to support gathering, socialising and pausing.

### Urban / Open Space Canopy

A flexible and adaptable structure to provide shade, shelter and covered event space. A 'destination' that supports the open space and facilitates a range of uses (including Mana Whenua activities).

### Whare Waka

The whare waka is a flexible multi-use building / structure overlooking Te Waitematā and connected to the water via the tidal stairs and ramp. Visually prominent, it is Mana Whenua governed and connected to marine restoration and mātauranga education.

### Community Space

A building that supports the operations, management, and activation of the space. Culturally led, it is education, event, and community focused. Connected to the water with open space and harbour views.

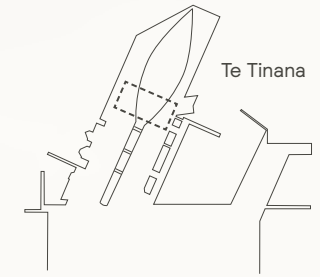
### Water System

An integrated water management system that interfaces and transitions between the 'urban' plaza and 'natural' open spaces. A nature-based and resilient system to manage 1:500 year flood events.

### The Lane

Pedestrian priority shared space that supports public 'life' along the north facing development edge. The lane offers very limited vehicle access for servicing, events and accessible drop-off.





## Purpose Statement\_

**Te Tinana embodies an open space, reimagining the interface between Te Rapa and Te Whāroaroa, a multi-functional destination where cultures coalesce.**

**In a way that..**

**Provides for active engagement and visual stimulation through placemaking activations and both Mana Whenua and community-led events, a waka shelter, tidal stairs, an east west link including an ātea for ceremonial purposes and performance including water systems for vitality.**

**So that..**

**Together we continue to build on connecting to one another and to Te Ara Tukutuku to be nurtured and feel nurtured through growing and learning together.**



# Te Tinana Zone Plan\_

Key\_

- 01

Urban/Open Space Canopy
- 02

Whare Waka
- 03

Community Space
- 04

Laneway
- 05

Active Building Frontage
- 06

Water System
- 07

Flood Capacity
- 08

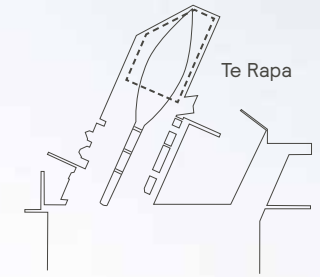
Tidal Stairs & Waka Ramp
- 09

Bridges

Development Lot Boundary  
Note indicative development and public building footprints to be further developed through an integrated development model.







# Te Rapa Headland Open Space\_

An elevated topography to provide a vantage point, destination, and promontory. Includes space for gathering and ceremony. A clearing or elevated space at the summit, with vegetated coastal surroundings.

## Te Rapa Spaces\_

### Promontory

An elevated topography to provide a vantage point, destination, promontory. Includes space for gathering and ceremony (karanga, waiata). A clearing or elevated space at the summit, with vegetated coastal surroundings.

### Ephemeral Stream

Restore the mauri of wai through interaction with the ngahere. A naturalised stream environment with vegetated systems to pre-treat all site run-off before it enters the harbour. Supported by water re-use to achieve greater bio-diversity.

### The Forest

Ecological regeneration through a diverse coastal ngahere for people and ecologies of the coastal Te Waitematā.

### The Mound

A flexible recreation space that supports the adjacent spaces (field/plaza/whare waka). The mound provides views and connections to the city and Te Waitematā.

### Outdoor Classroom

Insitu nursery and wānanga space to support the ongoing regeneration and education of the coastal environment.

### Seasonal Field

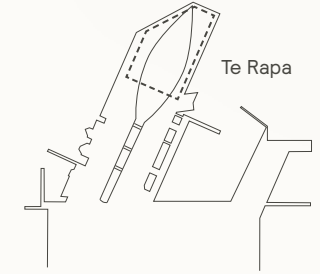
Flexible recreational and seasonal event space to support the kaupapa of Te Ara Tukutuku. Multi-directional connecting to the harbour, mounds, whare waka and plaza spaces.

### Headland Paths

A network of fast and slow pathways that enable circulation through and around the headland as well as exploration and interaction with the environment.







## Purpose Statement\_

**Te Rapa is the embodiment of the blade of the paddle, hosting the large open space of Te Ara Tukutuku.**

**In a way that..**

**Provides linkages to the environment, ki uta, ki tai, ki tua – landward, seaward and above that acknowledges Ranginui, Papatūānuku and Tangaroa.**

**So that..**

**Visual connections and cues raise the significance and mana of place, integration and connectedness that is rich, diverse and present.**



Te Rapa Zone Plan\_

Key\_

- 01

Coastal Ngahere
- 02

Rocky Edge
- 03

Seating Topography
- 04

Linear Water Treatment
- 05

Coastal Ecologies
- 06

Nursery
- 07

Stream / Water System
- 08

Flood Capacity
- 09

Ephemeral Stream Outflow
- 10

Coastal Promenade
- 11

Secondary Path
- 12

Accessible Path
- 13

Taiao / Nursery Hub
- 14

Marine / Event Hub
- 15

Outdoor Classroom
- 16

Lookout
- 17

Bridge



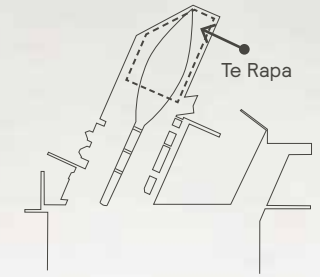


## Te Koinga - 'The Tip' \_





## Elevated Headland\_





Te Ara Tukutuku  
Concept Design  
Te Rapa – Headland Open Space

## Headland Open Space\_



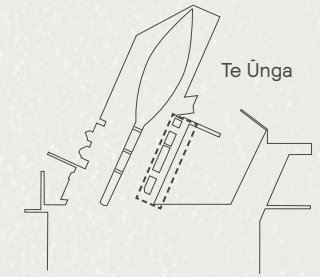


# Te Ūnga Jellicoe Harbour\_

Integrate existing and new harbour operations into the project including waka that utilises existing wharf infrastructure and connect to/supported by the Wharf activity 'hubs'.







## Purpose Statement\_

**Te Ūnga provides an active and busy hub with a widely accessible and safe program of water-based activities and events, a home for waka supported by the necessary infrastructure and services.**

**In a way that..**

**Provides for our communities that is not currently enjoyed to this extent and to be able to engage in educational marine and land activities in fun and interactive ways.**

**So that..**

**We begin to really sense that connection to nature regardless of being in an urban location to understand that regeneration is still possible together.**



# Te Ūnga Zone Plan\_



## Key\_

- |    |                                   |    |                          |
|----|-----------------------------------|----|--------------------------|
| 01 | Underwater Reef Modules           | 08 | Wharf Hub                |
| 02 | Underwater Mudcrete Reef          | 09 | Seating Terraces         |
| 03 | Mudcrete Formations + Tidal Pools | 10 | Floating Pool            |
| 04 | Mudcrete Shelf + Surfacing        | 11 | Lookout                  |
| 05 | Mussel Ropes                      | 12 | Waka Ramp + Tidal Stairs |
| 06 | Existing Wharf Promenade          | 13 | Existing Bridge          |
| 07 | Coastal Promenade                 | 14 | Saltmarsh Terraces       |
|    |                                   | 15 | Entry Hub                |



1:700 @ A3

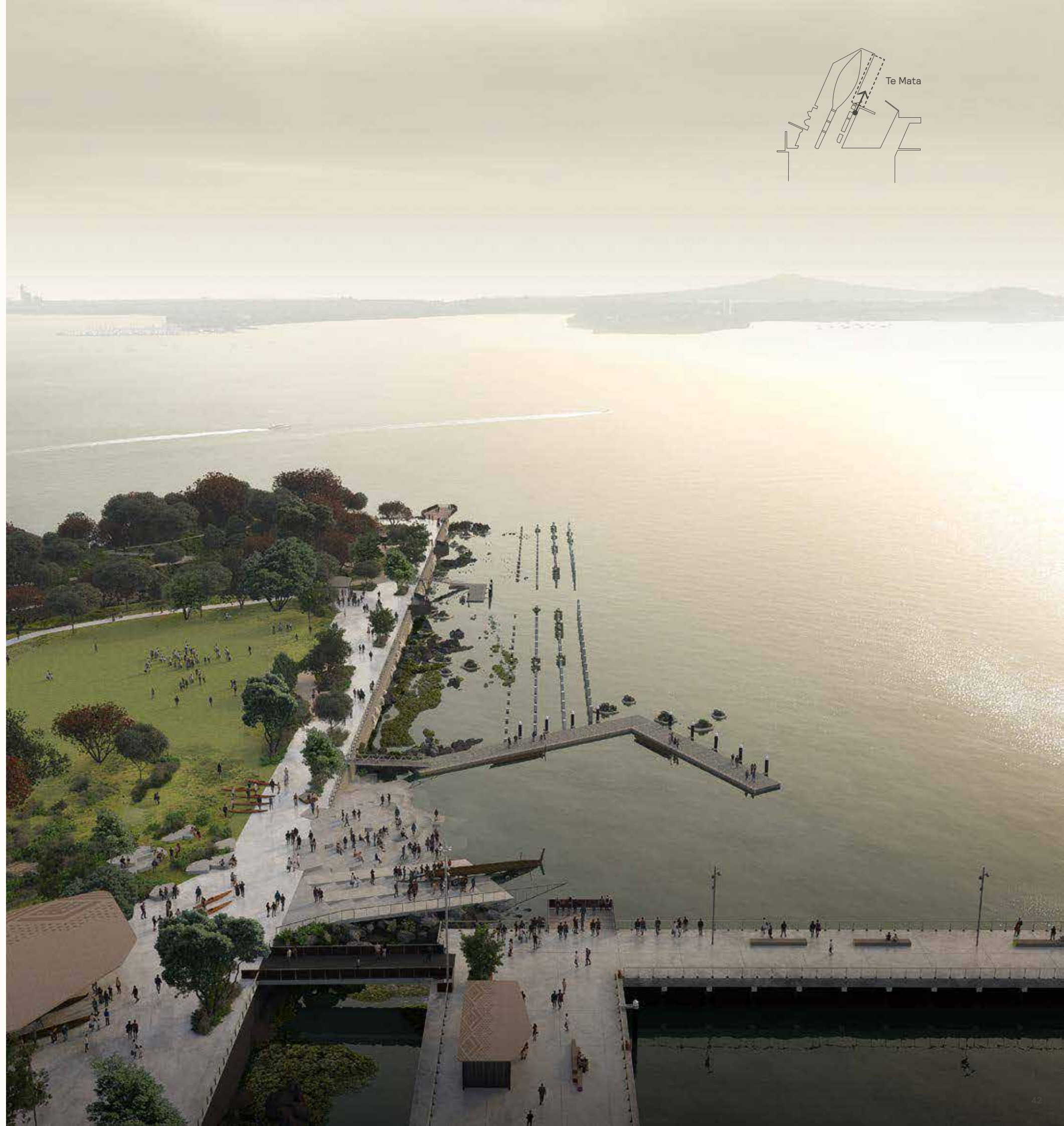
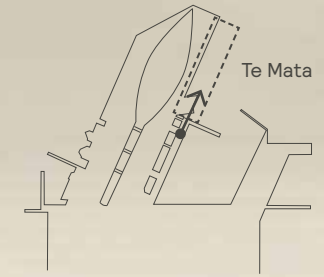


## Te Mata Marine Restoration Zone\_

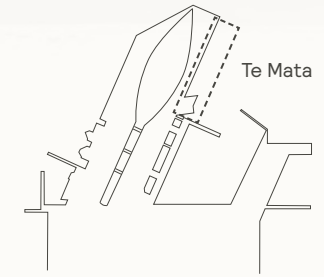
Through careful removal of parts of the wharf and retention of the wharf piles, a marine restoration zone is established.

The remaining wharf structures incorporate ecological restoration interventions such as mussel ropes, artificial reefs, marine nurseries, ecological islands, kelp and seaweed forests and mussel reefs.

New lookouts, platforms and stairs enable close interaction with the regenerating marine environment.







## Purpose Statement\_

**Te Mata o te hoe leads us along the north-eastern marine restoration zone of Te Ara Tukutuku enticing visitors along this edge.**

**In a way that..**

**Leads us all on a journey of discovery, to reveal regenerating coastal edge ecologies and marine environments. The presence of many waka active at this harbour's edge will attract locals and visitors alike.**

**So that..**

**Through an environmental perspective there is tangible and engaged learning opportunities that excitingly overload our senses. Where Mana Whenua Waka aspirations are realised and the mauri of place, culture and community is uplifted, community endeavours and cultural aspirations through mauri uplift is realised.**



# Te Mata Zone Plan\_



WHARE WAKA

EVENT / MARINE HUB

PROMENADE

TE RAPA  
HEADLAND OPEN SPACE

PŌHUTUKAWA  
COASTAL WALKWAY

LOOKOUT

MARINE ECOLOGY

EXISTING WHARF

MUSSEL ROPES

FLOATING BREAKWATER

EXISTING  
BREAKWATER

OPERATIONS

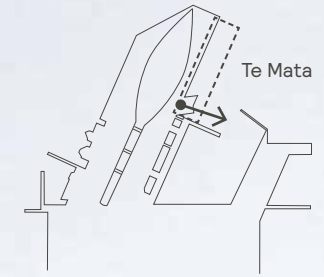
## Key\_

- |    |                                   |    |                           |
|----|-----------------------------------|----|---------------------------|
| 01 | Underwater Reef Modules           | 07 | Rocky Revetment           |
| 02 | Underwater Mudcrete Reef          | 08 | Rocky Revetment - Planted |
| 03 | Floating Habitat Islands          | 09 | Planted Foreshore         |
| 04 | Existing Rocky Bench              | 10 | Coastal Promenade         |
| 05 | Mudcrete Formations + Tidal Pools | 11 | Waka Ramp + Tidal Stairs  |
| 06 | Mudcrete Shelf + Surfacing        | 12 | Lookout                   |



Te Ara Tukutuku  
Concept Design  
Te Mata - Marine Restoration Zone

## Te Awapoti - Waka Ramp\_





# Pōhutukawa Coastal Walk\_

A resilient coastal edge that encourages exploration through a diverse seashore habitat. It loops out into Te Waitematā with views toward Upper Harbour, Waitākere Ranges, North Shore and out to the Hauraki Gulf.

## Pōhutukawa Spaces\_

### Coastal Path

A layered edge that provides access to the coast. Fast and slow movement routes allow exploration of a coastal habitat designed to accommodate sea level rise. Seating and sheltered spots provide places to rest.

### The Scramble

A slower speed 'off the track' pathway encouraging exploration, discovery and connection with the coastal environment.

### Sea Wall Enhancements

Enhancements to the seawall to increase the diversity of marine species that thrive here. Ecological and coastal resilience to the sea wall including replenishment utilising engineered 'eco-blocks' which increase habitat complexity and support wider range of coastal species in this exposed sea wall zone.

### Coastal Ledge

Ledges along the coastline that help people get close to the moana, enhancing their harbour edge experience.



Pōhutukawa

Tarapunga | Red-billed gull  
*Larus scopulinus*

Karoro | Black-backed gull  
*Larus dominicanus*

Taramui | Caspian tern  
*Sterna caspia*

Kākā | Nestor meridionalis

Hihi | Stitchbird  
*Notiomystis cincta*

Kererū | Hemiphysa novaeseelandiae

Pipiharauroa | Shining cuckoo  
*Chrysococcyx lucidus*

Kākāriki | Red  
*Cyanoramphus novaezelandiae*

Tauhou | Silvereye  
*Zosterops lateralis*

Tūi | Prosthemadera novaeseelandiae

Tieke | North Island saddleback  
*Philesturnus rufusater*

Pohowera | Banded dotterel  
*Charadrius bicinctus*

Toetoe | Austroraria splenden

Remuremu | Selliera radicans

Mingimingi | Coprosma propinqua

Kawapaka | Little shag  
*Phalacrocorax melanoleucus*

Tōrea | Oystercatcher  
*Haematopus unicolor*

Oioi | Apodasmia similis

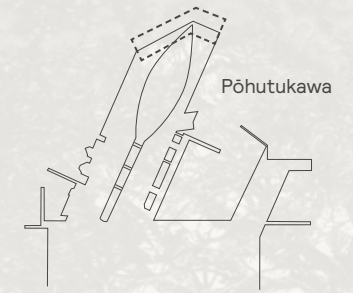
Taupata | Coprosma repens

Horokaka | Maori Ice Plant  
*Disphyma australe*

Moko kākāriki | green gecko  
*Naultinus grayii*



## Purpose Statement\_



**Pōhutukawa is synonymous with headland and cliff faces, framing and softening the whenua and moana interface.**

**In a way that..**

**Provides connectivity and impromptu exploration with natural elements for play or observation.**

**So that..**

**Communion and respectful reverence is possible now and into the future.**



# Pōhutukawa Zone Plan\_

Key\_

- |                                       |                      |
|---------------------------------------|----------------------|
| 01 Underwater Reef Modules            | 07 Planted Foreshore |
| 02 Existing Revetment                 | 08 Seating Terraces  |
| 03 Revetment Replenishment            | 09 Coastal Path      |
| 04 Stepping Stones / Explorative Path | 10 Coastal Ngahere   |
| 05 Rocky Revetment                    | 11 Coastal Ledge     |
| 06 Rocky Revetment - Planted          | 12 Mussel Beds       |





# Te Āwhiowhio Coves\_

An immersive waterfront experience, providing opportunities for exploration, discovery and engagement with the coastal environment.



Taramui | Caspian tern  
*Sterna caspia*

Tarapunga | Red-billed gull  
*Larus scopulinus*

Kawau pū | Black shag  
*Phalacrocorax carbo*

Tawa  
*Beilschmiedia tawa*

Tarairē  
*Beilschmiedia tarairi*

Karoro | Black-backed gull  
*Larus dominicanus*

Pōhutukawa  
*Metrosideros excelsa*

Mātuku moana | Reef heron  
*Egretta sacra*

Koromiko  
*Veronica salicifolia*

Titi | Sooty Shearwater  
*Ardenna grisea*

Pinātoro/wharengārara  
*Pimelea prostrata*

Taupata  
*Coprosma repens*

Coastal spear-grass  
*Austrostipa stipoides*

Mikoikoi  
*Libertia ixioides*

## Te Āwhiowhio Spaces\_

### The Cove

A series of sheltered coves create a soft and natural harbour edge. The coves enable access down to the water and opportunities to dip toes in the sea.

### Coastal Path

An elevated walkway and seating area behind the coves provides sheltered spots for people and coastal plants.

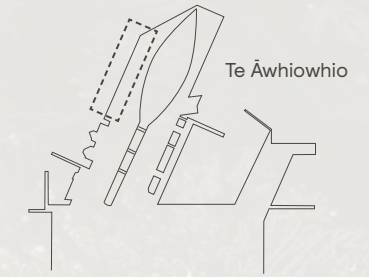
### Foreshore Habitat & Tidal Pools

A new coastal edge informed by the inner bays of Te Waitematā. Intertidal habitats are enhanced through rock pools and a fresh water stream.

### Marine Habitats

A series of rocky outcrops to restore the health of the marine environment and protect and shelter the coves.





## Purpose Statement\_

Te Āwhiowhio, is demarcated by the curve of the hoe blade, accommodating the water eddies and riffles where Papatūānuku and Tangaroa come together.

In a way that..

Allows for us to return to nature, for respite, play and activations, through a meandering series of coves, with increased biodiversity across the western shores and a dipping sunset.

So that..

Reconnection to place, land and sea is possible to support the regeneration, life and vitality , improving water quality, amplifying a sense of place and uplifting mauri, health and wellbeing.



# Te Āwhiowhio Zone Plan\_

Key\_

- 01

Underwater Reef Modules
- 02

Underwater Mudcrete Reef
- 03

Floating Habitat Islands
- 04

Existing Rocky Bench
- 05

Mudcrete Formations + Tidal Pools
- 06

Mudcrete Shelf + Surfacing
- 07

Rocky Revetment
- 08

Rocky Revetment - Planted
- 09

Planted Foreshore
- 10

Mudcrete Terraces
- 11

Coastal Path
- 12

Coastal Ngahere





# Te Ara Tukutuku – Unique Features\_

What are the most unique and/or exciting features of Te Ara Tukutuku?



Exploring  
Te Taiao



Connection to  
Harbour & Landscape



Te Ao Māori  
Experience



Getting involved  
with Te Taiao

**Exploring Te Taiao (discovering)**

- Ngahere – an immersive experience in a coastal ngahere, including plant nursery
- Marine – Marine Habitat Engagement and Education / marine trials including 3D limpets / interact with marine life
- Moana – dip your feet in Te Waitematā (shallow waters in the Coves) / connecting people back to Te Waitematā
- Awa – see / follow an urban stream to the ocean
- Climate change resilience in action, including sea walls, flood capacity,
- Outdoor classrooms – engage a forest classroom and a classroom on the headland

**Unique Views (seeing)**

- Headland and The Mound – 360-degree views, take a breath
- Lookouts – spaces to stand over Te Waitematā and see the city from a different angle
- Views from Te Waitematā – arrival from the moana

**Te Ao Māori Experience (experiencing)**

- Hear & see Mana Whenua stories including how this area was once a thriving ecosystem
- See live waiata performance and ceremony
- Participate in cultural activities...
- Get up close to a waka / see waka being launched into Te Waitematā
- Learn about Mātauranga and regenerative practice

**Recreation (doing)**

- Coves and coastal path – walk and cycle along a coastal path next to Te Waitematā with changing views
- Open space and The Mound – passive recreation and picnicking
- Pools – swim in a pool in the ocean
- Plaza / events – participate in or watch community events in a dedicated plaza space
- Participate in remediation / this area being cleaned up



The vision for Te Ara Tukutuku is to create a living green open space sitting on Te Waitematā, a space to reconnect and rebind the relationship between Tangaroa (the ocean) and Papatūānuku (Mother Earth), connecting people back to the water.





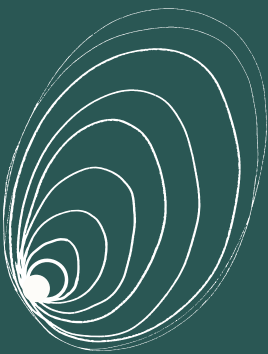


# Eke Panuku Mana Whenua Partners

We acknowledge the time, effort and goodwill that has been invested in this project, in particular by the Mana Whenua Project Working Group, which includes:

- Adrian Pettit – Te Ākitai Waiohū,
- Paora Puru – Ngaati Te Ata Waiohū,
- Geoff Cook – Ngāti Maru,
- Paulette Reidy – Te Patukirikiri,
- Zaelene Maxwell-Butler – Ngāi Tai ki Tāmaki,
- Martin Te Moni – Ngaati Whanaunga,
- Mervyn Kerehoma – Ngāti Whātua Ōrākei,
- Eddie Manukau – Ngāti Tamaterā,
- Tipa Compain – Ngāti Paoa.

The Mana Whenua Project Working Group is open to all members of the Eke Panuku Mana Whenua forum.



# Toi Waihanga

Design Collective consisting of:

- LandLAB
- SCAPE
- Mott MacDonald
- DONE
- Stellar Projects
- Warren & Mahoney
- BECA
- Fresh Concept

Mana Whenua appointed Specialists:  
Caleb Clarke (Morphum Environmental)  
Jarrod Walker (Tataki Ltd, Marine Science)  
Charmaine Bailie (URU Whakaaro)  
Luke Faithful (Mitchell Daysh)

## Follow Te Ara Tukutuku\_

- <https://www.ekepanuku.co.nz/tearatukutuku>
- @yourwaterfront

Copyright © Eke Panuku 2024\_

All Rights Reserved. No material may be reproduced without prior permission.



# ***Te Ara Tukutuku***

## **Concept Design Summary of Public Feedback**



# Summary of Engagement

August 2024

850,000

people reached via  
social media, radio,  
media and ads

1,231

people visited the AK  
Have Your Say Te Ara  
Tukutuku page

7,095

people visited the Eke  
Panuku Te Ara Tukutuku  
project webpage

712

comments received

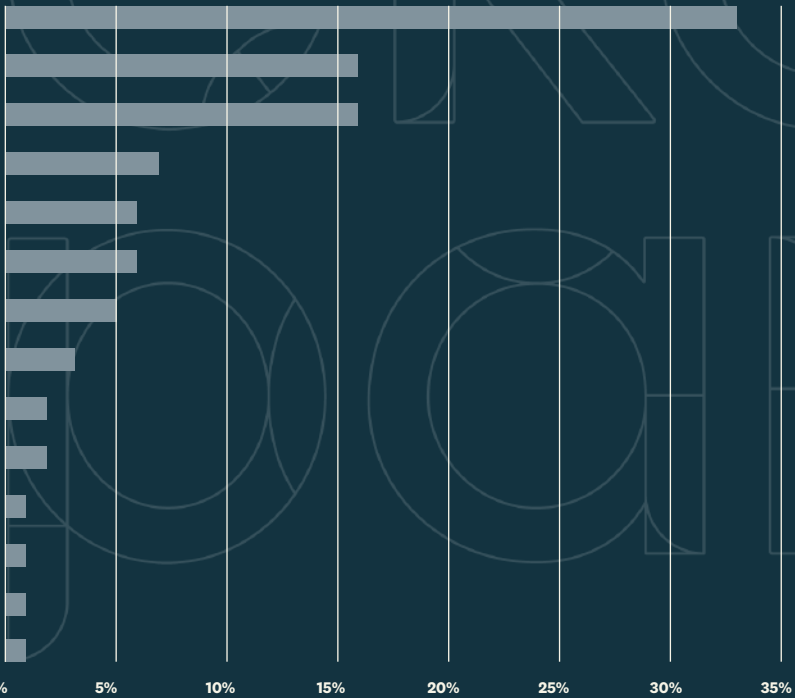
over 3,000

people came along to  
engagement events

87%

of comments were  
aligned with the  
direction of the draft  
concept designs

## Feedback themes



- General support
- Recreational activities
- Natural environment
- Access
- Built environment
- Guardianship
- Regenerative and Mātauranga Māori approach
- Costs
- Progress updates
- General, not in support
- Safety
- History
- Events
- Other

Thank you for coming on this journey to reconnect people to Te Waitematā.

Te Ara Tukutuku project is regenerating the northern end of Wynyard Quarter to create a beautiful new waterfront destination for the people of Tāmaki Makaurau. The vision for this space is to lift, restore and enhance the mauri (life essence) of the moana (harbour) and whenua (land) so the tangata (people) can return.

The draft concept designs outline how this will happen over the next 10-15 years. We've heard most people are supportive of the direction proposed, and these are the things you're most excited about.





# Contents

## Summary of Public Feedback

1. Developing Te Ara Tukutuku concept designs

2. Overview of Feedback

3. Feedback

Alignment with Direction of Te Ara Tukutuku concept designs  
Feedback Themes  
Summary

4. Analysis of Themes

General support  
Natural environment  
Recreation  
Access  
Built environment  
Guardianship  
Regenerative and Mātauranga Māori approach  
Make it happen sooner  
General, not in support  
Project updates  
Events  
Costs  
Safety  
History  
Other

5. What We'll Do with Your Feedback



eke  
panuku



# 1. Developing Te Ara Tukutuku Concept Designs

From March to September 2023, Eke Panuku, Mana Whenua representatives and design consortium Toi Waihangā continued the co-design mahi of Te Ara Tukutuku - delving deeper into the key issues identified in Te Ara Tukutuku Plan, framing a vision for the future of this space, and commencing the restorative process for the whenua (land) and moana (harbour).

During October and November 2023, we shared the vision for Te Ara Tukutuku Project with the people of Tāmaki Makaurau for feedback during this early design phase. Following endorsement of the vision for Te Ara Tukutuku project in December 2023, the co-design mahi continued. From February to July, the team developed draft concept designs to bring the vision to life.

Throughout August 2024, we shared the draft concept designs and asked for feedback on the direction of Te Ara Tukutuku. The purpose of sharing the draft concept designs and seeking feedback during this design phase was to:

- Understand whether the direction of the project continues to be aligned with how people want to experience this waterfront space.
- Engage with a wide audience and invite more people to become part of the process of healing, forming, and cultivating the site over the next 10-15 years.
- Generate continued excitement around the process of designing and delivering the largest new public space in Auckland's city centre for over 100 years.





## 2. Overview of Feedback

### Channels

Feedback on the draft concept designs was sought via the following channels:

- Two open days at the project hub, 3 and 10 August 2024
- Auckland Conversations, 13 August 2024
- WQ Neighbours' Forum, 14 August 2024
- Unitec seminar, 29 August 2024
- Six engagement pop-ups, 9, 14, 21, 22, 24, 29 August 2024
- AK Have Your Say – online feedback, 1-31 August 2024

An estimated 850,000 people were reached through an extensive advertising campaign that underpinned the engagement period.

- Engagement opportunities and updates were shared via social media (including the Eke Panuku Facebook, LinkedIn, Instagram and TikTok accounts).
- Media articles appeared in major news channels, ads featured across five key radio stations, social media and via digital street furniture.
- Information displays were prominent in city centre public spaces for the month of August.
- The project page on the Eke Panuku website was extensively updated, becoming a digital hub for project information.

### Engagement Questions

The following questions were posed across the engagement channels:

1. What aspects are you most excited about?
2. How do the concept designs reflect the vision for a thriving foreshore and reconnecting the land and sea?
3. What are you interested in learning more about?
4. How would you like to get involved to help lift the mauri of (life essence) this area?
5. Is there anything else you would like to say about the draft designs?

### Feedback Summary

Feedback was consistent across all channels and positive, with 87% of comments expressing support for the draft concept designs and direction of Te Ara Tukutuku. These supporting comments included a mix of general support for the project, support for the open space and natural environment, support for recreational activities and the regenerative and Mātauranga Māori approach to healing the space.

Ten per cent of comments were not in alignment with the project. These included a mix of people saying there should be more public space or other features (e.g. sports fields, playgrounds or car parking), and people saying the project was too expensive. The remaining 3% of comments were either neutral or a request for further information.

The aspects people expressed interest and excitement about are summarised below, listed in the order of most mentions.

- Everything!
- More green space in the city
- Places to swim and connect with the sea
- New paths to walk, run and cycle along
- The opportunity to learn more about the environment and get involved in planting and marine restoration
- The regenerative approach, integration of Mātauranga Māori principles and the connection between land and sea
- Spending time here in the future
- Getting involved in advocating for the project
- Receiving project updates.



### 3. Feedback

Feedback was analysed firstly by alignment with the direction of the draft concept designs for Te Ara Tukutuku, and secondly by theme. A qualitative interpretation of each comment was made for both parts of the analysis and verified by an independent party.

#### Alignment with the design direction of Te Ara Tukutuku

87% of comments were in alignment with the draft concept designs for Te Ara Tukutuku (79% were highly aligned and 8% were somewhat aligned). 10% of the comments were not in alignment with the draft concept designs. 3% of the comments were either neutral or a request for further information.

Table 1: Alignment with Te Ara Tukutuku draft concept designs

Assessment of alignment	Total	% of Total
Highly aligned	560	79%
Somewhat aligned	55	8%
Neutral	25	3%
Not aligned	72	10%
Total	712	100%

#### Feedback Themes Summary

A total of 712 comments and ideas were submitted online via AK Have Your Say and in person at 11 engagement events. All comments and ideas fell within 14 broad themes.

A more detailed analysis of themes is noted in Section 4.

- General support: 33%
- Recreational activities: 16%
- Natural environment: 16%
- Access: 7%
- Built environment: 6%
- Guardianship: 6%
- Regenerative and Mātauranga Māori approach: 5%
- Costs: 3%
- Progress updates: 2%
- General, not in support: 2%
- Safety: 1%
- History: 1%
- Events: 1%
- Other: 1%





## 4. Analysis of Themes

As outlined in Section 3, comments and ideas fell into 14 broad themes. The most commonly mentioned theme was 'general support' and the next two most frequently mentioned themes were recreational activities and the natural environment. Those three themes account for 65% of all comments.

### General Support

A third of all comments (237) were highly positive and short, without additional details. They included the following direct quotes:

- “This exceeds all my expectations for this space”
- “Oh my God! Jumping for joy for this!”
- “This is the antithesis to a stadium and the right thing to do on this site”
- “Great! The city needs it. We need to pay for quality spaces”
- “It looks awesome, such a gift.”
- “Auckland needs an inner city park - this looks really good!”
- “Wonderful! Can we do this to the rest of the waterfront?”
- “Wish it would happen sooner”
- “It'll take a long time but it will be worth it”
- “Keep up this seriously awesome mahi!”
- “This is a beautiful, thoughtful design that has clearly been well-research and consulted.”

### Recreational Activities

112 comments related to recreational activities that people would like to be involved in. Passive and unprogrammed recreation activities are more highly preferred, with just three comments noting a preference for sports fields and programmed sport. The list below starts with the activities mentioned the most and ends with those mentioned infrequently.

- Swimming and engaging with the sea, especially in the saltwater pools
- Walking and cycling around new paths
- Enjoying lots of different spaces within Te Ara Tukutuku
- Playing, especially on playgrounds and basketball courts
- Making use of the waka area
- Being part of a community garden group
- Spending quiet time with shade and shelter available
- Playing sport on a sports field
- Kayaking
- Launching a boat
- Fishing
- Using a running track

### Natural Environment

The 111 comments related to the natural environment were predominantly about support for a significant new green space in the city and the connection to the sea.

- Support for more plants, trees and green space
- Support for the design enabling people to connect to sea
- Support for improving the health of the natural environment by assisting with tree planting and marine restoration
- Support for the positive connection between land and sea
- Other comments note support for increased birdlife and the need to relocate the nesting colony of red-billed gulls, support for interaction with the environment through development of the headland and coves and concern about sea level rise.





## Access

52 comments related to access by pedestrians and vehicles which ranged in topics, including:

- Consider access via public transport, both buses and ferries
- Provide more car parking in the neighbourhood
- Good to see reduced provision for vehicles in the design
- Ensure good walking and cycling connections to the rest of the city centre
- Provide access for boats, small and large, in Jellicoe Harbour
- Bring back and extend the tram line
- Provide safe access for heavy wheelchairs and sight impaired people
- Fix the bridge (Wynyard Crossing)
- How will we get there?
- Is there conflict between users on Hamer Street?
- Ensure access for emergency services
- Provide access for food trucks
- Access to Hamer Street looks uninviting
- Underground the access to Hamer Street

## Built Environment

There were 46 comments relating to the built environment. 25 were about the four development sites proposed for Te Ara Tukutuku, including 13 that said to reduce or remove the development sites. Other comments were varied.

- Reduce the scale of the development sites or remove them completely
- Include mixed use; include social housing
- I want to learn more about the development sites and strategy
- Ensure the public space has plenty of bench seats, toilets, wayfinding signage
- Include other features including an iconic building, a fountain, a gallery, a Māori Pasifika Museum, a community library

## Guardianship

The 45 comments relating to guardianship covered a range of topics, including:

- Offers of assistance with tree planting and marine restoration
- Offers of assistance with advocacy and positive communication about the project
- Requests to be involved in activations during the development phase of Te Ara Tukutuku
- Support for educational activities
- Support for documenting risks and learnings
- Support for a community garden
- Thanks for involving people on the journey
- Make sure this space is taken care of





## Regenerative and Mātauranga Māori Approach

38 comments were received about the inclusion of Te Ao Māori values and the integration of Mātauranga Māori and a regenerative design approach that underpins the project.

- Support for the inclusion of Te Ao Māori values and the mauri framework
- Support for healing and returning life to the space
- Interest in learning more about the regenerative and Mātauranga Māori approach
- Support for the regenerative approach
- Support for working with Mana Whenua on this project

## Costs

Twenty comments were received about costs. Ten comments noted the project is too expensive, seven comments noted a request for more information about costs, and three comments noted that costs to ratepayers could be reduced through development partnerships.

## Progress Updates

Twelve comments were a request to receive progress updates as the project develops.

eke  
panuku





## General, not in Support

Twelve comments expressed a general lack of support for the project. The reasons are varied and noted below, including three direct quotes:

- The project is not a priority
- Support for a stadium instead
- There's nothing exciting, it has no wow, there are significant areas for improvement
- It's artificial, will be under water soon, the site is too windy
- "I'm interested in learning how this space will be wow. It's our perfect opportunity and the location and site is screaming for something big. If we miss this opportunity we don't have any others coming up for a long time."
- "Poor location for a park, nobody will swim there. This was the perfect place for the waterfront stadium and it's ridiculous that this park prevented it."
- "Not to be publicly funded."

## Safety

The nine comments related to safety were about water safety, security, lighting and CCTV cameras.

## History

Seven comments were received about history. Four requested the inclusion of historical references in the design and signage. Two people would like to learn more about the Māori history of the area and one person would like to learn about the history of the area.





## Events

Of the six comments about events, three noted it would be a good place for events, one noted activations must be meaningful, one suggested having waka on the shore on Waitangi Day and one person requested information about the types of events that could be held here.

## Other

Five comments were made on topics other than those discussed above, including a question about a liquor ban and comments about the vision for Te Ara Tukutuku and the political risk for Auckland.

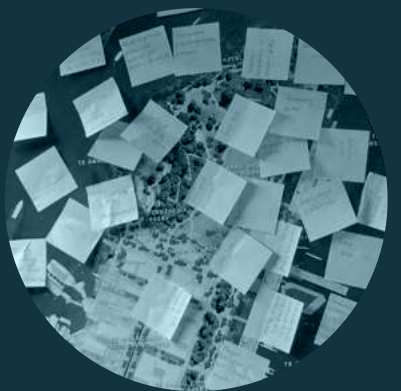


eke  
panuku



## 5. What We'll Do with Your Feedback

Your feedback has been shared with the project team and minor updates to the designs have been made. The updated designs will be presented to the Eke Panuku Board for approval in October. If approval to continue design is given, the project team will further refine this beautiful space during the developed design phase and we will continue to keep you updated on progress.



eke  
panuku



### **Northcote Central update**

This report in its entirety is 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)).*



# Westhaven Reclamation - Update on Environment Court Proceedings and Other Matters

Author(s): Vrinda Moghe, Marian Webb, Angelika Cutler

October 2024

*Some information in this report 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)); and*
- *maintain legal professional privilege (s7(2)(g))*

## Whakarāpopototanga matua | Executive summary

1. The information paper provides an update to the Board on the upcoming Environment Court proceedings and Eke Panuku position on the Westhaven reclamation project. The paper also outlines next steps and Eke Panuku's obligations once the appeal is resolved.
2. In summary, the appeal relates to primacy and ahi kā of mana whenua iwi within Westhaven and is limited to the open space on the reclamation. Eke Panuku implemented part of the resource consent through two s 116 Environment Court orders to deliver the reclamation and the waterside assets. Hearing on the matter is set for 25 November 2024 in the Environment Court.
3. Resolution of the appeal will require Eke Panuku to initiate several processes to complete delivery of the project and obtain title for the new reclamation.
4. The executives have formed an internal working group to create a comprehensive work program to complete the project. This program will identify the necessary workstreams and outline key reporting and decision milestones for the Board.

## Matapaki | Discussion

5. The following sections outline the project scope, council decision, appeal, parts of the project that have been delivered and outstanding works.

### Project Description

6. Within the wider Westhaven Marina, there was a significant decline in the use of existing pile moorings alongside an increasing demand for larger, modern marina berths. Consequently, the project primarily focused on upgrading these moorings to contemporary marina facilities. Beyond the berth upgrades, the project sought to deliver other benefits, including additional car parks, improved on-water infrastructure and the creation of a public open space.



7. In December 2018 Eke Panuku was granted a resource consent by Auckland Council to extend the north-western breakwater and causeway, via a land reclamation, at Westhaven Marina. The proposal created approximately 13,000sqm of new land, tapering to 6,300sqm usable space above sea level. The new reclamation provides for a public open space, a car park area to service the new marina berths and associated waterside assets.
8. Reclamation was completed in May 2021 and the works to deliver the car park were completed in December 2023. Works have also been completed to deliver the waterside assets i.e. pontoons, gangways and infrastructure services like power, water etc. As part of the project implementation, the area for the future open space has been delineated and currently grassed. The court directed Eke Panuku that no work on the design, landscaping or cultural expression within the open space can be initiated until such time a decision has been reached on the Ngāti Whātua Ōrākei (Ōrākei) appeal.
9. The design and full delivery of the open space, providing council with the survey of the new reclamation and obtaining a title are the only outstanding components of the project under the resource consent. There is no timeline to complete these tasks, however these need to be completed in a timely manner.

#### **Appellant and s274 Interested Parties**

10. The approved resource consent was appealed by Ōrākei, Ngāi Tai ki Tāmaki and Te Ākitai o Waiohū in relation to the primary mana whenua status of any iwi group within the Westhaven area and the associated iwi engagement process as outlined in the conditions.
11. The appeal by Ngāi Tai ki Tāmaki and Te Ākitai o Waiohū was later withdrawn [REDACTED]  
[REDACTED]  
[REDACTED] These parties subsequently became s274 interested parties to the Ōrākei appeal along with Ngāti Maru, Te Patukirikiri and Ngaati Whanaunga (s274 parties).

#### **Environment Court Orders under s 116**

12. As all parties supported the reclamation project and the appeal was limited to primacy and iwi engagement, two joint applications under section 116 of the Resource Management Act 1991 (RMA) were made to the Environment Court to enable the delivery of the project while certain conditions of the consent were being appealed.
13. In its first order dated March 2019, the court approved the commencement of the consent to deliver the reclamation and associated waterside assets. Reclamation was completed in May 2021.
14. In its second order dated August 2021, the court approved the delivery of the carpark, while delineating the public open space area as Stage 2. The court noted that no work on the design, landscaping or cultural expression within Stage 2 can be initiated until such time a decision has been reached on the Ōrākei appeal. Stage 1 works were completed in December 2023.

#### **Environment and High Court Proceedings**

15. In 2019, to progress the appeal the Environment Court considered the preliminary jurisdictional question relating to the 'primacy of mana whenua status' could be considered by the Court. The court answered in the affirmative.



16. This decision was appealed to the High Court in 2020. In its decision, the High Court confirmed the findings of the Environment Court. It determined that a consent authority, which includes Auckland Council, or the Environment Court on appeal, does have the jurisdiction to determine the relative strengths of the hapū/iwi relationships in an area affected by a proposal where relevant to claimed cultural effects of the application and wording of the resource consent conditions. This is provided that the claim based on relationship strength is clearly grounded and defined in accordance with tikanga Māori and mātauranga Māori, and any claim based on it is directed to the discharge of the statutory obligations to Māori and to a precise resource management outcome. Based on this overall conclusion the matter was referred back to the Environment court for consideration.
17. In the interim in 2022, Ōrākei also sought a declaration from the High Court on its ahi kā and mana whenua status in relation to the specified land in central Tāmaki Makaurau, Auckland. In its decision, the Court declined to make the declarations as sought by Ōrākei, however made several observations in relation to Ōrākei's tikanga within the central area.
18. Given the declaration application was unsuccessful, the appeal has now been set for a hearing in the Environment Court on 25 November 2024 and parties have now filed their primary and rebuttal evidence. The evidence can be summarised as below:

#### **Eke Panuku and Auckland Council**

19. Eke Panuku and Auckland Council, both party to the proceedings, provided evidence that sets out a neutral position in relation to the primacy and ahi kā issue. The evidence primarily relates to amending the conditions of consent to enable additional flexibility in the iwi engagement process for the design of the public realm. The proposed condition will enable direct engagement with iwi alongside the forum that has already been established. The process will also enable more than one narrative to be adopted into the final design of the open space.
20. The proposed conditions set out a time frame of 3 months (Auckland Council) or 6 months (Eke Panuku) for the iwi engagement process to conclude. While the timeframes to complete the engagement process differs, the key objective is to progress and complete the concept design including the expression of cultural narrative within the open space.

21. [REDACTED]

#### **Ngāti Whātua Ōrākei**

22. The evidence provided on behalf of Ngāti Whātua Ōrākei asserts its primacy and ahi kā over the Westhaven area. The cultural and historical evidence aims to demonstrate Ngāti Whātua Ōrākei's long-standing and continuous relationship with the area, as well as its role as kaitiaki. Its planning evidence suggests that this relationship should be given particular weight in the consent conditions. Ōrākei does not agree with the proposed set of conditions and references its position outlined in the primary evidence, emphasizing the importance of its relationship with the area and stating that this relationship should be given significant weight in the consent conditions..



## **s274 parties**

23. The evidence of the s274 parties present a unified front in their opposition to Ōrākei's assertions of a predominant relationship to the Waitematā area. The s274 parties consider that the evidence put forward by Ōrākei is based on its specific tikanga, historical narratives, and traditions, and does not represent a universally accepted understanding of mana whenua in the region. Parties generally agree with the proposed set of conditions as part of their rebuttal evidence.

## **Environment Court Hearing**

24. The hearing has been set for November 2024 and it is likely that the decision will be issued by June 2025. [REDACTED]

25. [REDACTED]

26. [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

27. [REDACTED]

[REDACTED]

[REDACTED]

28. [REDACTED]



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

29. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

30. [REDACTED]

[REDACTED]

31. [REDACTED]

[REDACTED]

[REDACTED]

32. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

33. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

34. [REDACTED]

[REDACTED]

[REDACTED]

35. [REDACTED]

[REDACTED]

[REDACTED]

36. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

37. [REDACTED]

[REDACTED]

[REDACTED]



39. [REDACTED]  
[REDACTED]  
[REDACTED]

40. [REDACTED]  
[REDACTED]  
[REDACTED]

41. [REDACTED]

42. [REDACTED]

43. [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

a. [REDACTED]

b. [REDACTED]

c. T [REDACTED]  
[REDACTED]  
I [REDACTED]  
[REDACTED] [REDACTED]  
[REDACTED]  
[REDACTED]

d. [REDACTED]  
[REDACTED]  
[REDACTED]

e. [REDACTED]

f. [REDACTED]



- [REDACTED]
44. [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]
- a. [REDACTED]  
i. [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
ii. [REDACTED]  
[REDACTED]
- b. [REDACTED]  
i. [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]
- c. [REDACTED]  
i. [REDACTED]  
[REDACTED]  
[REDACTED]
- d. [REDACTED]  
i. [REDACTED]  
[REDACTED]  
ii. [REDACTED]  
[REDACTED]
- e. [REDACTED]  
i. [REDACTED]  
[REDACTED]

### Next Steps

45. [REDACTED]  
[REDACTED]  
[REDACTED]
46. The executives will form an internal working group to create a comprehensive work program to complete the project. This program will identify the necessary workstreams and outline key reporting and decision milestones for the Board.



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

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

47. The information paper does not discuss options. The working group will evaluate the options to be reported back to the Board.

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

48. The information paper does not evaluate financial and resourcing impacts. The working group will evaluate the financial and resourcing impacts and report back to the Board.

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

49. The information paper does not evaluate risks and mitigations. The working group will evaluate the risks and mitigations and report back to the Board.

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

50. No stakeholder engagement was carried out for this information report.

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

51. The appeal relates to ahi ka of mana whenua iwi groups within Westhaven and iwi engagement.

52. [REDACTED]  
[REDACTED] Resolution of the appeal will enable Eke Panuku to advance mana whenua aspirations, especially in relation to expression of cultural identities within the open space of the new reclamation.

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

53. The reclamation project assists with coastal hazard mitigation by reducing wave action from the Waitemata Harbour, thereby contributing to greater climate resilience.

## **Ngā tāpirihanga | Attachments**

[REDACTED]  
[REDACTED]  
[REDACTED]



Information paper

Karanga Plaza Harbour Pool Pilot

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

October 2024

Whakarāpopototanga matua | Executive summary

1. In May 2024 the Board approved the proposed safety improvements and the expansion of swimming facilities at the Karanga Plaza Tidal Steps (now called the Karanga Plaza Harbour Pool Pilot) and the associated budget. These facilities include:
  - A jump platform and associated health and safety improvements planned through the Water Edge Health and Safety project
  - An expanded area incorporating informal swimming and lanes to pilot lap swimming.
2. In August 2024 the Board approved the recommended operating model which is an agreement between Eke Panuku and Auckland Council such that:
  - Eke Panuku has accountability for physical maintenance and repairs
  - Auckland Council Pools and Leisure has agreed to take accountability for operational management including the provision of lifeguards during the peak season.
3. This paper updates the Board on the Executive’s progress since August, including work on the operating model, detailed design, construction progress and programme and stakeholder engagement.

Matapaki | Discussion

Recent Eke Panuku Board engagement and decisions		
Date and meeting	Document	Decision / Outcome
March 2024	Information paper: Waterfront Activity Pilot	The Board received the information report.
May 2024	Decision paper: Waterfront Swimming Facility – Karanga Plaza Tidal Steps	<div>The Board resolved to:<ul style="list-style-type: none"><li>a. approve the proposed improvements to the swimming facilities at Karanga Plaza Tidal Steps.</li><li>b. approve additional budget to deliver the increase on original scope:</li><li>c. request the Executive to report back with the proposed operating plan, including having another part of the Council group operating the swimming facility, and including a health and safety plan.</li></ul></div>



August 2024	Decision paper: Waterfront Swimming Facility Pilot	The Board resolved to: <ul style="list-style-type: none"> <li>a. Approve the recommended operating model</li> <li>b. Note the legal advice about the nature and extent of Eke Panuku's health and safety obligations as the operator of swimming facilities</li> <li>c. Note the risks and mitigations outlined in the risk register.</li> </ul>
-------------	--	--

4. Following Board approval in August, the Executive has progressed the project, with work undertaken to:
- a. Collaborate with Auckland Council Pools and Leisure to draft the documentation for the operating model
  - b. Make minor improvements to the detailed design
  - c. Continue the construction and delivery
  - d. Continue to liaise with stakeholders, including Wynyard Quarter neighbours, Water Safety NZ and Auckland Council's Disability Advisory Panel.

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

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

#### **Operating model**

5. As approved by the Board in August, the operating model includes an agreement between Eke Panuku and Auckland Council such that:
- Eke Panuku has accountability for physical maintenance and repairs
  - Auckland Council Pools and Leisure has accountability for operational management including the provision of lifeguards.
6. We have continued to work with Pools and Leisure colleagues to refine and agree the specifics of this. In summary:
- a. A Service Agreement is currently being drafted to document the roles and responsibilities of the Eke Panuku and Auckland Council Pools and Leisure teams. Specifically:
    - Budget provision and cost management
    - Change and variation management
    - Customer experience and scope of services
    - Performance management and reporting
    - Governance and oversight of contractual arrangements
    - Risk and issue management
    - Health & safety
    - Term, review and termination.



- b. Discussion with Pools and Leisure regarding the provision and management of lifeguards is ongoing. As per the recommendation resulting from the Eke Panuku Risk Assessment process, Auckland Council Pools and Leisure will provide the lifeguarding service for the pilot. An operational plan for this service is being developed. The lifeguarding service will be assessed throughout the pilot and may be adjusted to suit the ongoing needs of the swimming pool.
- c. Auckland Council Pools and Leisure is developing a risk register and a training plan for this operation. These documents will be fed into a Harbour Swimming Pool Operations Plan that Eke Panuku is preparing to be submitted to Auckland Council as required by Condition 14 of Land Use Consent 60435568.

### **Detailed design**

- 7. Most of the design elements for the pool have now been finalised and there are no material changes from the last Board update. A fresh water cold shower has been included and will be fixed and integrated with the barrier design on the pontoon. Hooks on the balustrades have also been provided in place of lockers, providing somewhere for users to hang bags and towels.
- 8. Final jump platform design details have been confirmed.
- 9. The team is finalising the design for on-site signage to ensure this is compliant and effective.

### **Construction and programme**

- 10. Work continues on the jump platform construction, with the platform itself due to be installed mid-October, followed by the balustrades.
- 11. Existing pontoons are being refurbished for use in this location. We are working with the Wynyard Quarter Bridge project team to agree a suitable time to bring in the pontoons and install the piles. This will create the safety barrier to the channel and form the perimeter of the swim facility. This is currently planned for mid-October.
- 12. Finishing works is planned from early November (including the barriers, ladders, grab rails, installation of change sheds). Project completion is planned for early December.

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

- 13. As previously reported, Eke Panuku has an existing capital budget of \$1.7m to deliver the jump platform and associated health and safety improvements. Additional capital budget of approximately \$500k was approved by the Board in May, to extend the pontoons, add ladders, lane markers and simple changing room facilities to incorporate the expanded scope for the swimming area.
- 14. Eke Panuku had an operational budget of \$150k to maintain and operate the jump platform, including security monitoring, specialist cleaning, damage repair and electric certifications of power supplies. An additional \$150k is required to operate the pilot swimming pool.

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

- 15. We have undertaken a thorough health, safety and risk review. This has included two safety in design workshops with the Eke Panuku project team, staff from Auckland Council Pools and Leisure, and key stakeholders such as VHHL. Ongoing Health & Safety risk reviews will continue as the project progresses and over the life of the pilot.
- 16. In summary the following risks and mitigations are being considered by the project team:



<b>Risk</b>	<b>Mitigation</b>
Drowning risk from inappropriate use of the jump platform	Various design features and administrative controls (rules) included to minimise risk. Provision of lifeguards during busy times.
Drowning risk of lap training / poor swimmer	Lifeguards on duty during busy times with first aid training and access to a defibrillator
Water quality	<p>The site is on the Safeswim website. Ongoing water quality monitoring will be required in this location.</p> <p>Operational procedure to include the process to close the pool in the event of heavy rainfall / poor water quality.</p>
Key stakeholders and adjoining tenants	<p>A pilot swimming facility is in line with the long-term vision for the Auckland waterfront (particularly through Te Ara Tukutuku project in Wynyard Quarter). However, there will need to be communication and engagement on this pilot proposal specifically.</p> <p>There is a risk of stakeholder feedback around funding priorities given current issues with the Wynyard Crossing Bridge. Work on the pool is scheduled to be completed in a similar time frame as the bridge.</p> <p>We will complete and open the Wynyard Crossing Bridge prior to any official opening of the pool.</p>
Jumping still occurs from the Wynyard Crossing Bridge	<p>Safe egress points will be provided for swimmers who jump from the bridge to ensure they don't get stranded in the navigational channel.</p> <p>Monitoring to see if jumping from the bridge still occurs after the jumping platform is installed. Options to retrofit the bridge have been investigated to more strongly deter jumping from the lifting bridge.</p>
Reputational risk associated with lack of universal access	Work with the Disability Advisory Panel to consider mitigations and next steps.
Anti-social behaviour such as users taking advantage of other locations such as the Park Hyatt to get changed, etc	Provision of changing facilities and a shower. Security staff on site. Ongoing discussions with adjoining tenants to anticipate and navigate risks.

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

17. A communications and engagement strategy has been developed, to ensure sufficient engagement with stakeholders. A summary of the project has been added to the [Eke Panuku website](#) and we



have updated neighbouring businesses, tenants and stakeholders including the Waitematā Local Board.

18. Following the Board's recommendation we have met with Water Safety NZ and discussed the project. It is highly supportive and provided good advice regarding measures to improve safety, which aligned with previous advice from Drowning Prevention and Surf Lifesaving.
19. We have also met with members of the Disability Advisory Panel and attended the panel workshop on 30 September. The Panel recognised that it is a highly constrained site, but also wanted to advocate for practical measures that would increase accessibility for a wider group of people. As a result of these discussions, we are investigating the viability of design interventions that may improve the universal accessibility of the harbour pool. These range from short term to longer term and include options for improving the accessibility of the ramps and stairs, storage and changing rooms, along with consideration for pool hoists.
20. A Wynyard Quarter Neighbour's Forum was held on 2 October and included details on the Karanga Plaza Harbour Pool pilot for discussion with neighbouring businesses and residents. Key feedback was around ensuring there was appropriate processes in place to:
  - Ensure the good behaviour of users so that everyone can enjoy the space.
  - Manage illegal carparking around the site.
  - Manage drinking and noise appropriately.
21. A communications campaign will be developed to incorporate a range of place-based activity around Wynyard Quarter over summer.

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

22. A verbal update has been provided to the Eke Panuku Mana Whenua Forum in April, in line with our no surprises approach. We will continue to engage and update Mana Whenua at key milestones.

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

23. Sustainability and climate change adaption objectives and requirements will be embedded into design and construction agreements where possible.

### **Ngā tāpirihanga | Attachments**

No Attachments



### **Development Opportunity – Eastern Busway Urban Regeneration Programme**

This report in its entirety is 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 negotiations of Eke Panuku (s7(2)(i)); and*
- *maintains legal professional privilege (s7(2)(g)).*



### **The Civic Administration Building**

This report in its entirety is 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)).*



## Stakeholder Insights programme

Author(s): Angelika Cutler, General Manager Community and Stakeholder Relations

October 2024

### Whakarāpopototanga matua | Executive summary

1. Eke Panuku undertakes annual research to better understand our relationships with key stakeholders.
2. Better Research conducted 49 qualitative interviews with some key stakeholders in May and June this year.
3. Over the past four years of this research, Eke Panuku has experienced a significant improvement in sentiment and knowledge amongst stakeholders.
4. Notably this year, stakeholders are very keen to see Eke Panuku succeed despite a number of perceived challenges stakeholders could knowledgeably articulate about our work environment and context such as the belief that the organisation remains under-resourced.
5. Like last year, there were no surprises or significant issues.
6. Stakeholders note that their relationships with Eke Panuku have improved significantly over the past years and there is a sense Eke Panuku is only now emerging from a period of having 'their hands tied'.
7. They mention the reputation Eke Panuku has for good quality developments is becoming more widely affirmed.
8. Some stakeholders want to see a culture of creativity and problem-solving and see us do more to activate unused spaces.
9. Acknowledging the timeframe of the research, the Wynyard Crossing bridge closure for maintenance was referenced to highlight other issues at Eke Panuku.

### Matapaki | Discussion

10. Eke Panuku is always looking to grow and improve the way we work with our partners and stakeholders, and the communities we serve.
11. Eke Panuku has undertaken a similar sample of qualitative research each year for the past four years to understand from a stakeholder perspective, what is working within the relationship, and what should be improved.
12. The purpose of this information paper is to provide the board with a summary of feedback received through recent interviews with our key stakeholders.

### Stakeholder Insights

13. Better Research (a new company, but the same researcher as previous years) conducted 49 interviews with our key stakeholders during May and June 2024. Stakeholders who participated included Councillors and Local Board Chairs, the Mayor's Office, CCO colleagues, development



partners, and stakeholders we work with in our neighbourhood specific locations such as business associations and community groups.

14. Better Research interviews were qualitative in nature with each interview taking between 30 minutes to one hour. The aim of the research was to get an in-depth understanding of our reputation and relationships - i.e., what our stakeholders think of us, what we can improve on, and what the ideal relationship with Eke Panuku looks like.
15. Overall, stakeholders believe the relationships Eke Panuku has with them have improved over the last few years. There is a sense of Eke Panuku is only now emerging from a period of having 'their hands tied'.
16. Eke Panuku reputation for good quality developments is becoming more widely affirmed, however, most convey that we are under-resourced and that extended timelines continue to be an issue.
17. There is a suggestion we need to prioritise more interaction outside of project parameters if we want to build trust, and some stakeholders can feel excluded.
18. Feedback received through the interviews is summarised below under Stakeholder specific themes along with updates and/or actions to address the feedback.

Stakeholder group	Summary of feedback
CCO and Mayor's Office specific feedback	<ul style="list-style-type: none"> <li>• Most CCO partners describe a positive relationship with Eke Panuku and that we are aligning closer on principles and vision.</li> <li>• The most immediate and visible strengthening of relationships between CCOs is coordinating project timelines and removing duplication of work.</li> <li>• CCO partners want creative solutions that navigate through fiscal challenges, rather than a BAU approach.</li> <li>• Funding rules are constraining thinking.</li> <li>• CCOs are integrating more 'place thinking' into their culture and Eke Panuku could play a role as an advisor.</li> </ul>
Elected Official specific feedback	<ul style="list-style-type: none"> <li>• Local Board Chairs (LBC) want more frequent interaction and updates from Eke Panuku.</li> <li>• Elected officials feel they need more understanding of what projects Eke Panuku are involved in, Auckland-wide.</li> <li>• Most LBC don't find quarterly report relevant or informative.</li> <li>• While interactions are limited, when they do happen, they are generally positive.</li> <li>• And like other stakeholders, elected officials talk about needing more informal interactions.</li> <li>• We can't assume that Councillors and LBCs know what we do.</li> <li>• Some elected members want to be advocates for Eke Panuku, but don't know how.</li> <li>• LBCs see 'site' optimization as the big opportunity.</li> </ul>



Stakeholder group	Summary of feedback
Developer specific feedback	<ul style="list-style-type: none"> <li>• Suggestion Eke Panuku should prioritise connecting with developers that believe in its vision and align on values.</li> <li>• Most developers tend to believe that Eke Panuku don't act like true partners.</li> <li>• Developers who are negative talk about frustrations dealing with bureaucracy.</li> <li>• It is suggested we need to follow-up on aspirations and requirements put on developers.</li> <li>• The cost of procurement can be prohibitive and doesn't recognise previous work with Eke Panuku.</li> </ul>
Neighbourhood Locations Stakeholder specific feedback	<ul style="list-style-type: none"> <li>• There is a marked improvement in the relationship with neighbourhood stakeholders.</li> <li>• They feel like they are an untapped and underutilized resource – they want to do more.</li> <li>• Activations (done well) are a signal to the community that we are present, and we care.</li> <li>• However reputational damage occurs when activations are done poorly and without consultation.</li> <li>• Communications and support with activations need to reach our community partners earlier.</li> <li>• Neighbourhood stakeholders want reassurance that Eke Panuku will advocate on their behalf with developers after a contract has gone through.</li> </ul>

## Next steps

19. Some actions are able to be undertaken to address the feedback immediately while more significant actions will be worked through with stakeholders and internally to ensure we are taking an effective approach:
20. Immediate actions include:
  - a. Following the 2020 CCO Review Eke Panuku has worked across the council group to find opportunities for greater collaboration and to remove duplication. This work continues.
  - b. The perception that fiscal challenges and funding rules are constraining Eke Panuku are being addressed via briefings with the mayor's office specifically. We have advised the team that access to land is a bigger issue than funding.
  - c. We have refreshed our Local Board engagement plans across all 21 Local Boards. This has been very well received by all (but one) local boards.
  - d. Eke Panuku hosts annual briefings for elected members, and 'deep dive' sessions to the CCO Oversight and Monitoring Committee. We have regular one-to-one- meetings with Councillors who have a high level of interest in our work.



- e. A new initiative is to offer elected members a series of 'site tours' to our priority locations, led by the PLD. The first of these is to Old Papatoetoe in November.
- f. To provide more holistic information to elected members, more effort is being put into PLDs understanding of property-related matters in their locations so they can address questions from members on these matters along with regeneration matters at their regular catch-ups.
- g. The development team and Chief Executive are prioritising greater engagement with development partners and potential development partners via informal meetings and catch ups.
- h. The Eke Panuku Community and Stakeholder engagement team and the Design and Place team are working together to identify sites that are currently under-utilised or empty so we can explore activation opportunities, such as using on-site signage to activate and tell the story of future development.

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

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

- 21. Eke Panuku has considered discontinuing the research on an annual basis however this has been discounted as the information provides a useful check-in with a consistent group of stakeholders that enables the organisation to improve its services.
- 22. Eke Panuku is also considering conducting additional place-based research with locals in our priority locations. Due to budget constraints, this has not been progressed.

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

- 23. The stakeholder research is conducted by an external company and the costs of this are considered to be good value for money.
- 24. Resourcing impacts are managed in terms of the degree of change and the actions taken as a result of the feedback. Consideration is given to what kinds of actions are achievable within our current resourcing that will affect the greatest degree of positive improvement or continuation of things we are already doing that are deemed to be valuable by the stakeholders we work with.

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

- 25. Seeing stakeholder feedback from this small consistent group is considered to be low risk. There is however, a small risk in seeking feedback and not being able to address it effectively. As the stakeholders are partners we work with regularly, and often on a one-to-one basis, issues and actions being taken (or not being taken) to address issues can often be discussed with the stakeholders directly to mitigate this risk.

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

- 26. The aim of this regular stakeholder research is to impact our relationships with stakeholders positively.
- 27. This piece of work is considered to be an important part of our approach to stakeholder engagement and feedback shows that stakeholders appreciate the opportunity to share their feedback.



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

28. Feedback from our mana whenua partners is sought through a separate but similar research process on an annual basis.
29. The results from the Mana Whenua Engagement Survey are shared with the Board on an annual basis.

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

30. There are no specific climate change impacts as a result of undertaking this research however from time-to-time feedback has related to work Eke Panuku is undertaking in the climate change space. This feedback has been useful to validate or amend our approach to some of these strategies.

## **Ngā tāpirihanga | Attachments**

There are no attachments for this report.



# Eke Panuku Internal Communications Strategy

Author(s): Angelika Cutler, General Manager Community and Stakeholder Relations; Jo Brothers, Head of Channels & Content; Dylan Ramohitaj, Internal Communications Advisor

October 2024

## Whakarāpopototanga matua | Executive summary

1. The Eke Panuku Internal Communications Strategy (the strategy) sets out the direction of internal communications at Eke Panuku and work programme for the next year. The plan aligns with the Community and Stakeholder Relations Business Plan 2024-2025.
2. Internal communications support the implementation of the People Strategy and Eke Panuku's overarching business objectives, in particular 'putting people first' and 'storytelling'.
3. The internal communications at Eke Panuku help to create a strong, purpose-driven culture of trust and pride. Celebrating our success and using stories about our people and their work helps to connect and create a sense of team. As champions for Eke Panuku, our kaimahi can share 'better work stories' among their networks.
4. Alongside storytelling, the internal communications programme also ensures that kaimahi receive the information and resources they need in a timely manner enabling them to operate confidently and effectively.
5. The strategy has been reviewed, revised and agreed to by ELT.
6. Internal communications will report to ELT six-monthly to evaluate the implementation of the strategy. The strategy will be reviewed by the board for its information each year.

## Matapaki | Discussion

7. The strategy outlines how internal communications will support Eke Panuku in achieving its vision of 'creating amazing places' by fostering a strong organisational culture and maintaining an engaged workforce, ensuring that kaimahi have the information and resources needed to perform their roles effectively.

## Nga whiringa me te taatai | Options and analysis

### Kua whakaarohia nga whiringa | Options considered

8. The strategy sets out the direction and work programme for internal communications for the coming year, outlining how it will support Eke Panuku in achieving its vision and goals

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

9. The executive has taken the constrained financial environment into account when proposing actions within the strategy and has ensured that all proposed actions can be implemented within the existing budget allocation



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

10. Ineffective implementation of the strategy may lead to adverse outcomes for organisational culture and engagement, especially in a politically sensitive and changeable environment.
11. To address this, the executive will ensure that all communication activities align with the priorities outlined in the Community and Stakeholder Relations Business Plan 2024-2025. Consistent measurement and feedback mechanisms will be in place, alongside six-monthly reporting to ELT to evaluate progress and make adjustments as needed.

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

12. Effective implementation of the strategy will ensure strong organisational culture and an engaged workforce

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

13. Continuing to foster and deepen Eke Panuku's Te Ao Māori capability will support strengthened partnerships with Mana Whenua and delivery on the outcomes listed in the Achieving Māori Outcomes' Plan.

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

14. Providing competent internal communications advice to business units is encompassed in the strategy, which includes the corporate responsibility team and thus supporting Eke Panuku's climate change and sustainability objectives.

## **Ngā tāpirihanga | Attachments**

Attachment A – Eke Panuku Internal Communications Strategy August 2024



**EKE PANUKU**

*internal*

**COMMUNICATIONS  
STRATEGY**

eke

panuku



# He mihi

Tēnā koutou ngā mana whenua  
me ngā iwi e noho nei ki raro i  
ngā maunga whakahii o Tāmaki  
Makaurau, tēnā koutou kātoa.

Me mahi tahi nei tātou kia tūtuki  
ērā wawata mō te oranga o ngā iwi  
kātoa o te wāhi nei.

“To the people of the land and  
those residing under the sacred  
volcanic mountains of Auckland,  
greetings to you all. Let us all work  
together to fulfill our dreams so  
that we may all prosper in this  
beautiful city”.





# Our people promise & manifesto

At the heart of this strategy is our people promise. A promise to provide opportunities to make meaningful impact through collaboration and continuous growth.

We will prioritise creating an inclusive environment and transparent communication to collectively create amazing places that inspire and enrich communities.

Our aspiration is to have a thriving culture where everyone feels valued, supported and empowered to contribute their best.

# FUTURE *shapers*

We're helping to shape the future for Tamaki Makaurau. A future full of positive change where communities thrive, hidden potential is unlocked, and amazing spaces are created.

The tomorrow we help shape comes from inspirational minds. Teams driven by vision and passion for new possibilities, connected by a mutual desire to see our city succeed.

We are agents of change, look after our environment and are custodians of our assets. We balance nature with an innovative urban mindset.

We collaborate with cultures and help to shape new communities. We do right by the natural world, and we foster the economy. We are innovative thinkers who see different possibilities.

**We are Eke Panuku.** We help shape the future.



# Our context

- The **Chief Executive's voice and visibility** is a key part of the Eke Panuku culture. It is especially important in our increasingly complex working environment. The CE relies on the trusted internal comms channels to communicate effectively with staff.
- Our **unique organisational context**, such as operating with a commercial mindset within a public sector context, means we can have nuanced team cultures. Effective internal comms, leveraging off our external comms, is key to maintaining our cultural DNA across our 230 staff, 55 people-leaders, eight directorates and 136 different role types.
- Our **new office spaces**, including Level 21, present an opportunity to better facilitate internal activities that promote greater collaboration and engagement.
- Our **heavy workloads** means communications must be pithy and informative. This strategy sets out how we will ensure we 'cut through' to our people and equip them with the resources they need and stories about all the good they're creating for Aucklanders.



# How we work

Our behaviours anchor our culture and acknowledge the different skill sets we bring to achieve the best possible outcomes. We use the behaviours to guide how we work together; they form part of our DNA. We hold each other to account by integrating them into our regular performance conversations, recognition and through our leadership development programme.



## *Achieve*

We deliver our objectives; and strive for continuous improvement

We look beyond – imagining the possibilities for the future, always striving for amazing outcomes, whilst not forgetting to celebrate success along the way. We're dedicated to delivering a Tāmaki Makaurau that's made up of strong, thriving neighbourhoods.



## *Inspire*

We bring out the best in people

We inspire and motivate one another to deliver our collective mission – to create amazing places. We stand tall for Eke Panuku because of who we are and how our work changes Tāmaki Makaurau. Our story is worth telling. We share it with enthusiasm and to spark interest.



## *Enable*

We create an environment where people thrive

We create a safe, respectful and focused culture where all people can innovate, thrive and grow. We give, receive and value positive and constructive feedback.



## *Involve*

We make things happen together

We work effectively across all areas of Eke Panuku, the wider Council whānau and with external stakeholders, to deliver great results. Teamwork and the ability to engage others are fundamental to our success.



# **FUTURE** *shapers*

We're shaping the future of Tamaki Makaurau. A future full of positive change where communities thrive. Where hidden potential is unlocked, and amazing spaces are created.

We promise to provide our people opportunities to make meaningful impact through collaborative efforts and continuous growth.

## ***Our People Promise***

## ***Our Behaviours***

## ***Our People Priorities***

### ***Achieve***



We deliver our objectives and strive for continuous performance.

### ***Inspire***



We bring the best in people.

### ***Enable***



We create environments where people thrive.

### ***Involve***



We make things happen together.

### ***Our Culture***

To ensure our people feel safe, valued and engaged.

### ***Our Capability***

To empower our people for the future.

### ***Our Collaboration***

To work well together to achieve our goals.

### ***Our Capacity***

To have the right people in right place, at the right time.



# Five pillars

1. Horizontal organisation
2. Tangible outcomes
3. Colleagues and collaboration
4. Functional responsibility
5. Small but we make a difference







# Horizontal organisation

We have a flat structure here. With fewer hierarchical layers, communication tends to be more direct and efficient. The Eke Panuku team appreciates that everyone has easy access to people leaders, the executive leadership team and the chief executive. Our people know that this means they benefit from quicker decision-making, more empowerment, and stronger teamwork.

## We can maximise this by:

- Making the quarterly All Staff meetings more informal and less formulaic.
- We will invite different members of the ELT to take part. Changing the format, e.g. a 'sit-down with David' rather than a 'stand-up'.
- Featuring a wider range of people leaders in our day to day internal communications.
- Ensuring that decisions from ELT, Hautu and the Board are communicated more broadly.
- We have the most number of **generations in the workforce** than ever before. We need to consider the diverse needs of our employees, to create an inclusive environment for all ages. Focusing on health, continuing education, and knowledge-sharing.
- Ensuring we responsively communicate with staff anytime Eke Panuku is subject to media scrutiny or proposed reforms.





# Tangible outcomes

Eke Panuku is in the privileged position of creating tangible outcomes that people can literally visit, touch and enjoy. This gives our team a huge amount of pride and job satisfaction. When we can physically see and touch the culmination of our joint efforts, activities, and initiatives we have a ready made product around which to centre celebrations and generate pride.

## We can make more of this by:

- Using picture-led stories to inspire, celebrate success (reward and recognition), seeking out the experiences ‘behind the scenes’, showing ‘real’ people engaging with our work.
- Organising more team-based site visits to show and explain how things are made.
- Creating a stronger connection between ‘back office’ team members and the tangible outcomes.



A woman with dark hair and a gold headband is smiling. She is wearing a bright orange top with a colorful, patterned vest over it, and a matching orange skirt. She is standing in front of a wooden structure that has many colorful, patterned textiles hanging from it. The background is slightly blurred, showing other people and structures.

# Colleagues and collaboration

Kaimahi of Eke Panuku have vastly differing experience, backgrounds and skills. We are ‘bubbling with diversity’. We believe that doing something together will always get a better outcome than doing things alone. Through our collaboration culture we create a high-performing work environment where individuals and teams thrive because they enjoy spending time with one another and value everyone’s input. This is vital to the organization’s success.

**We will continue to take advantage of this by:**

- Embedding a lighter, warmer tone in our storytelling.
- Use InfoHub more flexibly and with faster storytelling options to share stories.
- Support the efforts to clarify the matrix working with the aim of getting to know each other better and increase ‘water-cooler chatter’.
- Support social club activities.





# Small but we make a difference

Like New Zealand on the world stage, Eke Panuku punches above its weight. When others say we can't, we say we can. And from that comes great things.

## To keep doing this, we need to:

- Ensure Kaimahi understand how their work is connected to the vision.
- Create an office space that makes people want to be together.
- Create a space where we can all share information to perform our work confidently and competently.





# Functional responsibilities

Aside from showcasing and celebrating our culture, Internal Comms also provides an important functional role as a key channel for sharing vital organisational information such as onboarding, P&C information and to enable business continuity, health and safety.

## To do this:

- Redesign InfoHub to ensure it is performing optimally and that important information is easy to find.
- We will push our people to InfoHub as their go-to, one stop shop, so will streamline information, ensure posts are relevant, picture-led and published at the most-viewed times.
- Tidy up and re-confirm content ownership of information on InfoHub.



*ngā mihi*

eke  
panuku



**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 28 August 2024**

<b>Attending</b>	<p><b>Board:</b> Paul Majurey (Chair), David Kennedy (Deputy Chair), John Coop, Kenina Court, Steve Evans, Jennifer Kerr</p> <p><b>Executive:</b> David Rankin, Chief Executive; Ian Wheeler, Chief Operating Officer; Gyles Bendall, GM Design &amp; Place; Jo Brothers, Acting GM Community &amp; Stakeholder Relations; Alaina Cutfield, Head of People &amp; Culture; Carl Gosbee, Chief Financial Officer; Marian Webb, GM Assets &amp; Delivery; Allan Young, GM Development</p> <p><b>In Attendance:</b> Councillor Angela Dalton, Alex Croft, Senior Advisor, Auckland Council; Lisa Franklin, Media Manager; Alice Newcomb, Governance Manager; Rosemary Geard, Governance Advisor (minutes)</p>
<b>1.0 Meeting opening</b>	<p>The meeting opened at 10.06am with a karakia.</p> <p>The chair welcomed everyone to the meeting.</p>
<b>1.1 Apologies</b>	<p>There were no apologies received.</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 Chief Executive's Report</b>	<p>David Rankin, Chief Executive, spoke to the report.</p> <ul style="list-style-type: none"> <li>• <b>Brookview Development block – Ormiston</b> Steve Evans left the meeting for this topic due to a declared conflict of interest.</li> </ul> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p><b>CCO Reform</b></p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>The Eke Panuku Board received the report.</p> <p>Alex Croft left the meeting.</p>
<b>3.0 Mana Whenua stories: Te Ākitai Waiohū</b>	<p>Karen Wilson, Te Ākitai Waiohū; Jordan Taiaroa, Head of Māori Outcomes; Rangi Kalman, Principal Māori Outcomes Advisor; and Jorja Jamieson, Māori Outcomes Coordinator, joined the meeting for this item.</p>
<b>4.0 Board only session</b>	<p>David Rankin, Chief Executive, joined the meeting for this item.</p> <ul style="list-style-type: none"> <li>• <b>2023-24 Chief Executive Objectives - Outcomes</b></li> </ul> <p>The board discussed the 2023/24 outcomes as set out in the report.</p>



	<ul style="list-style-type: none"> <li>• <b>2024-25 Chief Executives Objectives</b></li> </ul> <p>The board authorised the Chair to sign off on the draft 2024/25 CE objectives with one addition.</p>
<b>5.0 Health &amp; Safety Report</b>	<p>Bernardo Vidal, Head of Health, Safety and Wellbeing, joined the meeting for this item.</p> <p><b>ACTION:</b> The board is to receive the investigation report into the Hamer Street Electrical hazard – Contractor event.</p> <p><b>ACTION:</b> Marian Webb to report back on the frequency of Marina inspection of Piers and infrastructure equipment.</p> <p>The Eke Panuku Board discussed and received the Health and Safety report July 2024.</p>
<b>6.0 Decision papers</b>	
<b>6.1 Waterfront swimming facility pilot</b>	<p>Garth Dawson, Auckland Council Principal Pools &amp; Leisure Specialist; and Tim Crow, Resolve Group, joined the meeting online for this item.</p> <p>Ian Wheeler, Chief Operating Officer, 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 recommended operating model which is an agreement between Eke Panuku and Auckland Council such that: <ol style="list-style-type: none"> <li>Eke Panuku has accountability for physical maintenance and repairs</li> <li>Auckland Council Pools and Leisure has accountability for operational management including the provision of lifeguards during the peak season.</li> </ol> </li> <li>note the legal advice about the nature and extent of Eke Panuku's health and safety obligations as the operator of swimming facilities.</li> <li>note the risks and mitigations outlined in the risk register.</li> </ol>
<b>6.2 Board Delegated Authority Policy</b>	<p>Carl Gosbee, Chief Financial Officer, 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 revised Board Delegated Authority Policy.</li> </ol>
<b>6.3 Audit and Risk Committee – Terms of Reference</b>	<p>Carl Gosbee, Chief Financial Officer, 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 revised Audit and Risk Committee Terms of Reference.</li> </ol>
<b>6.4 Audit and Risk Committee – Appointment and Composition</b>	<p>Carl Gosbee, Chief Financial Officer, introduced the item.</p> <p>Following the conclusion of discussion, the Eke Panuku Board resolved to:</p> <ol style="list-style-type: none"> <li>note that the terms of Paul Majurey and Jennifer Kerr will conclude on 31 August 2024.</li> <li>approve the appointment of Steve Evans to the Audit and Risk Committee, effective 01 September 2024.</li> <li>approve the appointment of John Coop to the Audit and Risk Committee, effective 01 September 2024.</li> </ol>



	<p>d. note David Kennedy becomes an ex-officio member of the Audit and Risk Committee, effective 01 September 2024.</p> <p>e. note the composition of the Audit and Risk Committee will be reassessed when new board members are appointed by Auckland Councils Appointments &amp; Remuneration Committee.</p>
<b>6.5 Westhaven Marina Ltd – Director appointment</b>	<p>Marian Webb, GM Assets &amp; Delivery, introduced the item.</p> <p>Following the conclusion of discussion, the Eke Panuku Board resolved to:</p> <p>a. note Paul Majurey’s term ends on 31 August 2024.</p> <p>b. approve the continuation of the two existing Westhaven Marina Limited (WML) directors until new Eke Panuku Board directors have been appointed by Auckland Council.</p> <p>c. note the composition of the Westhaven Marina Limited board is two directors.</p>
<b>7.0 Information papers</b>	
<b>7.1 Eke Panuku Annual Māori Outcomes Report</b>	<p>Jordan Taiaroa, Head of Māori Outcomes; Rangi Kalman, Principal Māori Outcomes Advisor; and Jorja Jamieson, Māori Outcomes Coordinator, joined the meeting for this item.</p> <p>Jordan Taiaroa spoke to the report.</p> <p>The Eke Panuku Board received the Eke Panuku Annual Māori Outcomes report.</p>
<b>7.2 Te Wero Wynyard Crossing Bridge</b>	<p>Marian Webb, General Manager Assets and Delivery, introduced the item.</p> <p>The Eke Panuku Board received the Te Wero Wynyard Crossing Bridge report.</p>
<b>8.0 Governance matters</b>	
<b>8.1 Out-of-cycle decisions</b>	<p>There were no out of cycle decisions between the July and August meetings.</p>
<b>8.2 Director’s Interests and Director’s project interest reports</b>	<p>The Eke Panuku Board reviewed and received the Register of Director’s Interests reports.</p>
<b>8.3 Director meeting attendance</b>	<p>The Eke Panuku Board noted the Directors’ meeting attendance.</p>
<b>8.4 ARC minutes meeting held 26 February 2024</b>	<p>The Eke Panuku board noted the Audit and Risk Committee minutes from the 26 February 2024 meeting.</p>
<b>8.5 Minutes of previous meeting held 24 July 2024</b>	<p>The Eke Panuku Board reviewed and confirmed the minutes of the Board Meeting 24 July 2024, with confidential information included, as a true and accurate record of the meeting.</p>




















<b>8.6 Board action list</b>	The Eke Panuku Board received the board action list.
<b>8.7 Board forward work programme</b>	The Eke Panuku Board received the board forward work programme.
<b>8.8 Avondale Central</b>	<p>Paul Majurey left the meeting for this topic due to a declared conflict of interest, and David Kennedy took the chair.</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
<b>9.0 General Business</b>	There were no items of general business.
<b>Meeting close</b>	The meeting closed at 12.44pm.
<b>Director farewell</b>	Following the conclusion of the meeting, Eke Panuku staff bid farewell to Board Chair Paul Majurey and Director Jennifer Kerr, as their terms end on 31 August 2024.









Confirmed as a true and accurate record:

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



<p><b>Out of cycle decision:</b></p> <p><b>Eke Panuku Annual Report – 30 June 2024</b></p>	<p>The Eke Panuku Board made out-of-cycle decisions between the August and October board meetings. The resolutions are recorded here for completeness.</p> <p>On 25 September 2024, the Eke Panuku Board resolved to:</p> <ol style="list-style-type: none"> <li>a. approve the Annual Report for the year ended 30 June 2024, subject to any significant changes in the statement of service performance or financial statements being approved by the Chair and the Chair of the Audit and Risk Committee.</li> <li>b. delegate the approval of any minor changes in the aforementioned sections, and any changes in the remainder of the Annual Report, to the Chief Executive.</li> <li>c. approve the letter of representation to Audit New Zealand for the year ended 30 June 2024, subject to any significant changes required by Audit New Zealand being discussed with an approved by the Chair and the Chair of the Audit and Risk Committee, and subject to receiving a back-to-back letter of representation from management.</li> </ol>
<p><b>Westhaven Marina – Pile Berth Redevelopment Stage 2</b></p>	<p>On 25 September 2024, the Eke Panuku Board resolved to:</p> <ol style="list-style-type: none"> <li>a.     </li> <li>b.  </li> <li>i. </li> <li>ii.   </li> <li>iii.  </li> <li>c.    </li> </ol>
<p><b>Disposal recommendations</b></p>	<p>On 25 September 2024, the Eke Panuku Board resolved to:</p>



<b>for Leys Institute Trust</b>	<p>a. approve the recommendation to the Governing Body to dispose of two properties that are assets of the Leys Institute Trust:</p> <ul style="list-style-type: none"> <li>• 10 Fremlin Place, Avondale</li> <li>• 24 St Marys Road, Ponsonby</li> </ul> <p>b. note that Council will use the sales proceeds to fund the seismic remediation and heritage restoration of the current Leys Institute building.</p> <p>c. delegate the final terms and conditions of sale and the execution of an unconditional agreement to the Eke Panuku Chief Executive.</p>
<b>Pt Lot 68 DEEDS 326 Aumoe Avenue Service Property Optimisation</b>	<p>On 25 September 2024, the Eke Panuku Board resolved to:</p> <p>a. support the sale of Pt Lot 68 DEEDS 326 Aumoe Avenue, St Heliers by way of service property optimisation.</p>
<b>Henderson / Te Kopua Programme Business Case Overview</b>	<p>On 30 September 2024, the Eke Panuku board resolved to:</p> <p>a. approve the reviewed Programme Business Case Overview for the Henderson priority location programme.</p> <p>b. approve the expected benefits to be realised for the Henderson programme being:</p> <ul style="list-style-type: none"> <li>I. Site sales of \$34.0 million</li> <li>II. 210 dwellings</li> <li>III. 10,000sqm of commercial space</li> <li>IV. 20,000sqm of new or improved public realm.</li> </ul> <p>c. approve the programme life cost of \$76.3 million for Henderson, including opex, capex and acquisition costs.</p>
<b>59-69 Queens Rd Panmure - Basin View Precinct</b>	<p>On 30 September 2024, the Eke Panuku Board resolved to:</p> <p>a.       </p> <p>b.       </p>



	<p>c. [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
<b>516 aka part 528 Pt Chevalier Road, Pt Chevalier</b>	<p>On 30 September 2024, the Eke Panuku Board resolved to:</p> <p>a. support the sale of 516 aka Part 528 Pt Chevalier Rd, Pt Chevalier (Lot 3 DP 106585) by way of service property optimisation.</p>
<b>Te Wero Wynyard Crossing Bridge</b>	<p>On 2 October 2024, the Eke Panuku Board resolved to:</p> <p>a. note that repair and maintenance work on Te Wero Wynyard Crossing Bridge continues to programme, with a return to service on track for December 2024.</p> <p>b. note that the significant refit of the bridge, both addressing the steel corrosion, which was planned, and the substantial replacement of mechanical and electrical (M&amp;E) components, which was unplanned, is to enable the bridge to have a further trouble-free fifteen plus years of use.</p> <p>c. note that work completed by late August has enabled, for the first time, a clear picture of the extent of the corrosion and actual condition of the M&amp;E components, both of which are materially worse than previously understood.</p> <p>d. note that, consequently, additional budget will be required over and above the \$7.7m currently set, particularly for substantial M&amp;E component replacement.</p> <p>e. approve an additional \$1.8m funding to address the scope increase, together with a fresh contingency of \$1.2m (12%), [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>f. [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>



	<div></div> <div></div> <div></div>
<b>Lysaght Building, 101 Pakenham Street West, Wynyard Quarter - Variation to Go to Market Strategy</b>	<p>On 2 October 2024, the Eke Panuku Board resolved to:</p> <p>a. <div></div><div></div><div></div><div></div><div></div><div></div></p> <p>b. <div></div><div></div></p>



## Director interests at 14 October 2024

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)	
	Member	Business Reference Group Te Arotake Future for Local Government	
	Director	Cathedral Property Limited	
	Chair	Civix Limited	
	Director	Grantley Holdings Limited	
	Chair	Kaha Ake GP Ltd (JV between NZ Super Fund and Classic Developments)	
	Director	Naylor Love	
	Trustee	New Zealand Housing Foundation	Possible
	Chief Executive	Te Kaha Project Delivery Limited	
	Director	Westhaven Marina Limited	
<b>John Coop</b>	Director	Eke Panuku Development Auckland Limited	
	Trustee	JE and CS Coop Family Trust	
	Managing Director and Principal	Warren and Mahoney	Yes
<b>Kenina Court</b>	Director	Eke Panuku Development Auckland Limited	
	Shareholder	Arrakis Limited	
	Director	Banking Ombudsman Scheme 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	Fale Developments Limited	
	Director	Fortitudine Trustees Limited	
	Director	Huma Holdings Limited	



Member	Interest	Company / Entity	Conflicts pre-identified?
<b>Kenina Court</b> (continued)	Director	IBS	
	Director	KW Westgate Limited	
	Director	Lovelock Trustees Limited	
	Director	Lujato Trustees Limited	
	Director	M&G Trustees Limited	
	Director	Nathan Whanau Trustees Limited	
	Director	NTA Holdings Limited	
	Director	Oceania Career Academy Limited	
	Director	Pathfinder Management Partner 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	
	Director	XYZ Limited	
<b>Brett Ellison</b>	Director	Eke Panuku Development Auckland Limited	
	Director	Ellison Beech Limited	
	Trustee	Ellison Beech Whanau Trust	
	Director	Erihana Limited	
	Investment Manager	Hapai Property LP Whanau (Commercial, Development and Housing)	
	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	



Member	Interest	Company / Entity	Conflicts pre-identified?
<b>Steve Evans</b> (continued)	Chief Executive Residential and Development	Fletcher Building Limited	Yes
	Director	Homai General Partner Limited	
	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	
	Non-Executive Director	Mercy Healthcare (Auckland)	
	Employee	NWI NZ Management Company Limited (subsidiary of Northwest Healthcare Properties)	
	Executive Director	Vital Healthcare Property Limited & related entities	



## Director interests: Changes since 18 September 2024:

### Additions:

Director	Conflict/interest	Date notified
Brett Ellison	Director -Ellison Beech Limited	10 October 2024
	Trustee – Ellison Beech Whanau Trust	
	Director – Erihana Limited	
	Investment Manager - Hapai Property LP Whanau (Commercial, Development and Housing)	
	Investment Manager - Koau Capital Partners	
	Trustee – Taieri Block B Trust	
	Chair - Te Runaka Otakou Limited	
Aaron Hockly	Non-Executive Director – Mercy Healthcare (Auckland)	10 October 2024
	Employee - NWI NZ Management Company Limited (subsidiary of Northwest Healthcare Properties)	
	Executive Director - Vital Healthcare Property Limited & related entities	

### Deletions:

Director	Conflict/interest	Date notified
	N/A	

### Amendments:

Director	Conflict/interest	Date notified
	N/A	



## Meeting Attendance Register – 2024

	2024									
	28 Feb	27 Mar	24 Apr	22 May	26 Jun	24 Jul	28 Aug	23 Oct	27 Nov	11 Dec
P. Majurey*	✓	✓	✓	✓	✓	✗	✓			
D. Kennedy	✓	✓	✓	✓	✓	✓	✓			
J. Coop	✗	✓	✓	✓	✗	✓	✓			
K. Court	✓	✓	✗	✓	✓	✓	✓			
S. Evans	✓	✓	✓	✓	✓	✗	✓			
J. Kerr**	✓	✓	✓	✓	✓	✓	✓			

\* Term ended as at 31 August 2024

\*\* Resigned as at 31 August 2024