

# Board Report

**P u b l i c**

**Date**  
Tuesday,  
28 May 2019

**Time**  
9.30 am

**Venue**  
Manukau Civic  
Building  
Manukau Station  
Road



# Board Agenda

**Where:** Manukau Civic Building, Auckland

**When:** Tuesday, 28 May 2019 | 9.30 am – 4.00 pm

**Board Members:** Adrienne Young-Cooper – Chair  
David Kennedy – Director  
Richard Leggat – Director  
Dr Susan Macken – Director  
Paul Majurey – Director  
Mike Pohio – Director  
Martin Udale – Director  
Paul Brown – Intern

**In attendance:** Roger MacDonald – Chief Executive  
Monica Ayers – Director People and Culture  
Jenni Carden – Executive Officer / Company Secretary  
Angelika Cutler – Director Corporate Affairs  
Carl Gosbee – Director Corporate Services  
Rod Marler – Director Design and Place  
David Rankin – Chief Operating Officer  
Brenna Waghorn – Director Strategy  
Ian Wheeler – Director Portfolio Management  
Allan Young – Director Development

| Public meeting |   |
|----------------|---|
| <b>1.</b>      | <b>Opening of Public Meeting</b><br>1.1 Apologies<br>1.2 Health and safety moment<br>1.3 Directors' interests<br>1.4 Directors' Board meeting attendance register<br>1.5 Minutes of the 26 April 2019 Board meeting (public)<br>1.6 Public deputation |
| <b>2.</b>      | <b>Public strategic papers</b><br>2.1 Kia Puāwai/ Unlock Pukekohe High Level Project Plan   |
| <b>3.</b>      | <b>Chief Executive's report</b>   |
| <b>4.</b>      | <b>Health and Safety report</b>   |
| <b>5.</b>      | <b>Māori Responsiveness report</b>  |
| <b>6.</b>      | <b>Public decision papers</b><br>6.1 Disposals recommendation report<br>6.2 Proposed land disposal part of 2-4 and 6 Henderson Valley Road, Henderson<br>6.3 Grants and donations policy  |

|           |   |
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| <b>7.</b> | <p><b>Public information papers</b></p> <p>7.1 Alternative financing and funding tools – targeted rates</p> <p>7.2 Corporate Property Disposal Programme</p> <p>7.3 Panuku quarter three report to Auckland Council</p> |
|           | <b>Morning Tea</b>  |

**Opening of Confidential Meeting 11.30 am**

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|---|---|
| <b>Confidential meeting</b>   |   |
| <b>8.</b>   | <p><b>Procedural Motion to Exclude the Public</b></p> <p>Put the motion that, pursuant to clause 12.3 of the Panuku Constitution, the public be excluded from the following proceedings of this meeting, so that commercially sensitive issues can be discussed in confidential session.</p>  |
| <b>9.</b>   | <p><b>Confidential governance matters</b></p> <p>9.1 Apologies</p> <p>9.2 Directors' interests<br/><i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p> <p>9.3 Minutes of 26 April 2019 Board meeting<br/><i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p> <p>9.4 Board action list<br/><i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p> <p>9.5 Board forward work programme<br/><i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p> <p>9.6 Verbal update from People and Culture Committee 3 May 2019</p> <p>9.7 Internal Audit programme</p> |
| <b>10.</b>  | <p><b>Confidential Chief Executive's report (fully confidential)</b></p> <p><i>Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA</i></p>   |
| <b>11.</b>  | <p><b>Health and Safety report</b></p> <p><i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p>  |
| <b>12.</b>  | <p><b>Māori Responsiveness report</b></p> <p><i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p>   |
| <b>13.</b>  | <p><b>Confidential strategic papers (papers which are fully confidential)</b></p> <p>13.1 Proposed transfer of assets – update<br/><i>Withheld from the public under S7(2)(h), S7(2)(b)(ii) and S7(2)(g) of the LGOIMA</i></p> <p>13.2 Proposed SOI update report<br/><i>Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA</i></p>   |
| <b>Lunch with Ōtara – Papatoetoe Local Board and Manurewa Local Board</b> |   |

|                             |   |
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| <p><b>14.</b></p>           | <p><b>Confidential decision papers (papers which are fully confidential)</b></p> <p>14.1 Civic Administration Building</p> <p><i>Withheld from the public under S7(2)(h), S7(2)(b)(ii) and S7(2)(i) of the LGOIMA</i></p>   |
| <p><b>15.</b></p>           | <p><b>Confidential information papers (papers which are fully confidential)</b></p> <p>15.1 Programme Management Framework update</p> <p><i>Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA</i></p> <p>15.2 America's Cup Update</p> <p><i>Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA</i></p> <p>15.3 C40 Reinventing Cities Competition</p> <p><i>Withheld from the public under S7(2)(h) of the LGOIMA</i></p> |
| <p><b>16.</b></p>           | <p><b>General Business</b></p>  |
| <p><b>17.</b></p>           | <p><b>Confidential strategic discussion</b></p> <p>17.1 Risk workshop</p> <p><i>Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA</i></p>  |
| <p><b>Meeting close</b></p> |   |



# Local Government Official Information and Meetings Act 1987.

## 7 Other reasons for withholding official information

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

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

(a) protect the privacy of natural persons, including that of deceased natural persons; or

(b) protect information where the making available of the information—

(i) would disclose a trade secret; or

(ii) would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information; or

(ba) in the case only of an application for a resource consent, or water conservation order, or a requirement for a designation or heritage order, under the [Resource Management Act 1991](#), to avoid serious offence to tikanga Maori, or to avoid the disclosure of the location of waahi tapu; or

(c) protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information—

(i) would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied; or

(ii) would be likely otherwise to damage the public interest; or

(d) avoid prejudice to measures protecting the health or safety of members of the public; or

(e) avoid prejudice to measures that prevent or mitigate material loss to members of the public; or

(f) maintain the effective conduct of public affairs through—

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

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

(g) maintain legal professional privilege; or

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

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

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

## Directors' Interests as at 27 May 2019

| Member                       | Interest     | Company / Entity                                   | Conflicts pre-identified? |
|------------------------------|--------------|--|---------------------------|
| <b>Adrienne YOUNG-COOPER</b> | Chair        | Panuku Development Auckland Limited                |                           |
|                              | Chair        | Housing New Zealand Corporation                    |                           |
|                              | Chair        | Housing New Zealand Limited                        |                           |
|                              | Chair        | Housing New Zealand Build Limited                  |                           |
|                              | Director     | Cornwall Park Trust Board Incorporated             |                           |
|                              | Director     | HLC Limited  |                           |
|                              | Director     | Queenstown Airport Corporation Limited             |                           |
|                              | Director     | SeaLink New Zealand Limited and related companies  | Yes                       |
|                              | Director     | Sir John Logan Campbell Residury Trust             |                           |
|                              | Director     | Sir John Logan Campbell Medical Trust Incorporated |                           |
| <b>Dr Susan C. MACKEN</b>    | Deputy Chair | Panuku Development Auckland Limited                |                           |
|                              | Chair        | Kiwibank   |                           |
|                              | Chair        | Spa Electrics Ltd (Aust.)                          |                           |
|                              | Deputy Chair | Tāmaki Redevelopment Company Ltd                   | Possible                  |
|                              | Director     | Blossom Bear Ltd                                   |                           |
|                              | Director     | STG Ltd  |                           |

| Member                   | Interest              | Company / Entity                                 | Conflicts pre-identified?  |
|--------------------------|-----------------------|--|----------------------------|
| <b>David I. KENNEDY</b>  | Director              | Panuku Development Auckland Limited              |                            |
|                          | Director              | 525 Blenheim Road Limited                        |                            |
|                          | Director              | Cathedral Property Limited                       |                            |
|                          | Director              | Good General Practice Limited                    |                            |
|                          | Director              | Grantley Holdings Limited                        |                            |
|                          | Director              | Hobsonville Development GP Limited               |                            |
|                          | Director              | New Ground Living (Hobsonville Point) Limited    |                            |
|                          | Director              | Ngāi Tahu Justice Holdings Limited               |                            |
|                          | Director              | Ngāi Tahu Property (CCC-JV) Limited              |                            |
|                          | Director              | Ngāi Tahu Property Joint Ventures Limited        | Possible, Unlock Northcote |
|                          | Director              | Ngāi Tahu Property Joint Ventures (No.2) Limited |                            |
|                          | Director              | Ngāi Tahu Real Estate Limited                    |                            |
|                          | Director              | NTP Development Holdings Limited                 |                            |
|                          | Director              | NTP Investment Holdings Limited                  |                            |
|                          | Director              | NTP Investment Property Group Limited            |                            |
| Director                 | Prestons Road Limited |  |                            |
| <b>Richard I. LEGGAT</b> | Director              | Panuku Development Auckland Limited              |                            |
|                          | Chairman              | NZ Cycle Trail Incorporated                      |                            |
|                          | Executive Chair       | Kiwis for kiwi                                   |                            |
|                          | Director              | Cycling NZ                                       |                            |
|                          | Director              | Hamilton Waikato Tourism                         |                            |
|                          | Director              | Mortleg Ltd                                      |                            |
|                          | Director              | Snowsports NZ                                    |                            |
|                          | Director              | Trophy Metropolitan Ltd                          |                            |
|                          | Director              | Warren and Mahoney                               |                            |
|                          | Director              | Winter Games New Zealand                         |                            |
|                          | Panel Member          | NZ Markets Disciplinary Tribunal                 |                            |
|                          | Member                | Union Cycliste Internationale Ethics Commission  |                            |

| Member                     | Interest           | Company / Entity   | Conflicts pre-identified? |
|----------------------------|--------------------|--|---------------------------|
| <b>Paul F. MAJUREY</b>     | Director           | Panuku Development Auckland Limited  |                           |
|                            | Chair              | Hauraki Collective (12 iwi collective)   |                           |
|                            | Chair              | Impact Enterprise Fund   |                           |
|                            | Chair              | Mana Whenua & Crown Working Group (proposed Hauraki Gulf / Tikapa Moana Recreational Fishing Park) |                           |
|                            | Chair              | Marutūāhu Rōpū General Partner Ltd   |                           |
|                            | Chair              | Marutūāhu Collective (5 iwi collective)  |                           |
|                            | Chair              | Puhinui Park Limited   |                           |
|                            | Chair              | Tāmaki Makaurau Community Housing Ltd  |                           |
|                            | Chair              | Te Pūia Tāpapa   |                           |
|                            | Chair              | Tūpuna Maunga o Tāmaki Makaurau Authority  |                           |
|                            | Chair              | Whenuapai Housing General Partner Ltd  |                           |
|                            | Co-Chair           | Sea Change Marine Spatial Plan Project   |                           |
|                            | Director           | Arcus Property Limited   |                           |
|                            | Director           | Atkins Holm Majurey Ltd  |                           |
|                            | Director           | Ngāti Maru Ltd   |                           |
|                            | Director           | Pare Hauraki Asset Holdings Ltd  |                           |
|                            | Director           | Pouarua Farm General Partner Ltd   |                           |
|                            | Director           | Tikapa Moana Enterprises Ltd   |                           |
|                            | Trustee            | Crown Forestry Rental Trust  |                           |
|                            | Trustee            | Hauraki Fishing Group  |                           |
| Mana Whenua Representative | Hauraki Gulf Forum |  |                           |



| Member                  | Interest               | Company / Entity   | Conflicts pre-identified?           |
|-------------------------|------------------------|--|-------------------------------------|
| <b>Michael E. POHIO</b> | Director               | Panuku Development Auckland Limited  |                                     |
|                         | Chairman               | BNZ Partners Waikato   |                                     |
|                         | Director               | Argosy   |                                     |
|                         | Director               | Ngāi Tahu Holdings   |                                     |
|                         | Director               | National Institute of Water & Atmospheric Research Ltd   |                                     |
|                         | Director               | NIWA Vessel Management Ltd   |                                     |
|                         | Director               | Ospri New Zealand Ltd  |                                     |
|                         | Director               | <ul style="list-style-type: none"> <li>National Animal Identification and Tracing Ltd</li> </ul> |                                     |
|                         | Director               | TBFree   |                                     |
|                         | Director               | Te Atiawa Iwi Holdings   |                                     |
|                         | Director               | Te Atiawa (Taranaki) Holdings Ltd  |                                     |
|                         | Director               | The Rees Management Limited  |                                     |
|                         | <b>C. Martin UDALE</b> | Director   | Panuku Development Auckland Limited |
| Director                |                        | Accessible Properties New Zealand Limited  |                                     |
| Director                |                        | Cardinal Trustees Ltd  |                                     |
| Director                |                        | Essentia Consulting Group Ltd  |                                     |
| Director                |                        | Fleming Urban Ltd  |                                     |
| Director                |                        | Forest Group Ltd   |                                     |
| Director                |                        | Hobsonville Development GP Ltd   |                                     |
| Director                |                        | New Ground Living (Hobsonville Point) Ltd  |                                     |
| Director                |                        | Tall Wood Ltd  |                                     |
| Director                |                        | Tallwood Assembly Limited  |                                     |
| Director                |                        | Tallwood Design Limited  |                                     |
| Director                |                        | Tallwood Holdings Limited  |                                     |
| Director                |                        | Tallwood Projects Limited  |                                     |
| Director                |                        | Tāmaki Redevelopment Company Ltd   | Possible                            |
| Director                |                        | Tāmaki Regeneration Ltd  |                                     |
| Director                |                        | THA GP Limited   |                                     |
| Director                |                        | TW Twenty Twenty Ltd   |                                     |
| Member                  |                        | Kiwi Rail Property Committee   |                                     |



MINUTES OF THE MEETING OF DIRECTORS OF PANUKU DEVELOPMENT AUCKLAND LIMITED, HELD IN **CONFIDENTIAL** SESSION AT 82 WYNDHAM ST, AUCKLAND ON FRIDAY 26 APRIL 2019 COMMENCING AT 9.30 AM.

| <b>ATTENDING</b>   |  | <p><b>Board:</b> David Kennedy, Richard Leggat, Dr Susan Macken (Acting Chair), Mike Pohio and Martin Udale.</p> <p><b>Board Intern:</b> Paul Brown</p> <p><b>Executive:</b> Roger MacDonald – Chief Executive, David Rankin – Chief Operating Officer, , Carl Gosbee – Director Corporate Services, Rod Marler – Director Design and Place, Brenna Waghorn – Director Strategy, Ian Wheeler – Director Portfolio Management, Allan Young – Director Development, Jenni Carden – Company Secretary.</p>  |   |  |                              |                               |                  |                               |                           |                               |
|--|--|--|---|--|------------------------------|-------------------------------|------------------|-------------------------------|---------------------------|-------------------------------|
| <b>1 PROCEDURAL MOTION TO EXCLUDE THE PUBLIC</b>   | 1 04/19  | <p>The Panuku Board agreed that, pursuant to clause 12.3 of the Panuku Constitution and the provisions of Section 48(1)(a) of the Local Government Official Information &amp; Meetings Act 1987, the public be excluded from the meeting for the following proceeding, the subject matter, the reasons and specific grounds for exclusions being set out below:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">General subject of matters to be considered</th> <th style="width: 50%;">Grounds under Section 48(1) for considering in private</th> </tr> </thead> <tbody> <tr> <td>Governance; Committee report</td> <td>Commercially sensitive issues</td> </tr> <tr> <td>Finance and Risk</td> <td>Commercially sensitive issues</td> </tr> <tr> <td>Management and operations</td> <td>Commercially sensitive issues</td> </tr> </tbody> </table> | General subject of matters to be considered | Grounds under Section 48(1) for considering in private | Governance; Committee report | Commercially sensitive issues | Finance and Risk | Commercially sensitive issues | Management and operations | Commercially sensitive issues |
| General subject of matters to be considered  | Grounds under Section 48(1) for considering in private |  |   |  |                              |                               |                  |                               |                           |                               |
| Governance; Committee report   | Commercially sensitive issues                          |  |   |  |                              |                               |                  |                               |                           |                               |
| Finance and Risk   | Commercially sensitive issues                          |  |   |  |                              |                               |                  |                               |                           |                               |
| Management and operations  | Commercially sensitive issues                          |  |   |  |                              |                               |                  |                               |                           |                               |
| <b>2.0 OPENING REMARKS</b>   | 2 04/19  |  |   |  |                              |                               |                  |                               |                           |                               |
| <b>2.1 APOLOGIES</b>   | 3 04/19  | <i>Withheld from the public under S7(2)(h) of the LGOIMA</i>   |   |  |                              |                               |                  |                               |                           |                               |
| <b>2.2 DIRECTORS' INTERESTS</b>  | 4 04/19  | <i>Withheld from the public under S7(2)(h) of the LGOIMA</i>   |   |  |                              |                               |                  |                               |                           |                               |
| <b>2.3 MINUTES OF 29 MARCH 2019 BOARD MEETING</b><br><b>CONFIDENTIAL GOVERNANCE MATTER</b> | 5 04/19  | <i>Withheld from the public under S7(2)(h) of the LGOIMA</i>   |   |  |                              |                               |                  |                               |                           |                               |
| <b>2.4 BOARD ACTION LIST</b><br><b>CONFIDENTIAL GOVERNANCE MATTER</b>                      | 6 04/19  | <i>Withheld from the public under S7(2)(h) of the LGOIMA</i>   |   |  |                              |                               |                  |                               |                           |                               |
| <b>2.5 BOARD FORWARD WORK PROGRAMME</b><br><b>CONFIDENTIAL GOVERNANCE MATTER</b>           | 7 04/19  | <i>Withheld from the public under S7(2)(h) of the LGOIMA</i>   |   |  |                              |                               |                  |                               |                           |                               |
| <b>2.6 VERBAL UPDATE FROM AUDIT AND RISK COMMITTEE 9 APRIL 2019</b>                        | 8 04/19  | <i>Withheld from the public under S7(2)(h) of the LGOIMA</i>   |   |  |                              |                               |                  |                               |                           |                               |
| <b>3 CONFIDENTIAL CHIEF EXECUTIVE'S REPORT</b>   | 9 04/19  | <i>Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA</i>  |   |  |                              |                               |                  |                               |                           |                               |

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| <p><b>4 HEALTH AND SAFETY REPORT</b></p> <p><b>CONFIDENTIAL INFORMATION PAPER</b></p>   | 10 04/19 | <i>Withheld from the public under S7(2)(h) of the LGOIMA</i>                            |
| <p><b>5.1 PROPOSED TRANSFER OF WATERFRONT ASSETS UPDATE</b></p> <p><b>CONFIDENTIAL STRATEGY DISCUSSION</b></p>  | 11 04/19 | <i>Withheld from the public under S7(2)(h), S7(2)(b)(ii) and S7(2)(g) of the LGOIMA</i> |
| <p><b>6.1 ENABLING COMMERCIAL OPPORTUNITIES FOR MĀORI</b></p> <p><b>CONFIDENTIAL STRATEGY PAPER</b></p>   | 12 04/19 | <i>Withheld from the public under S7(2)(h) and S7(2)(f)(i) of the LGOIMA</i>            |
| <p><b>7.1 TRANSFORM MANUKAU – JOINT CROWN/COUNCIL PROGRAMME BUSINESS CASE AND PROPOSED DEVELOPMENT STRATEGY</b></p> <p><b>CONFIDENTIAL DECISION PAPER</b></p> | 13 04/19 | <i>Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA</i> |
| <p><b>7.2 CIVIC ADMINISTRATION BUILDING</b></p> <p><b>CONFIDENTIAL DECISION PAPER</b></p>   | 14 04/19 | <i>Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA</i> |
| <p><b>7.3 TRANSFORM WATERFRONT – SUPERYACHT INFRASTRUCTURE FUNDING</b></p> <p><b>CONFIDENTIAL DECISION PAPER</b></p>  | 15 04/19 | <i>Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA</i> |
| <p><b>7.4 TRANSFORM WATERFRONT – SILO PARK EXTENSION</b></p> <p><b>CONFIDENTIAL DECISION PAPER</b></p>  | 16 04/19 | <i>Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA</i>           |
| <p><b>7.5 13 AERONAUTIC ROAD, TAKANINI</b></p> <p><b>CONFIDENTIAL DECISION PAPER</b></p>  | 17 04/19 | <i>Withheld from the public under S7(2)(h) and S7(2)(i) of the LGOIMA</i>               |

|   |          |  |
|---|----------|--|
| <b>8.1 OPPORTUNITIES TO IMPROVE COUNCIL GROUP PROPERTY FUNCTIONS</b><br><b>CONFIDENTIAL INFORMATION PAPER</b> | 18 04/19 | <i>Withheld from the public under S7(2)(h) of the LGOIMA</i> |
| <b>9 GENERAL BUSINESS</b>   | 19 04/19 | <i>Withheld from the public under S7(2)(h) of the LGOIMA</i> |



MINUTES OF THE MEETING OF DIRECTORS OF PANUKU DEVELOPMENT AUCKLAND LIMITED,  
HELD IN **PUBLIC** SESSION AT 82 WYNDHAM ST, AUCKLAND ON FRIDAY 26 APRIL 2019  
COMMENCING AT 2.30 PM.

|   |          |   |
|---|----------|---|
| <b>10.1 APOLOGIES</b>   | 20 04/19 | The Panuku Board received apologies from Adrienne Young-Cooper, Paul Majurey, Angelika Cutler, Monica Ayers and Brenna Waghorn  |
| <b>10.2 HEALTH AND SAFETY MOMENT</b>                                      | 21 04/19 | Paul Brown led the health and safety moment.  |
| <b>10.3 DIRECTORS' INTERESTS</b>  | 22 04/19 | The Panuku Board reviewed and received the Register of Directors' Interests and the identified interests for specific projects.   |
| <b>10.4 DIRECTORS' BOARD MEETING ATTENDANCE REGISTER</b>                  | 23 04/19 | The Panuku Board noted the Board Attendance Register.   |
| <b>10.5 MINUTES OF THE 29 MARCH 2019 BOARD MEETING</b>                    | 24 04/19 | The Panuku Board reviewed and approved the Minutes of the Board Meeting of 29 March 2019, with confidential information redacted, as a true and accurate record of the meeting.   |
| <b>10.6 PUBLIC DEPUTATION</b>   | 25 04/19 | Chris Sattler, Masako Morita and Andrew Lewis joined the meeting and undertook a public deputation.<br><br>The Panuku Board thanked the presenters for the deputation regarding Auckland Seaplanes and acknowledged the passion for and success of the business acknowledged passion and success of the business, noting the Panuku Executive are working to explore options. |
|   | 26 04/19 | Liam Venter and Henk Zeeven joined the meeting and undertook a public deputation.<br><br>The Panuku Board thanked the presenters for the deputation regarding the Mt Wellington multi-use track at 39B Tainui Road.<br><br>The board requested that all future deputations are supported by appropriate back-ground material.   |
| <b>11 CHIEF EXECUTIVE'S REPORT<br/>PUBLIC INFORMATION PAPER</b>           | 27 04/19 | The Chief Executive spoke to the public matters in the report. The Panuku Board received the public report, with confidential information redacted.   |
| <b>12 HEALTH AND SAFETY REPORT<br/>PUBLIC INFORMATION PAPER</b>           | 28 04/19 | David Rankin, Chief Operating Officer, introduced the report. The Panuku Board received the report.   |
| <b>13.1 DISPOSALS PROGRAMME AND SOI TARGETS<br/>PUBLIC DECISION PAPER</b> | 29 04/19 | David Rankin, Chief Operating Officer, introduced the report. The board received the report<br><br>Following the conclusion of discussions, the Panuku Board:<br><br><b>Agreed</b> a two-year recommended for sale SOI target of \$45 million for FY2019/21 which aligns with Panuku's net unconditional sales SOI target for agreement with the council.                     |

|   |          |   |
|---|----------|---|
| <b>13.2 AUDIT ENGAGEMENT LETTER</b><br><br><b>CONFIDENTIAL DECISION PAPER</b> | 30 04/19 | Carl Gosbee, Director – Corporate Services, introduced the report. The board received the report.<br><br>Following the conclusion of discussions, the Panuku Board:<br><br>1. Approved the letter of engagement with Audit New Zealand for 30 June 2019 and authorised the Chair to sign. |
| <b>CLOSE OF BOARD MEETING</b>   | 31 04/19 | The meeting closed at 3.19 pm.  |

**READ AND CONFIRMED**

\_\_\_\_\_ **Chair**

\_\_\_\_\_ **Date**

# Decision Paper: Kia Puāwai/ Unlock Pukekohe High Level Project Plan

|                           |  |
|---------------------------|--|
| <b>Document Author(s)</b> | Richard Davison, Project Lead for Kia Puāwai/Unlock Pukekohe High Level Project Plan and Programme Business Case |
| <b>Approver</b>           | Brenna Waghorn, Director of Strategy   |
| <b>Date</b>               | 15 May 2019  |

## 1. Purpose

The report seeks Board endorsement of the High Level Project Plan (HLPP) for Pukekohe Town Centre and its surrounds (Kia Puāwai/Unlock Pukekohe).

## 2. Executive summary

The purpose of the HLPP is to set out the vision and outcomes, identify redevelopment opportunities at a high level and identify the sites that Panuku seek the authority to transact. It is the first step in our process and will underpin the strategic case of a subsequent programme business case.

The Kia Puāwai/Unlock Pukekohe High Level Project Plan and its vision has been developed in partnership with the Franklin Local Board and in collaboration with Auckland Council whānau, Mana Whenua and with the strong support of Auckland Transport.

The HLPP sets out a vision for Pukekohe of;

### **Pukekohe Area Plan Vision**

***Pukekohe will be a vibrant and dynamic satellite town offering a range of employment and residential opportunities, with excellent transport connections, infrastructure, open space and recreation facilities, and a thriving local economy.***

“Pukekohe is growing up, with city smarts while celebrating our country hearts.”

A refined vision will be progressed with the aspirations, narrative and guidance of mana whenua.

This vision focuses on the town centre in Pukekohe, an already bustling centre that services a large catchment which extends into southern Auckland and northern Waikato. This wider area is experiencing unprecedented growth.

Pukekohe’s population of 23,600 people (2013 Census) is forecast to grow to over 50,000 people by 2040. The community is also an aging one, which the town centre will need to respond to and accommodate into the future. A high proportion of current residents travel outside of Pukekohe for employment, healthcare services and learning. This is only likely to increase as the area grows.

Given the wider growth in southern Auckland and northern Waikato in areas such as Drury, Paerata, Te Kauwhata, Pokeno, Opaheke and Hingaia it is important that the town centre retains its identity

which is shaped by its rural setting, multi-cultural communities, historic character and strong local business network.

The HLPP will enable four outcomes to be achieved:

- **Outcome 1 – A competitive town centre** is achieved by leveraging our property portfolio to initiate regeneration, attracting new visitors, residents and quality employment opportunities. This will help protect it from increased competition that will arise through the development of new centres in the surrounding growth areas.
- **Outcome 2 - A safe, walkable and vibrant town centre** is achieved through prioritising people in streetscape, intersection and redevelopment projects that will encourage new housing choices within the town centre.
- **Outcome 3 - Better access to employment, education and healthcare opportunities** by leveraging strategic sites within the portfolio to attract these critical services and quality job opportunities.
- **Outcome 4 - The diversity of Pukekohe's communities will be celebrated** by reflecting the place and its people with an emphasis on recognising the Maori, Chinese, Indian and European communities.

Nā te kākano, translated means 'from the seed' and "Te aki" meaning caring is symbolic of doing things together. Mana Whenua seek inspiration from this phrase and Panuku have worked with Mana Whenua from the outset to influence better outcomes for the people of Pukekohe.

The current themes that are emerging through ongoing korero are *Whenua* (acknowledging the whenua as a mode of education, common ground and creating independence and acknowledging the unique relationship iwi have with the whenua), *Economy* (reinvesting in Pukekohe so that whānau can spend more time here), *Culture* (celebrating identity and history and enabling culture sharing in spaces as a way of establishing strong communities) and *Mokopuna* (meeting the needs of our mokopuna to grow and thrive in Pukekohe).

Within the HLPP area there is a good concentration of Auckland Council, Auckland Transport and Crown-owned land. Panuku will work together with our partners and community to lead the urban regeneration of Pukekohe and undertake property redevelopment, public realm projects and placemaking to achieve the vision and outcomes.

The property portfolio for Kia Puāwai/Unlock Pukekohe comprises 28 properties that are made up by eight surface car parks, a range of small open spaces, three commercial properties (with tenants) and the Auckland Council offices at 82 Manukau Road. Combined, they represent approximately 5.6ha valued at approximately \$27 million excluding the Auckland Council offices (based on 2017 capital valuations).

These properties are geographically spread throughout the town centre and wider suburban area. There are several large sites that are strategically located within the town centre with significant opportunity for redevelopment for integrated mixed use and employment outcomes. These are contained within three connected precincts which is where we will focus our efforts:

- **The Edinburgh Street Superblock** – use the cluster of council landholdings to leverage intensive transformational mixed-use development that will connect King Street with the Library and civic facilities on Massey Avenue. The zoning allows for an 18m development which could possibly be suited to a mixed of ground floor retail and perimeter laneway facing housing development with an internal courtyard arrangement. There could be some scope for an innovative retirement housing model to be explored as well.

- **The Eastern Gateway** – Upgrade the streetscape on the eastern end of King Street and regenerate the council property at 7 Massey Avenue, which allows for 18m development, to create an anchor destination that will draw people into the retail offering at the east end of King Street. This key property could possibly be a gateway mixed use retail/office and medical facility with specialised elderly housing options integrated as an option.
- **The Station Precinct** – Redevelop the Auckland Council offices (as part of the Corporate Accommodation programme) and improve the connection between the train station and the town centre. The council site has a mixed-use zone and adjoins the station. This site could take many forms from an integrated housing development to a destination education or medical facility. The scope for this site is broad and options will need to be assessed based on which proposal best supports the vision and outcomes.

Outside these areas we will also investigate additional housing options on individual sites further out, while exploring the activation of services lanes, pedestrian connection improvements, park upgrades and undertake placemaking in appropriate locations.

Panuku commissioned a market analysis in March 2019. The report found that Pukekohe had a high population growth forecast with strong demand for industrial, residential and retirement land. The report also found a steady demand for retail and office uses in Pukekohe – it is growing in line with Pukekohe’s increasing population growth.

The HLPP adopts the following development strategy:

1. Focus on the most valuable properties within the portfolio that are located within the town centre.
2. Prioritise effort on the three development precincts as they have the greatest influence on achieving the outcomes.
3. Prioritise attracting quality employment creation, education providers and healthcare services.
4. Catalyse new housing choices in the town centre integrated with non-residential uses.
5. Leverage the remainder of the portfolio outside of the town centre for housing and optimal financial return.
6. Align timing and priority of adjacent public realm projects with the development site sales.
7. Collaborate with Auckland Transport to navigate the necessary process to achieve regeneration of the three development precincts.

The commercial strategy is dependent on the Auckland Transport board approval and this will inform the final list of properties for disposal and therefore its timing and order of development. This creates one of the key risks to the programme.

The programme has two primary risks:

1. **Parking** - The community expectation in regard to parking and whether the identified car park sites are approved for disposal by the Auckland Transport Board. This will be managed through the development of a parking and community communications strategy to guide the order and phasing of the sites.
2. **Mana Whenua partnering** – We are exploring an ambitious new partnership as our commitment to enhancing Maori outcomes. A tikanga based approach through wananga workshops with some iwi to explore the scope and extent of partnership in the programme.



The Franklin Local Board endorsed the HLPP on 16 April and a very good working relationship has developed with them. Positive feedback from the Planning Committee workshop on 9 May was also received from councillors. The deputy Mayor is very supportive of the Unlock programme and has been involved in the process to date. We will be seeking approval by the Planning Committee on 4 June for which the paper is already prepared. The last step is the approval of the Finance and Performance Committee for the disposal of the 28 sites on 18 June. Finally, a programme business case will document and expand on the HLPP, creating a programme of work for the financial year 19/20 and beyond for consideration by the Panuku Board in later in the FY 19/20 year.

To progress the Kia Puāwai/Unlock Pukekohe programme the project team are seeking approval of an operating budget to progress the parking strategy, the programme business case, initiate low scale placemaking and to investigate some of the priority public realm projects. The request is for \$390,200 allocated to the programme budget (Opex) over FY 19/20.

### 3. Recommendations

It is recommended that the Panuku Board:

- a) **Endorse** the Kia Puāwai/Unlock Pukekohe High Level Project Plan.
- b) **Supports** Panuku Development Auckland as Auckland Council's lead urban regeneration and delivery agency for Pukekohe within the Kia Puāwai/Unlock Pukekohe boundary.
- c) **Recommend** to the Planning and Finance and Performance Committees the disposal of the following properties, subject to the conclusion of any required statutory processes, to enable delivery of the Kia Puāwai/Unlock Pukekohe High Level Project Plan objectives:

**Panuku managed** properties on behalf of Auckland Council:

- i. 27 Tobin Street, Pukekohe being Lot 1 DP 134911, held in NA79C/588;
- ii. Adj to 35 Tobin Street, Pukekohe being Lot 17 DP 117297 held in NA 66C/942;
- iii. 172 Manukau Road, Pukekohe being Section 2 SO 440667 held in RT 599298;
- iv. 174 Manukau Road, Pukekohe being Section 8 SO 440667 held in RT 599299;
- v. 176 Manukau Road, Pukekohe being Section 6 and 9 SO 440667 held in RT 599300;
- vi. 180 Manukau Road, Pukekohe being Section 4 SO 440667 held in 599301;
- vii. 182 Manukau Road, Pukekohe being Section 11 SO 440667 held in 599297;

**Auckland Transport managed** properties on behalf of Auckland Council:

- viii. 1 Roulston Street, Pukekohe being Lot 2 DP 70196 held in NA25D/1435;
- ix. 3 Roulston Street, Pukekohe being Lot 18 DP 7997 held in NA199/173;
- x. 29 and 29a Edinburgh Street, Pukekohe being Lot 3 DP 78584 held in NA 91D/796 and Lot 12 DP 7997 held in NA380/104;
- xi. 4 Tobin Street, Pukekohe being lot 3,4 and 5 DP 136696 Pts Lot 12 DP 4216 held In NA80/405, NA80C/406, NA80C/407, NA191/285 and NA 188/159;

- xii. 9 Tobin Street, Pukekohe being Lot 1-9 DP 54202, Pt Lot 1 DP 4688 and Pt Lot 24 DP 4216 held in NA8B/881, Lot 1 DP 89841 held in NA46D/1063 and Lot 3 DP 92280 held in NA48D/877;
- xiii. 7 Massey Avenue, Pukekohe being Lot 1 DP 80851 held in NA37C/583, Pt Lot 2 DP 32793 held in NA51D/1059, Lot 1 DP 51778 held in NA48C/248 and Pt Lot 2 DP 6976 (also known as Pt Allotment 30 Suburban Section 2 Pukekohe Psh) held in NA1077/34;
- xiv. 24 Hall Street, Pukekohe being Lot 2 DP 89699, Lot 2 DP 107822, Lot 21 DP 9934, Lot 3 DP 97270, Lot 3 DP 98490, Lot 20 DP 9934, Lot 3 DP 91272, Lot 2 DP 134717, Lot 4 DP 134717 held in NA46D/648, NA60A/686, NA351/111, NA53A/590, NA53C/1091, NA364/221, NA48B/958, NA79C/168, NA79C/170;
- xv. 9 Hall Street, Pukekohe being Section 1 SO 489697 held in RT 717226;
- xvi. 2 Golding Road, Pukekohe being Section 2 SO 476438 held in 682560;

Subject to agreement with Auckland Transport on the transport and parking outcomes for the town centre for the properties listed viii)- xvi).

**Auckland Council managed properties:**

- xvii. Adj 603 Buckland Road, Pukekohe being Lot 1 DP 55095 held in NA7B/54;
- xviii. 42 Seddon Street, Pukekohe being Lot 3 DP 133175 held in NA76D/465;
- xix. 22 Edinburgh Street, Pukekohe being Lot 2 DP 154963 held in NA92C/446;
- xx. Adj to 176 Princess St West, Pukekohe being Section 1 SO 430835 held in RT 556921;
- xxi. Adj to 995 Paerata Road, Pukekohe being Lot 6 DP 16500 held in NA425/287 (cancelled);
- xxii. Adj to 10 Reidy Place, Pukekohe being Lot 8 DP 112574 held in NA1107/144;
- xxiii. 67 East Street, Pukekohe being Lot 2 DP 88435 held in NA592/145 (cancelled).

Subject to completion of the reserve revocation process for properties listed xxi to xxiii above.

- e) Note that Panuku will also dispose of the following properties previously approved for disposal, to enable delivery of the Kia Puawai/Unlock Pukekohe High Level Project Plan objectives:
  - i) 82 Manukau Road, Pukekohe being Lot 1 DP 99706 held in NA54B/1241;
  - ii) 17 Massey Avenue, Pukekohe being Lot 3 DP 49318 held in NA1984/70;
  - iii) 21 Massey Avenue, Pukekohe being Pt Lot 3 DP 30052 held in NA91D/796;
  - iv) 33 Edinburgh Street, Pukekohe being Lot 2 DP 48584 held in NA34C/957;
  - v) Adj to 1173 Paerata Road, Pukekohe being Parts Allotment 79 Parish of Karaka held in NA767/242 and NA 38A/69.
- f) **Note** that we will request of the Finance and Performance Committee to enable Panuku to retain the proceeds of sale of sites outside of the HLPP boundary, within the Transform and Unlock investment budget, and enable us to contribute towards projects agreed with the Franklin Local Board outside of the town centre boundary which promote clear benefits for the Kia Puawai/Unlock Pukekohe programme.

- g) **Approve** the programme operating budget of \$390,200 over FY 19/20 to be able to progress and complete the parking strategy, the Kia Puāwai/Unlock Pukekohe programme business case and initiate placemaking and priority project investigations.
- h) **Note** that as part of this project, together with the Council’s Service Strategy and Integration team and the Franklin Local Board, Panuku Development Auckland will consider other council owned properties that are currently providing a service to the community. Panuku Development Auckland will seek further approval from the Franklin Local Board if it recommends the optimisation of any of these properties.
- i) **Note** that Panuku Development Auckland’s existing engagement strategy to give early notification to Mana Whenua of intent to divest council property will be implemented in this area.

## 4. Background

|  |   |  |
|--|---|--|
| <b>Why direction is required</b>               | Approval of the HLPP will provide the mandate to progress with the programme business case, communications/engagement, further design, planning and the development realisation processes.  |  |
| <b>Previous Board engagement and decisions</b> |   |  |
| <b>Date</b>                                    | <b>Document</b>   | <b>Decision / Outcome</b>                        |
| March 2019                                     | Information Paper   | Overview of the emerging strategies and approach |
| <b>Councillor engagement</b>                   | Panuku presented the Pukekohe programme to the Planning Committee on 9 May 2019. It was well received. The Deputy Mayor who is also the councillor for Franklin has been across the proposed programme and fully endorses its approach and content. |  |

## 5. Why Pukekohe

Pukekohe was chosen as an Unlock location because of its specific attributes.



- **Strategic landholdings:** Auckland Council controls a range of properties in the Pukekohe area, approximately 30 of which we consider having some potential for development within the area of the High Level Project Plan. These properties can play a strategic role in sparking private sector investment and redevelopment, and financially supporting broader development within Pukekohe.
- **Growth potential:** Pukekohe town centre is strategically located within a wider 1,300ha of future urban zoned land which will generate substantial residential and commercial growth which the town centre is well placed to service. The town itself is also well located to benefit from wider growth with connections to Northern Waikato and links to the Bay of Plenty.
- **Market attractiveness:** The Pukekohe property market has a good demand for mixed use residential, industrial, and retirement properties, while retail and office space are growing alongside population growth.
- **Strong community support for change:** The Pukekohe community is a proud one, with a rich heritage and a culturally diverse population. Feedback from the community to previous plans such as the Unitary Plan, Pukekohe Area Plan and local board plans support investment to improve the town centre and its transport connections.
- **Population ready:** Pukekohe has a large resident working-age population. There is scope to develop increased and diverse employment opportunities in the town, with employers having access to a ready pool of local workers and residents enjoying a greater range of job options.
- **Favourable zoning and infrastructure ready:** The Town Centre zoning allows for a wide range of activities and enables buildings of between 4 – 6 storeys. The town centre area is also well serviced for stormwater, water supply, waste, transport options and good community facilities.

## 6. Developing the Kia Puāwai/Unlock Pukekohe story

The HLPP has been developed in partnership with the Franklin Local Board, Auckland Council whānau, some mana whenua and Auckland Transport, with support from Auckland Tourism, Events and Economic Development.

Nā te kākano, translated means ‘from the seed’ and is symbolic of doing things together. We seek inspiration from this phrase and have worked with our partners and key stakeholders from the outset to influence better outcomes for the people and place of Pukekohe.

Through korero with our partners and key stakeholders we saw strong themes emerging that had synergy across the varied backgrounds and world views, in short people want to see Pukekohe thrive as a competitive, safe and attractive, accessible, energetic and self-sufficient town centre, for future generations and our mokopuna to enjoy. Whilst we have an eye on the future it also came across strongly that the future of Pukekohe needs to be anchored in the strong and proud identity of its culturally rich and diverse community.

## 7. Vision, principles and goals



### 7.1. Vision

The vision outlined in the HLPP, is to further enhance Pukekohe as an attractive, accessible, energetic and self-sufficient town centre, which is the premier service hub for Southern Tamaki Makaurau and Northern Waikato communities. This vision is captured in the following way:

#### **Pukekohe Area Plan Vision**

***Pukekohe will be a vibrant and dynamic satellite town offering a range of employment and residential opportunities, with excellent transport connections, infrastructure, open space and recreation facilities, and a thriving local economy.***

“Pukekohe is growing up, with city smarts while celebrating our country hearts.”

A refined vision will be progressed with the aspirations, narrative and guidance of mana whenua.

### 7.2. Principles

The following principles will guide the Kia Puāwai/Unlock Pukekohe programme:

1. **Precinct development** – Redevelop surplus council sites to unlock the potential of Pukekohe Town Centre and accommodate residential and commercial growth. Work to facilitate strategic outcomes on selected flagship council owned sites to help achieve the vision and seek to balance strategic and commercial outcomes.
2. **Public realm investment** – Invest in public realm improvements and prioritise projects that create greatest value towards achieving the vision. Take inspiration and guidance from local



people, needs and themes to catalyse distinctive place-led design and development of strategic projects that are specific to Pukekohe and will showcase the unique character of the area.

3. **Partnership** – Work closely with the Franklin Local Board, Auckland Council whānau, Mana whenua, Auckland Transport and the Pukekohe community
4. **Placemaking** – Apply approaches known as “test before we invest” and “do, learn, do”. This helps to guides our activities to focus on development sites in the centre and public realm where future capital projects are proposed and where alternate uses on strategic sites can be tested prior to development.

### 7.3. Goals/Outcomes

The four project goals and outcomes are identified as:

1. **Encourage new growth in the town centre:** A competitive town centre that benefits from growth that is projected for southern Tamaki Makaurau and northern Waikato and actively encourages new growth.

Increasing the scale and variety of employment offerings in the town centre will enable it to capitalise on this growth. This will attract higher density development to locate within the town centre to offer a variety of living and employment choices.

2. **Facilitate better access for all:** A safe, walkable and vibrant town centre, that brings new life.

This will be achieved by enhancing streetscapes and providing additional pedestrian connections. Upgrading public spaces and fostering residential and commercial development on council-owned sites will diversify and grow activity in the town centre. New urban spaces will support new event experiences with quality landscaping and integrated public art such as murals and sculptures.

3. **Attract new business and critical services** - A thriving local economy that offers increased access to quality employment, education, training and healthcare opportunities for local people.

This will involve leveraging selected council properties to attract quality and sustainable employment, healthcare and education providers that will have the greatest benefit to the community.

4. **Building local community identity** – The diversity of Pukekohe’s communities will be celebrated and reflected in the town centre.

Increasing the vibrancy with new attractions, events, and property development. This may include new event days, performing arts, the potential to explore a harvest/winter festival concept. This will require transforming the built environment so that it reflects the place and its people.

## 8. Development approach, projects and initiatives

### 8.1. Approach to delivery

Our proposed delivery strategy builds on the town centre’s existing strengths, reflects inputs from stakeholders and market advice and phases development to preserve future options.

Our role will include enabling and preparing sites for development, helping site amalgamation and economic scale of development. Possible acquisition of sites could help improve community facilities and the quality of development.

The project investment boundary is centred around the town centre where most of high value properties and key community facilities are located. The boundary helps to focus where Panuku led investment priorities and effort will be directed in the programme. The council property portfolio is shown yellow and the crown in indicated in blue below. It is important to note that there are several other properties proposed to be part of the programme that sit outside of the boundary, that will still contribute to the Transform and Unlock budget. In turn there is some scope sought from the Finance and Performance Committee to consider contributing to small agreed projects outside of the boundary if they have clear benefits towards achieving the vision and outcomes.



Within this scope and boundary area the high level approach to progressing property redevelopment, public realm investment and placemaking in pursuit of the vision and its outcomes is proposed as follows:

- Focus on the most valuable properties within the portfolio that are located within the town centre.
- Prioritise effort on the three development precincts as they have the greatest influence on achieving the outcomes.
- Collaborate with Auckland Transport to navigate the necessary process to achieve regeneration of the three development precincts.
- Prioritise attracting quality employment creation, education providers and healthcare services.

- Catalyse new housing choices in the town centre integrated with non-residential uses.
- Leverage the remainder of the portfolio outside of the town centre for housing and optimal financial return.
- Align timing and priority of adjacent public realm projects with the development site sales.

## 8.2. Three Precinct Redevelopment Key Moves

There are a range of potential development opportunities across the project area, of which three key precincts have been identified:

### 1. The Edinburgh Street Superblock

The objective at this location is to use Council's landholdings to leverage intensive transformational development that will connect King Street with the Library and civic facilities on Massy Avenue. This may include enhancing and activating Devon Lane as well as exploring options to extend the town square experience down Roulston Street.

### 2. The Eastern Gateway

The objective of this location is to provide a strong anchor experience to the east end of King Street.

We will explore options to improve the streetscape along the eastern end of King Street and potentially provide a new connection across the rail corridor to re-connect with Roulston Park from King Street.

### 3. The Station Precinct

The objective is to develop a concept plan to illustrate the opportunities of redeveloping the large format stores along Manukau Road and attract potential investment and land use change to leverage off the newly built train station. The current uses near the station including Bunnings, Carters and ITM all of whom are on sites that are not fit for purpose. The concept plan will centre on the Pukekohe Train Station and the Auckland Council offices at 82 Manukau Road and will inform the go to market process for this Corporate Property site. This work also enables an opportunity to work with Auckland Transport to improve pedestrian and cycling movements between the station area and the town centre and explore opportunities for the future of the historic station building which needs to be removed for electrification.





### 8.3. Public Realm and Placemaking Key Moves

The proposed public realm projects that have been identified for potential enhancement are:

1. **Activate the lanes**– Options including pedestrian footpaths, lighting, trees and local street art while planning for some parallel parking for service vehicles will be considered to help increase safety, respond to future parking needs and attract new development onto these lanes as the town grows.
2. **Improve and beautify pedestrian connections** – We will work with Auckland Transport to investigate and where feasible, improve access to and within the town centre through projects that prioritise pedestrians and enhance cycling. Some key intersections could be candidates for improvement, and we will support opportunities to explore minor improvements to the western section of King Street and Edinburgh Street, to enable better north-south active mode movement through the town centre. This will strengthen links to key amenities, services and schools.
3. **Contribute towards play opportunities** – Explore the establishment of a child and/or youth-friendly environment within the town centre. Identify a play destination such as Roulston Park or contribute towards agreed community play opportunities outside of the town centre.
4. **Relocate the markets** – A popular weekend farmers market is located within the Eastern Gateway precinct, on the valuable 7 Massey Avenue carpark. One of the key actions for the placemaking workstream in the programme is to test the relocation and enhancement of the market in an alternative location such as the town square and Roulston Street, growing a more significant and high-value market street experience.
5. **Temporary car park and lane activations** – As part of a “test before we invest” and “do, learn, do” approach through placemaking, which foreshadows site development and capital projects, the placemaking team will explore and trial activations on carparks to test alternate uses to parking. This will help to inform the parking strategy while testing early feedback from the community to short-term loss of off-street parking.

## 9. Pukekohe Snapshot

### 9.1. Landholdings in HLPP Boundary

The overall potential portfolio in Kia Puāwai/Unlock Pukekohe is across a range of asset classes and is distributed across the town. Most of the high value sites are within or near the town centre and around the ring road. The Kia Puāwai/Unlock Pukekohe HLPP will also acknowledge and guide the outcomes for 82 Manukau Road, being the current Auckland Council offices which are part of the Corporate Property programme.

The properties include two warehouses and associated retail comprising several tenants, eight car parks managed by Auckland Transport, six small open spaces parcels that could be surplus to requirements, a rural land block and a cluster of light industrial land parcels which is currently vacant. There are also four Haumaru Housing sites totalling approximately 75 units within the Pukekohe urban area that are also being actively considered in collaboration with the Haumaru team.

### 9.2. Community Profile

Pukekohe's population was recorded as 23,630 people in the 2013 Census, representing 1.4 per cent of the Tamaki Makaurau region's total population. The community is also an aging one. Within Pukekohe, there are more people aged over 65 years, and within the 0 to 14 years age groups (compared to national averages). These demographic trends are likely to influence the nature of the Pukekohe community over time. This is particularly true for the segment of the community aged over 65 years, which is expected to grow at twice the speed of the overall population.

Pukekohe has also been identified in the Auckland Plan as a priority satellite town, with its population expected to double to 50,000 people in the next 20 years. There could be greater growth in the number of family households in Pukekohe, leading to higher population growth rates in the 0 to 14 years and 40 to 64 years age groups than those forecast from demographic statistics.

### 9.3. Market Activity

Panuku commissioned a market analysis in March 2019. The report found that Pukekohe had a high population growth forecast with strong demand for industrial, residential and retirement land. The report also found a steady demand for retail and office uses in Pukekohe – it is growing in line with Pukekohe increasing population growth.

Most of the housing stock available for sale in Pukekohe is 3-bedroom single level standalone dwellings with few other choices. There is an opportunity for older locals (or young people) to downsize into lock-up-and-leave apartments in the town centre has been constrained by planning rules which make redevelopment of most of the narrow sites financially or physically challenging including the requirement for a minimum amount of onsite parking provision.

The time it takes to sell housing in Pukekohe has been increasing as the housing market slows and remains well below previous peaks. Nevertheless, improved transport and accessibility, relative affordability and population growth have lifted Pukekohe's residential attractiveness and contributed to an expansion of demand, predominantly from retiring local farmers but also to a greater variety of households including working professionals. Over the five-year period from February 2012 to February 2017, residential prices in Pukekohe increased by 69%. Like the rest of the region, house price growth has stabilised since 2017, and is currently in the high \$600,000s. There is some Kiwibuild activity in Pukekohe (Belmont).

**Office** - Growth for office space over the next 25 years is estimated at 32% with much of the supply to eventuate in smaller scale mixed use developments. We anticipate these will have a small sqm footprint but be higher quality options predominantly targeted at the local business community.

**Retail** - Pukekohe's retail stock is concentrated in four areas, combined this equates to 88000m<sup>2</sup> retail with 25,000m<sup>2</sup> of this entering the market since 2010 and makes up approximately 28% of the stock. Retail vacancies in Pukekohe are low across all categories. There are only a few smaller shops that are available indicating a tight market with strong demand for retail space in the town centre.

**Business activity** - There are 9,370 people employed in 2,586 businesses in Pukekohe. The town's economy has been dynamic, growing by 58% since 2000. Pukekohe's growth for the number of business has been comparable to broader Tamaki Makaurau but its employment growth has been higher than the Auckland average (which was 50%).

## 9.4. Transport and Access

The Auckland Plan and Pukekohe Area Plan identify Pukekohe as one of several growth areas that are a priority for planning and investment in the short term. The plans suggest that having higher frequency train services on the rail network will positively affect the overall travel time to other key destinations in Tamaki Makaurau and encourage the local community to use public transport in Pukekohe.

The Pukekohe railway station was upgraded in 2018 to include a bus interchange, park and ride and pedestrian overbridge. The project increased public transport patronage by connecting 'feeder' bus services to the Pukekohe train station, along with providing good pedestrian and cycling connections.

In early 2019, Auckland Transport commissioned a parking study for the Pukekohe Town Centre. It found that Pukekohe Town Centre contains approximately 4,000 carparks (half are controlled by Auckland Transport and half by the private sector). Of these, 1,000 spaces are located in public off-street carparks that are either controlled by Auckland Transport or are located in the Pukekohe Plaza building. Parking surveys undertaken in 2018 show that at least 600 carparks are available in Auckland Transport controlled car parks at peak occupancy. The study also found that some spaces are being used for all day parking as opposed to short stay (i.e. visitor) parking.

## 10. Funding

Kia Puāwai/Unlock Pukekohe will require funding for capital projects and adequate resourcing to progress the programme. The Transform and Unlock programme, approved by Auckland Council, is funded in the Long-Term Plan 2018-2028 by the reinvestment of the proceeds of property sales across the wider Panuku portfolio. A programme business case for Kia Puāwai/Unlock Pukekohe will be prepared and will confirm the level of funding for the capital programme. It will also estimate the net community benefits of undertaking the programme.

Panuku will seek to partner with others, combining funding and resourcing with a number of other council organisations, and community groups to get the best value out of the programmes funding envelope, including Franklin Local Board, Auckland Council, Auckland Transport, Auckland Tourism, Events and Economic Development to explore any potential reprioritisation of existing budgets and integrate and align funding towards agreed project priorities. These funding strategies will be developed following the adoption of the HLPP.

## 11. Dependencies

A number of general external dependencies such as market conditions, stakeholder alignment and statutory clearance will impact on the programme to varying degrees. The Pukekohe programme dependencies are; Council mandate to proceed and the completion of a Programme business case. However, the key dependency and risk is approval from Auckland Transport Board to release all the carpark sites.

## 12. Next steps and implementation

As with each HLPP a range of reporting is required to formally establish the programme and gain an approved funding envelope. The below key milestones are planned prior to formally starting the programme from 1 July 2019.

| Reporting Body   | Target approval dates to meet SOI |
|--|-----------------------------------|
| 1. Local Board and Council approval to scope Unlock Pukekohe | October and November 2018         |
| 2. Programme Sponsors Group – endorsement of Draft HLPP      | 28 March                          |
| 3. Mana Whenua Governance Forum – to initiate the programme  | 1 April                           |
| 4. Franklin Local Board – endorsement of HLPP                | 16 April                          |
| 5. Planning Committee – workshop on HLPP content             | 9 May                             |
| 6. Independent Māori Statutory Board – involvement           | May                               |
| 7. Panuku Board – approves HLPP progressing to council       | 28 May                            |
| 8. Planning Committee – approves the HLPP                    | 4 June                            |
| 9. Finance and Performance – approves the property disposals | 18 June                           |
| 10. Panuku Board – approves the programme business case      | During FY 19/20                   |

## Document Sign-off

| Role                 | Name            | Sign-off Date | Signature |
|----------------------|-----------------|---------------|-----------|
| Director of Strategy | Brenna Waghorn  | 15 May 2019   |           |
| Chief Executive      | Roger MacDonald | 16 May 2019   |           |



KIA PUĀWAI A PUKEKOHE

UNLOCK PUKEKOHE-HIGH LEVEL PROJECT PLAN MAY 2019

A white paper

**Pukekohe Area Plan Vision**

***Pukekohe will be a vibrant and dynamic satellite town offering a range of employment and residential opportunities, with excellent transport connections, infrastructure, open space and recreation facilities, and a thriving local economy.***

“Pukekohe is growing up, with city smarts while celebrating our country hearts.”

A refined vision will be progressed with the aspirations, narrative and guidance of mana whenua





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**Appendix 1: Property Map**

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## Abbreviations

|       |  |
|-------|--|
| HLPP  | High Level Project Plan                        |
| AUP   | Auckland Unitary Plan                          |
| AT    | Auckland Transport                             |
| ATEED | Auckland Tourism, Event & Economic Development |
| CCO   | Council Controlled Organisation                |
| LTP   | Long Term Plan 2018 - 2028                     |
| FLB   | Franklin Local Board                           |

# 1. INTRODUCTION

This High Level Project Plan aims to help unlock the potential of Pukekohe's town centre.

It has been developed by Panuku Development Auckland in partnership with the Franklin Local Board, Auckland Council whānau, Mana whenua and from background research captured from previous feedback on other plans from the Pukekohe community.

Nā te kākano, translated means 'from the seed' and is symbolic of doing things together. We seek inspiration from this phrase and have worked with our partners and key stakeholders from the outset to influence better outcomes for the people and place of Pukekohe. It is important to note though that the korero to date is but the start of the regeneration for this unique place and that we will continue to work together to help bring the visions and aspirations for the place to life in the coming years.

The future of Pukekohe will be realised through the voice and efforts of many so in shaping up the vision for the future we have sought to identify and amplify these different voices and unique world views.

Through korero with our partners and key stakeholders we saw strong themes emerging that had synergy across the varied backgrounds and world views, in short people want to see Pukekohe thrive as a competitive, safe and attractive, accessible, energetic and self-sufficient town centre, for future generations and our mokopuna to enjoy. Whilst we have an eye on the future it also came across strongly that the future of Pukekohe needs to be anchored in the strong and proud identity of its culturally rich and diverse community.

To realise these aspirations, we will continue to work with our partners, other agencies and the community to action the four primary tools that Panuku must effect change:

- precinct redevelopment
- public realm projects
- placemaking
- partnering

These tools, and how we intend to utilise them, are described further in this plan.

Within the Pukekohe town centre, there is a significant concentration of Auckland Council owned land. Together with our partners, we will champion integrated development on this land and investment in amenity and placemaking, to meet the needs of the community.

## 1.1 Mihi

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

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

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

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

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

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

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

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

## 1.2 Shaping spaces for Aucklanders to love

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

We work across multiple locations and scales – from large, long-term urban renewal projects, to small projects on specific sites. We operate in a commercial way but with good public outcomes. We make a profit and deliver returns to the council, but at the same time ensure that our developments and community outcomes are positive and sustainable.

Panuku has been established to provide leadership and unlock barriers to enable urban transformation. We have three different types of project categories to benefit Tāmaki Makaurau:



### **TRANSFORM**

**Creating change through urban renewal**

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

E.g. Wynyard Quarter, Manukau



### **UNLOCK / KIA PUĀWAI**

**Unlocking development potential for others**

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

E.g. Whangaparaoa



## SUPPORT

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

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

e.g. New Lynn

## 1.3 Panuku – who we are

Panuku Development Auckland is the council-controlled organisation that delivers urban regeneration in Tāmaki Makaurau (Auckland). We're here to radically improve your quality of living.

We manage close to \$3 billion in land and buildings the council owns. We continuously review this portfolio to find smart ways to generate income for the region, grow the portfolio or release land or properties that others can use better.

Our city is facing rapid growth. Quality development is required to accommodate this growth, and to ensure people love and can afford to live in Tāmaki Makaurau.

We're building a city of strong neighbourhoods.

Panuku is a steward of land on behalf of the Auckland Council and the population of Tāmaki Makaurau. Tāmaki Makaurau's mana whenua are the acknowledged kaitiaki (guardians) of the land. Panuku recognises that, through the principles of Te Tiriti o Waitangi and the importance of land to Māori, our relationship with the 19 mana whenua iwi and hapū is one of partnership.

About 800 people move to Tāmaki Makaurau each week and current projections suggest the population could reach two million by 2033 (Stats NZ subnational population projection 2013) – an increase of more than 517,000 people within the next two decades.

We work in many locations across Tāmaki Makaurau to deliver urban regeneration. Urban regeneration is the planning of neighbourhoods and improvement of buildings to strengthen communities and the economy to make it an even better place to live.

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

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

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

It's important we understand the diversity and aspirations of the communities we work in. We are proud to say that we let the people speak for the place and that the place speaks for itself.

## 1.4 Why Pukekohe

Pukekohe was chosen as an Unlock location because of its specific attributes.

- **Strategic landholdings:** Auckland Council controls a range of properties in the Pukekohe area, 28 of which we consider having some potential for development within the area of the High Level Project Plan. These properties can play a strategic role in sparking private sector investment and redevelopment, and financially supporting broader development within Pukekohe.
- **Growth potential:** Pukekohe town centre is strategically located within a wider 1,300ha of future urban zoned land which will generate substantial residential and commercial growth which the town centre is well placed to service. The town itself is also well located to benefit from wider growth with connections to Northern Waikato and links to the Bay of Plenty.
- **Market attractiveness:** The Pukekohe property market has a good demand for mixed use residential, industrial, and retirement properties, while retail and office space are growing alongside population growth.
- **Strong community support for change:** The Pukekohe community is a proud one, with a rich heritage and a culturally diverse population. Feedback from the community to previous plans such as the Unitary Plan, Pukekohe Area Plan and local board plans support investment to improve the town centre and its transport connections.
- **Population ready:** Pukekohe has a large resident working-age population. There is scope to develop increased and diverse employment opportunities in the town, with employers having access to a ready pool of local workers and residents enjoying a greater range of job options.
- **Favourable zoning and infrastructure ready:** The Town Centre zoning allows for a wide range of activities and enables buildings of between 4 – 6 storeys. The town centre area is also well serviced for stormwater, water supply, waste, transport options and good community facilities.

## 2. PURPOSE OF THIS PLAN

### 2.1 Approach to this High Level Project Plan

**This High Level Project Plan details the short, medium and long-term goals for the Kia Puāwai/Unlock Pukekohe programme.**

The High Level Project Plan is the central strategic scoping document to mandate Panuku to initiate the regeneration programme of work within the area of the High Level Project Plan. It also enables Panuku to progress the disposal and development of sites, once they are fully assessed, and to initiate investigations into potential public realm and placemaking projects.

This plan takes the following approach and includes:

#### **Vision:**

The vision is the strategic rationale for all decision making in this HLPP. It will describe what success looks like and inform how Pukekohe will develop if the vision is achieved in the future. It is critical that the vision for Pukekohe is referred to and aligned with at all stages of this unlock programme.

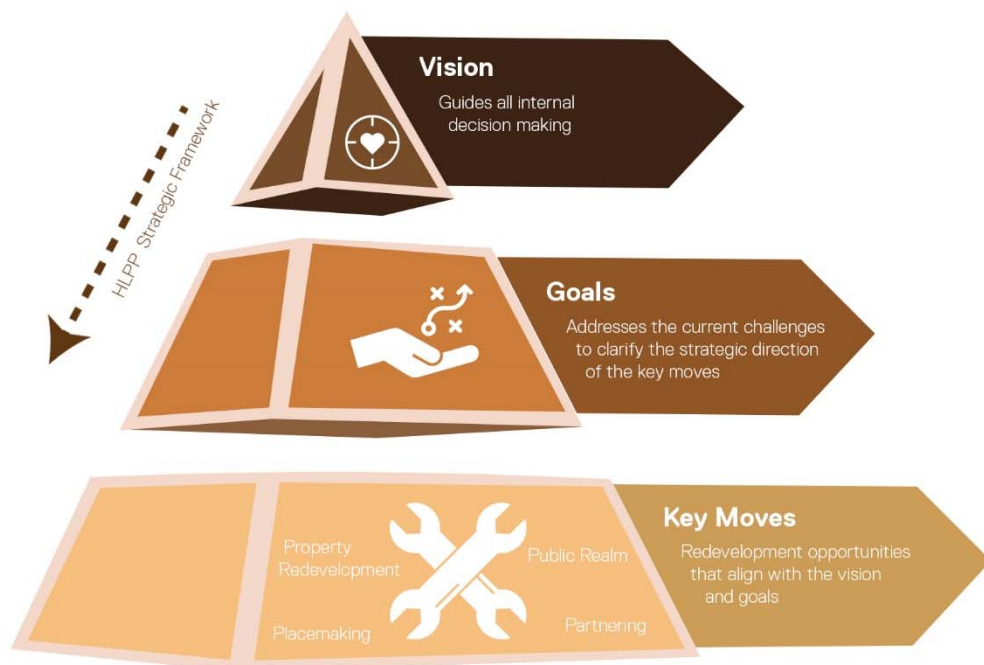
## Goals:

The goals will respond to Pukekohe's existing challenges and opportunities. To get the best outcomes four distinct goals have been developed. This informs and guides the specific strategic direction for the key moves.

## Key Moves:

Through the redevelopment of council surplus property, public realm investment and placemaking this HLPP will organise its key moves into four distinct categories for which Panuku can strongly contribute and influence:

1. Property redevelopment;
2. Public Realm
3. Placemaking
4. Partnership



The plan will also:

- Outline the context for the projects, including the strategic rationale for Kia Puāwai/Unlock Pukekohe, the existing statutory and non-statutory plans that inform the proposal, known market opportunities, statutory issues and stakeholder requirements
- Provides a summary of the existing and proposed projects, including specific properties involved and anticipated timeframes and potential outcomes
- Provides a summary of our approach to placemaking and engagement with the community
- Provides a high-level description of our proposed funding strategy

## 2.2 Developing the Kia Puāwai a Pukekohe story

The future of Pukekohe will be realised through the voice and efforts of many so in shaping up the vision for the future we have sought to identify and amplify these different voices and unique world views.

The content of this plan is also informed by previous community engagement and feedback gathered through the Auckland Unitary Plan, Pukekohe Area Plan and the Pukekohe-Paerata structure plan process currently underway. Workshops with the Franklin Local Board, enabled the sharing of previous ideas from the community feedback and propose new initiatives which have been used to develop the vision, goals and key moves for this plan.

Our engagement identified that the community is seeking:

- better connections between the train station, the town centre, schools, retirement villages and the places that families visit for recreation
- job creation, tertiary education and employment opportunities, so that locals can grow the local economy
- more art initiatives, such as the performing arts, and fine art facilities
- strengthened working relationships and partnerships between Panuku, Māori and other community groups
- protection of local fertile soils, so that Pukekohe can continue to produce, and process high-value produce for New Zealand and the world
- a variety of parking options, so that local businesses are not negatively affected, and people can still easily access the town centre.



### Engagement with some local iwi:

Early korero with some mana whenua has revealed the desire to see their unique relationship with the whenua acknowledged as a means of unlocking potential for future generations and the prosperity of the place itself.



Several strong themes emerged in early hui that resonate with mana whenua including:

- **Whenua**
  - Acknowledging the whenua as a mode of education, common ground and creating independence.
  - Acknowledging the unique relationship iwi have with the whenua
- **Economy**
  - Investing in Pukekohe so that whānau can spend more time here through education, training and employment and business opportunities
- **Culture**
  - Celebrating identity and history
  - Spaces enabling culture sharing as a way of establishing strong communities
- **Kaitiakitang**
  - the ability to care for and steward the future of our environment and live off the land.
- **Mokopuna**
  - Meeting the needs of our mokopuna to grow and thrive in Pukekohe

## 2.3 How we work with others

Panuku will work closely with other organisations on the following basis:

**Auckland Transport (AT)** – We will collaborate with Auckland Transport. The parking sites identified in this HLPP are currently under Auckland Transport’s control and management. The future transport needs of these sites have not yet been assessed by Auckland Transport. If sites (or part of a site) are deemed surplus to transport requirements, they will be transferred to Council prior to redevelopment with approval of the Auckland Transport board. We will also work with Auckland Transport on investment projects as they are the Road Controlling authority responsible for the transport network and have a regulatory role as asset owner for all roads (excluding state highways) and as the transport specialist for the Council.

- **Auckland Tourism, Events and Economic Development (ATEED)** – Our whanau at ATEED will support us in attracting local economic development opportunities. They will also support us in any significant events and potential repositioning and value proposition work for the town centre
- **Mana whenua** – We are seeking to authentically hear the Māori voice and support the development of outcomes defined in their own terms. To this end we will co-design a “partnership” partnership framework (or equivalent) with mana whenua in part by using a wānanga engagement methodology – a culturally appropriate and effective way of engagement that uses Māori cultural concepts and protocols to seek constructive input into solution design. This is underway.
- **Franklin Local Board** – We will partner with the Franklin Local Board, working together to align and prioritise projects and engage with key stakeholders and community groups. They will support and collaborate with us on placemaking and events where appropriate
- **Auckland Council departments** – Our whanau within Auckland Council will support, guide and navigate us across a range of matters from regulatory, planning,

asset ownership and specialist support in stormwater, open space and community needs provision.

- **Pukekohe Business Association** – We would like to help empower the business association to achieve their own goals and with the potential support of Panuku to help facilitate and enable new opportunities
- .

### 3. VISION

The future vision for Kia Puāwai/Unlock Pukekohe High Level Project Plan has been shaped and developed in partnership with the Franklin Local Board and through iterative korero and hui with some mana whenua, Auckland Council whānau, and with the strong support of Auckland Transport.

The HLPP sets out a vision, being that Pukekohe:

#### **Pukekohe Area Plan Vision**

***Pukekohe will be a vibrant and dynamic satellite town offering a range of employment and residential opportunities, with excellent transport connections, infrastructure, open space and recreation facilities, and a thriving local economy.***

“Pukekohe is growing up, with city smarts while celebrating our country hearts.”

A refined vision will be progressed with the aspirations, narrative and guidance of mana whenua

This vision focuses on the town centre in Pukekohe, an already bustling centre that services a large catchment which extends into southern Tāmaki Makaurau and northern Waikato. This area is experiencing unprecedented growth, so it is vital that the town centre continues to be enhanced to ensure it can capitalise on the opportunities that growth provides.

Pukekohe’s population is forecast to grow to over 50,000 people by 2040. The community is also an aging one, which the town centre will need to respond to and accommodate into the future, including the provision of facilities and service for an aging population.

Given the wider growth story, it is important that the town centre retains its identity which is shaped by its rural setting, strong historical and cultural association of mana whenua, the subsequent multi-cultural communities, and strong local business network.

A high proportion of current residents that are forced to travel outside Pukekohe for employment, healthcare services and learning. This is only likely to increase as the area grows.

The HLPP will enable four outcomes to be achieved:

**Outcome 1 – A competitive town centre** is achieved by leveraging our property portfolio to initiate regeneration, attracting new visitors, residents and quality employment opportunities. This will position it to serve the growing population and protect it from increased competition that will arise through the new centres in surrounding growth areas.

**Outcome 2 - A safe, walkable and vibrant town centre** is achieved through prioritising people in streetscape, intersection and redevelopment projects.

**Outcome 3 - Better access to employment, education and healthcare opportunities** by also leveraging strategic sites within the portfolio to attract these critical services and quality job opportunities.

**Outcome 4 - The diversity of Pukekohe's communities will be celebrated** by reflecting the place and its people with an emphasis on recognising the Māori, Chinese, Indian and European communities.

## 4. CONTEXT

### 4.1 Background and Location

Pukekohe is an established rural centre, in the heart of the Franklin district and on the southern edge of the Tāmaki Makaurau region. It sits between the southern shore of the Manukau Harbour and the mouth of the Waikato River, approximately 50 kilometres south of Tāmaki Makaurau's city centre.

The local volcanic soil was ideally suited to raising crops, so Pukekohe has an established reputation in Tamaki Makaurau as an important market garden and horticultural hub, with potatoes and onions grown intensively amongst other key fresh produce.

Today Pukekohe is the eighteenth most populated urban area in New Zealand with a population of 23,630 people (2013 Census will be updated to 2018 when available).

Pukekohe serves a wide rural catchment which contains some of New Zealand's best soils and prime agricultural land. Horticultural production and dairy farming are long-established activities in the area, and Pukekohe's economy remains firmly centred on farming-related activities. The unique combination of fertile soils, climate and proximity to market have entrenched this role. The area also continues to attract people seeking a rural lifestyle.

Pukekohe is well connected with transport infrastructure. The town is located on the North Island Main Trunk rail line with the section between Papakura and Pukekohe planned in the Auckland Transport Alignment Project to be electrified within the next 10 years. When this happens, the travel time to other key destinations in the Tāmaki Makaurau region, including the Tāmaki Makaurau city centre, is expected to reduce. In addition, Pukekohe is connected to the rest of the North Island via the road network, including State Highway 1 (via Pukekohe East Road) and State Highway 22. The communities of Paerata, Tūākau and Pokeno are all located nearby and are well connected by road to Pukekohe.

A ring road circles the town centre. The ring road was designed to remove through traffic, particularly heavy vehicle traffic from the town centre core for amenity reasons. Heavy vehicle traffic is currently obliged to use this route due to a limited number of crossings of the rail line. For these reasons, it has served the town centre well and this movement function will continue. However, moving forward, the ring road also acts as a boundary between the commercial and residential areas therefore better integration and connectivity across this road could be further explored.

Pukekohe town centre is surrounded by low-density residential dwellings and farming-related activities. Larger retail centres in Manukau Road have created competition with the town centre however residents enjoy the relaxed setting and easy access to community services and commercial amenities, such as supermarkets, services, boutique clothing stores, specialty shops and locally owned cafe and food eateries.

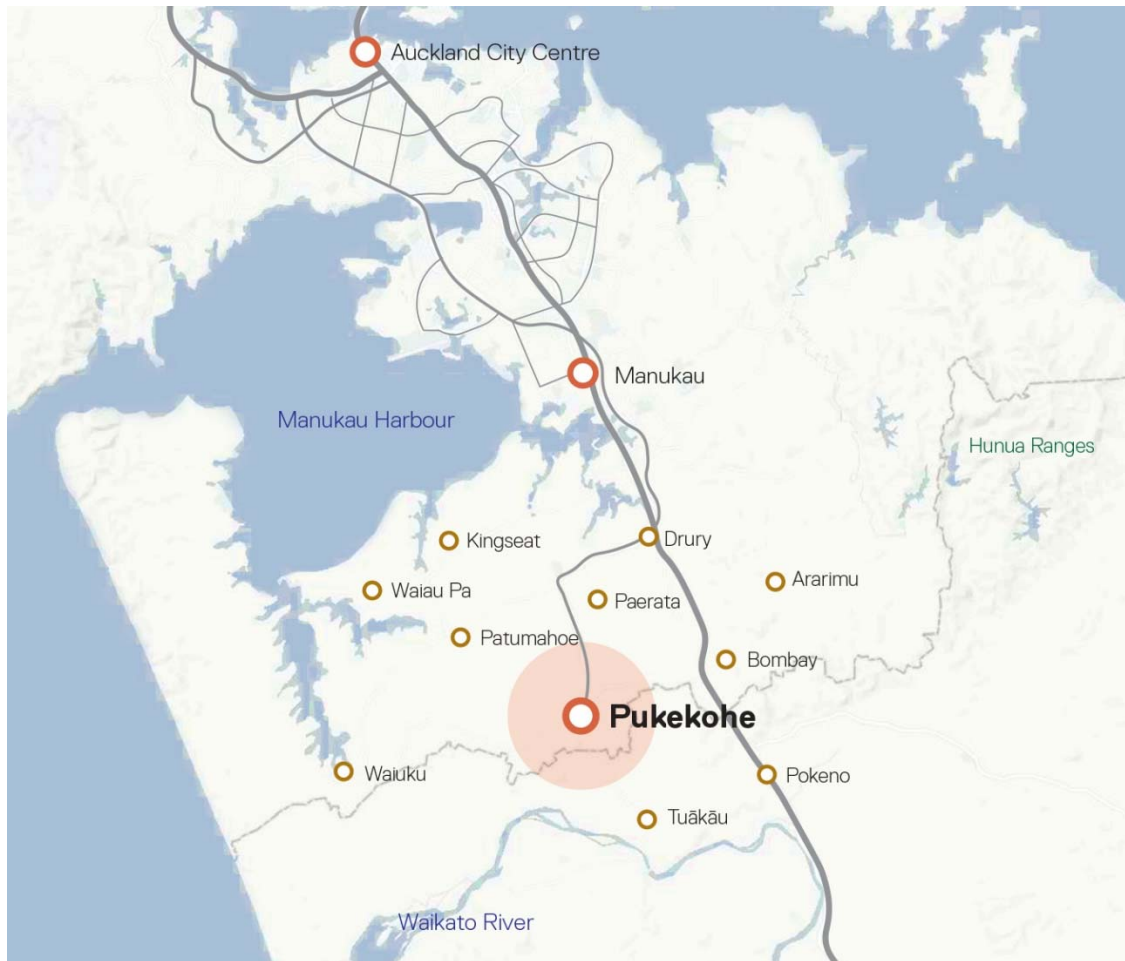


Figure 1: Pukekohe location in the Tāmaki Makaurau Region

## 4.2 Working with Mana whenua

We are seeking to authentically hear the Māori voice and support the development of outcomes defined in their own terms. To this end we will co-design a “partnership” framework (or equivalent) with mana whenua in part by using a wānanga engagement methodology – a culturally appropriate and effective way of engagement that uses Māori cultural concepts and protocols to seek constructive input into solution design.

Wānanga frames issues / problems in the context of participants’ own experiences. We understand that doing things properly may take more time up front, however it will provide more surety for outcome realisation.

Early hui and korero have begun however given the importance of this kaupapa to mana whenua and the fact that this is the first time Panuku has engaged with mana whenua in this way, a level of flexibility may be required, particularly around time frame expectations. We will be guided by the words *ki tai wīwī ki tai wāwā* meaning we will remain flexible and willing to move from side to side, able to change direction if we become stuck or are heading the wrong way.

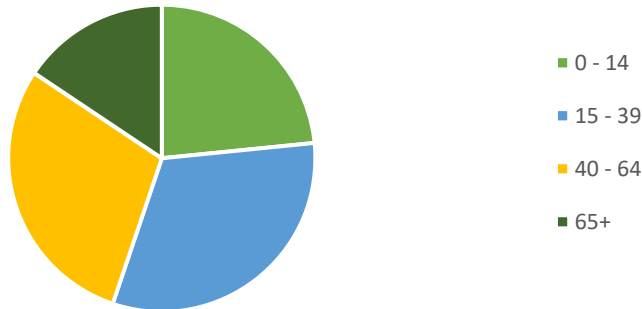
## 4.3 A diverse and growing community

Pukekohe’s population was recorded as 23,630 people in the 2013 Census, representing 1.4 per cent of the Tāmaki Makaurau region’s total population. The community is also an aging one. Within Pukekohe, there are more people aged over 65 years, and within the 0 to 14 years age groups (compared to national averages). These demographic trends are likely to influence

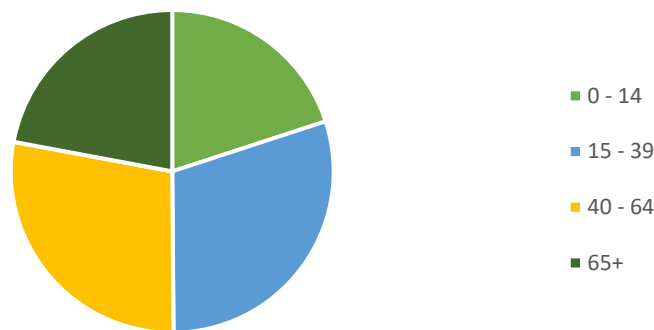
the nature of the Pukekohe community over time. This is particularly true for the segment of the community aged over 65 years, which is expected to grow at twice the speed of the overall population.

Pukekohe has also been identified in the Auckland Plan as a priority satellite town, with its population expected to double to 50,000 people in the next 20 years. There could be greater growth in the number of family households in Pukekohe, leading to higher population growth rates in the 0 to 14 years and 40 to 64 years age groups than those forecast from demographic statistics. *(2018 census data will further inform planning)*

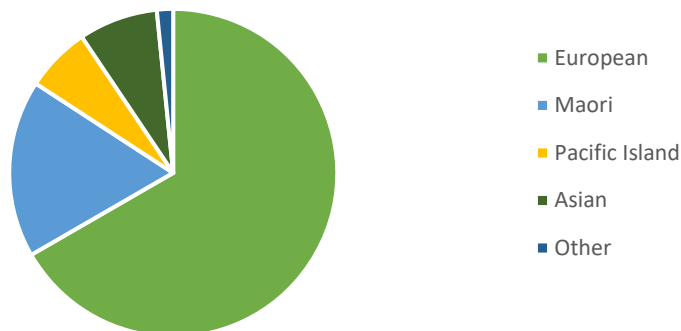
Population projections by age, 2018



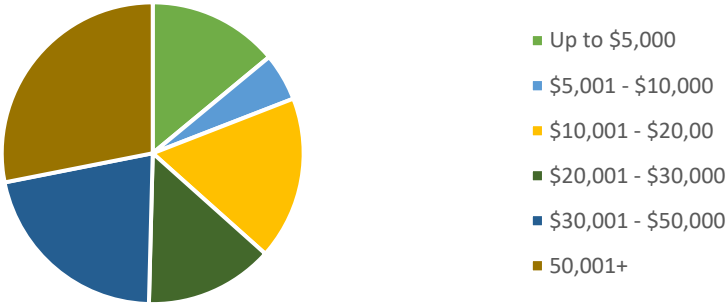
Population projections by age, 2043



Ethnic distribution, 2013



Personal income distribution, 2013



**4.5 The Unlock project area**

The Kia Puāwai/Unlock Pukekohe project focuses on the historic town centre plus largely non-residential assets just outside the ring road such as Pukekohe Railway Station, the Council/Franklin Local Board offices, Pukekohe Library and War Memorial Hall, Bledisloe Park, Jubilee Pool, Pukekohe High School and Pukekohe Intermediate.

The plan below shows key Council assets in yellow. Many may have potential to be optimised or redeveloped. These properties include some smaller open spaces, car parks, commercial and industrial properties and vacant land. The Council also own other sites in wider Pukekohe, some of which may have redevelopment potential in the future.

There are also several Crown owned properties – shown in blue on the map below - including two schools, some state housing and a police station which may present opportunities for future collaboration with crown agencies.





Figure 2: Project Focus Area

## 5.0 PROGRAMME PRINCIPLES AND GOALS

As the lead council agency helping Pukekohe’s transformation, Panuku will champion the Unlock programme’s vision and goals and work closely with other council organisations, community groups and the business association.

### 5.1 Programme Principles

This High-Level Project Plan represents the start of the Kia Puāwai/Unlock Pukekohe programme and recognises that more detailed planning, analysis and engagement will be needed as we confirm specific projects and investments. The properties outlined in this programme will be discussed and progressed with our Council Whanau to ensure alignment and integration.

The following principles will guide the Kia Puāwai/Unlock Pukekohe programme including property and precinct development, public realm investment, placemaking and partnering projects and initiatives.

|                                |  |
|--------------------------------|--|
| <b>Precinct redevelopment</b>  | <p>A. Redevelop surplus council sites to unlock the potential of Pukekohe Town Centre and accommodate commercial and residential growth.</p> <p>B. Work to facilitate strategic outcomes on selected flagship council owned sites to help achieve the vision.</p> <p>C. Seek to balance strategic and commercial outcomes. The costs and benefits of different projects will be considered to determine priorities.</p>  |
| <b>Public realm investment</b> | <p>D. Invest in public realm improvements and prioritise projects that create greatest value towards achieving the vision.</p> <p>E. Take inspiration and guidance from local people, needs and themes to catalyse distinctive place-led design and development of strategic projects that is specific to Pukekohe and will showcase the unique character and identity of the area.</p> <p>F. Focus on enhancing walking and cycling accessibility and ensuring the town centre caters for a wide variety of people including the young and old. Adopt exemplar universal design into projects to ensure people of all ages and abilities can use and enjoy public spaces within the town centre.</p> <p>G. Collaborate with Mana whenua, who could in turn manaaki (support) local artists and community groups in strategic projects and initiatives through place making, public art, urban and architectural design.</p>   |
| <b>Partnership</b>             | <p>H. Work with Mana whenua who have a strong historical footprint in Pukekohe, so we can understand, respect and amplify their association with the whenua. Use a Mana whenua-led approach to realise their aspirations for the place and their people. Explore and define any potential commercial, contractual and cultural opportunities through the programme. It is through this relationship with mana whenua that we will in turn ensure Kia Puāwai a Pukekohe seeks to respond and provide for enhanced well-being of all Māori in the locale.</p> <p>I. Create wider opportunities by partnering with the Council, Franklin Local Board and Mana whenua, collaborating with landowners, key community groups and council organisations such as Auckland Transport (AT) and Auckland Tourism Events and Economic Development (ATEED).</p>   |
| <b>Placemaking</b>             | <p>J. Apply a ‘Do, learn, do’ philosophy to inform future design. We envisage that the community will play an active role in building their places through placemaking activations such as pop-up events and workshops. Experiment with new place-led initiatives to provide an opportunity to test ideas through short term improvements for Pukekohe’s public realm. This participation and inclusion will enable better decision making for Pukekohe’s future.</p> <p>K. Foster capacity and pride to support long term resilience by empowering key community stakeholders. Engage with and empower local community stakeholders to ensure that the vision can be achieved and sustained into the future. This self-sufficiency is anticipated to include a continual programme of works that are led by community stakeholders well after the Kia Puāwai/Unlock Pukekohe programme has been completed.</p> <p>L. Ngā Pou Herenga – Strengthen and guide our approach to placemaking is strengthened and guided by recognising Mana whenua values and in particular their role as kaitiaki. Placemaking will honour collective knowledge and understanding, and support wellbeing.</p> |



## 6. PROGRAMME GOALS

Programme goals are aligned with the outcomes sought by the Pukekohe Local Board Plan 2017 and the Pukekohe Area Plan 2014. The goals respond to current challenges and aim to leverage opportunities.

### 6.1 GOAL 1 – Encourage new growth in the town centre

**Outcome - A competitive town centre:** The town centre benefits from the growth that is projected for southern Tāmaki Makaurau and northern Waikato.

By leveraging our property portfolio to initiate regeneration, attracting new visitors, residents and quality employment opportunities. This will serve the growing population and protect the town centre from increased competition that will arise through the new centres in surrounding growth areas.

It is vital that the town centre capitalises on the forecast growth through continued enhancement, regeneration and place shaping. This could include catalysing new housing choices within the town centre. Mana whenua speak of multiple generations of whānau living here and the desire to provide opportunity for future generations as well, therefore investing in Pukekohe so that whānau can spend more time here was a strong theme that emerged with mana whenua.

#### 1. **Grow up - Attract higher density development to locate in the town centre.**

The town centre can offer different living choices. Potential buyers and investors, can capitalise on its authentic main street, historic character and pedestrian friendly streets.

We will benefit from increasing public awareness and demand for these attributes. Pukekohe can attract new and diverse types of development which will increase the density and range of activities within the town centre. It is also important that we create spaces and places that enable multi-cultural enhancement and sharing as we plan for the future density of Pukekohe.

#### 2. **Promote Pukekohe's distinct offering and position the town centre for success**

Highlight Pukekohe's unique lifestyle offering and showcase its great amenities, services, shopping, dining and fresh market options located along a highly walkable and attractive main street where people can also interact with each other and enjoy the offerings of the town centre.

### 6.2. GOAL 2 – Facilitate better access for all

**Outcome - A safe, walkable and vibrant town centre, that brings new life**

The town centre currently has several challenges that need to be resolved for the vision to be achieved. The challenges include:

- The large scale of street blocks which impedes walkability;
- The potential constraint on pedestrian and cyclist movement created by the ring road around the town centre which is designed to keep through traffic out of the town centre core which also may restrict access to the community living in the outer area;
- Planning that has historically given priority to vehicles over pedestrian amenity. This includes the provision of parking and a historic limited provision of sustainable transport options to and from the town centre. The transport environment has improved in recent years, such as new bus services and increased rail frequencies, and there are opportunities for more to be done, particularly for active modes;
- The lack of residential development occurring within the town centre;

We aim to diversify and grow the activity within the centre by upgrading public spaces, fostering residential and commercial development on council-owned sites, improving walking and cycling connections and further enhancing the vibrancy, accessibility, safety and character of the town centre. Acknowledging mana whenua's quintessential relationship with the place as a mode of education, common ground and creating independence is also a critical consideration for the future of Pukekohe.

### **1. Make walking and cycling in town centre more attractive**

Work with Auckland Transport to develop a safe, high-quality active mode network within and to the centre, across the ring road and to key destinations such as the train station, library, pool, stadium, cinema and high school. This can be achieved through enhancing streetscapes, more outdoor seating and new streetscape upgrades. Working with developers will be important so additional connections through development sites can also be achieved.

Establishing new walking and cycling options across open spaces and council-controlled development sites can foster a better-connected town centre that everyone can enjoy. We expect that it will become safer and easier for people to walk to work, schools, shops, supermarkets, parks, public spaces, leisure and services. Prioritising walking and cycling will support increased recreation, economic prosperity and social interaction.

### **2. Put fit for purpose parking management in place**

One of the purposes of town centre parking is to support the economic development of the town centre.

We will work with Auckland Transport to support them in optimising supply and management of car parking within the town centre.

Some examples of potential actions could include: exploring laneway parking options, new way finding signage to underutilised parking sites, awareness campaigns of the Farmers building multi-level carpark, improving pedestrian connections to less centrally located sites, and looking at options for additional on-street parking.

### **3. Further enhance the town centre experience, catalysing existing public spaces to support new forms of entertainment, events and activations to occur on them**

To bring new life to the town centre it should not only be safe and functional but also attractive to residents and visitors. We will support quality landscaping within the existing public realm and the integration of public art such as murals and sculptures. Furthermore, these opportunities will be the primary vehicle through which we can give voice and visibility to the strong cultural and historical association mana whenua have with Pukekohe.

We will facilitate and scope the how to better utilise and catalyse existing public spaces for outdoor performances, programming and events. We will do this through working with local activators and community groups to explore different ways of activating these public spaces (into the evening and throughout the year) to support business vibrancy. Early korero with mana whenua revealed a desire to keep rangatahi in the place and as such, creation of a vibrant town centre with quality entertainment offerings is very important.

### **6.3. GOAL 3 – Attract new businesses and critical services**

**Outcome - A thriving local economy that offers increased access to employment, education and healthcare opportunities for local people.**

Approximately half of the Pukekohe population travels outside of Pukekohe for employment. Achieving the vision will require increased opportunities for local employment and tertiary education, especially for young people. This will improve the self-sufficiency and resilience of Pukekohe by attracting new investment, diversifying the range of local businesses, upskilling the community and increasing local spending.

#### **1. Leverage selected Council properties to attract quality healthcare, employment or education providers**

We will work with ATEED to support us in leveraging Council properties to attract businesses that have the greatest benefit to the community. This could include the healthcare and education sector, research and development facilities and high skill employers. We will also engage with Crown agencies to explore any opportunities to leverage each other's landholdings or service/activity needs in the area.

#### **2. Facilitate investor forums and investigate a business incubator shared space project to help grow access to local jobs**

We will investigate opportunities and engage with potential investors to identify opportunities to create sustainable employment opportunities in Pukekohe with the Franklin Local Board, mana whenua and ATEED. This could include supporting new businesses within the horticultural or agricultural sectors, who would benefit from easy access to the long established and high performing local food producers as well as Pukekohe's elite soils.

#### **3. Encourage local people and visitors to choose Pukekohe for their service and spending needs**

We will support ATEED, the Franklin Local Board, mana whenua and the Pukekohe Business Association to promote and explore delivery of new local initiatives and activations within the town centre. This could include aligning shopping hours to benefit from local events and increasing out of town awareness of local service offerings and specialities.

### **6.4. GOAL 4 – Build local community identity**

**Outcome - The diversity of Pukekohe's communities will be celebrated and reflected in the town centre**

As the town centre grows up and urbanises it will still carry its country and rich cultural identity and rural identity on its sleeve– this will happen through revealing the food destination, incorporating more Māori, Chinese and Indian community influences into the design, naming, planning and development of public projects including art murals and placemaking.

## **1. Celebrate Māori identity and incorporate Chinese and Indian influences into projects**

We will deliver and facilitate placemaking interventions that reflect and celebrate Pukekohe's unique local identity taking inspiration from its diverse community, as well as working to make sure that the built environment outcomes reflect the place and its local people. This could include for example changing place names to reflect the diverse culture or commissioning creative artworks to be located around the centre.

As part of this we will work in good faith with mana whenua to understand, and give effect to:

- The nature and extent of customary mana whenua interests in Pukekohe: and
- Mana whenua aspirations for Pukekohe.

## **2. Reveal Pukekohe's high value food offering**

Increasing food security and economic resilience is important to Pukekohe's ongoing success. Support development of a higher value-added food offering that reflects the quality of produce local producers grow in Pukekohe's elite soils and unique frost free micro climate close to consumer markets. We will collaborate with ATEED and the local business association to scope and develop a strategy and a brand for the town centre that could support awareness of the high value produce of the area. Events and activations could be used to assist positioning the town centre as a sustainable food hub and destination. Sustainable practices for growing and sharing kai was an emergent theme through early korero with mana whenua. Sustainable practises infused with matauranga Māori will be a strong element in the story around kai for Pukekohe.

# **7. KEY MOVES TO ACHIEVE THE VISION AND GOALS**

There are a range of potential opportunities around Pukekohe where Panuku can lead, collaborate, contribute and support the vision through the redevelopment of council surplus property, public realm investment and placemaking.

The scope, mandate and resourcing of Panuku alone will not be able to activate or initiate all the potential projects outlined in previous planning documents and those raised through stakeholder engagement. The key moves below help to focus our energy and efforts on the most transformational property opportunities and public realm projects where Panuku can make the biggest contribution towards the vision. There is opportunity to consider other projects as the programme progresses and as potential partnering opportunities arise.

## **7.1 Three Precinct Redevelopment Key Moves**

The key redevelopment opportunities are discussed below and identified in figure 3. These Key Moves will aim to enliven the town centre and connect it better to the areas shown below through catalysing and developing our key flagship development sites. Flagship development sites are properties or clusters of properties in key strategic locations, where Panuku focus more attention on shaping and influencing the strategic land use outcomes on the selected site, as their future use could strongly improve the local economy by providing better jobs such as medical, education or housing outcomes.



**Figure 3: The Three Precinct Redevelopment areas**

### **7.1 (1) The Edinburgh Street Superblock**

The objective is to use Council’s landholdings to leverage intensive transformational development that will connect King Street with the Library and civic facilities on Massey Avenue. It will offer opportunities to explore multi-level living options and the potential to activate the street in the key location in the heart of Pukekohe. Development options will integrate with the immediately adjacent lanes and intersections to facilitate a transformational outcome in this part of the town centre.





**Figure 4: Edinburgh Street Superblock Key Moves**

#### **Map legend**

- A. **Flagship development opportunity-** Investigate opportunities to further enhance the connection between Franklin the Centre and King Street. This will be undertaken within the superblock comprising of 29, 29a Edinburgh Street, 1 and 3 Roulston Street, 17 and 21 Massey Avenue
- B. **Devon Lane –** There is an opportunity to explore enhancements and activate this lane with Auckland Transport (see Key move 7.2.1).
- C. **Edinburgh Street/ Massey Avenue area -** Work with Auckland Transport to investigate opportunities to enhance active modes between Franklin the Centre and the Edinburgh Street shopping area.
- D. **Roulston Street –** explore extending the town square experience and quality through this well scaled historic street to enable a potential ‘market street’ with a larger and enhanced farmers market, including a regular low scale activation programme to test options (see key move 7.3.1).

#### **7.1 (2) The Eastern Gateway**

The objective for the Eastern Gateway area is to provide a stronger anchor experience to the east end of King Street and onwards to better connect it with the rail station. This might include distinctively ‘Pukekohe’ spaces where festivals and events could be held.

The eastern end of King Street is close to the train station and there are opportunities to provide for a stronger connection between them. This end of King Street lacks an appropriate anchor destination to draw people to its retail offering. The development of the 7 Massey Avenue site will be critical to achieving this place anchoring outcome. There is also opportunity to explore a streetscape upgrade in this area that could include additional speed management methods or changes. This could add further value to the Auckland Transport led intersection upgrade where it meets Manukau Road. Additionally, we will explore a new opportunity for a

direct new pedestrian connection to Roulston Park and Pioneer Cottage from King Street. This could be realised by relocating and re-using the old pedestrian bridge currently located at the train station.

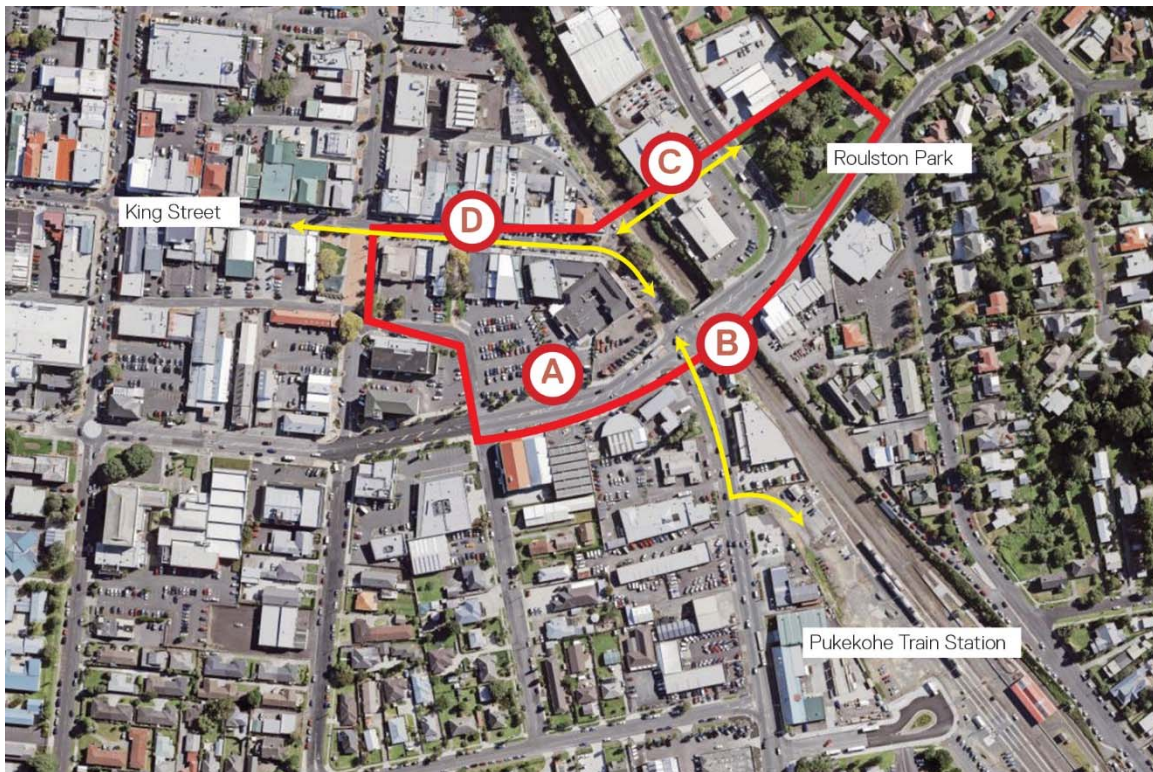


Figure 5: The Eastern Gateway Key Moves

#### Map Legend

- A. **7 Massey Avenue as a flagship development opportunity** – This site has the potential to create an anchor destination to draw people to the eastern end of King Street and positively address Massey Avenue with urban development. This could be in the form of a mixed-use medical facility with integrated specialist housing with support ground floor retail and/or office uses
- B. **Massey Avenue/Manukau Road Intersection** - Support the Auckland Transport led intersection upgrade. Investigate options for additional active mode enhancements with Auckland Transport and establish a gateway to the town centre.
- C. **Re-connect to Roulston Park** - Investigate options for a new connection across the rail corridor to Roulston Park (including an upgrade of the park) from King Street in collaboration with Franklin Local Board, Auckland Council Community Facilities and Auckland Transport. This could improve the main street experience and enhance direct pedestrian access to the park, attracting new visitors by enhancing its use and attractiveness. This will also benefit the nearby residential area and accessibility to the stadium. (See Key Move 7.2.3)
- D. **King Street**- Explore the potential for a streetscape upgrades and work with Auckland Transport to consider the potential for a slower speed environment at the eastern end of King Street.



### 7.1 (3) The Station Precinct

This precinct connects the town centre and business/retail activities along Manukau Road with opportunities to improve connections to the town centre. It includes the train station and bus interchange, which offer excellent links to the city centre and elsewhere. This makes it an ideal candidate for regeneration as anticipated by the Pukekohe Area Plan's key move 5.

We envisage that regeneration here will be transformational and will integrate the Manukau Road business precincts with the historic town centre. The strategic land use outcome on this site will be important and could be in the form new learning opportunities, medical services, research and development, intensive residential development or high skilled employment offices.

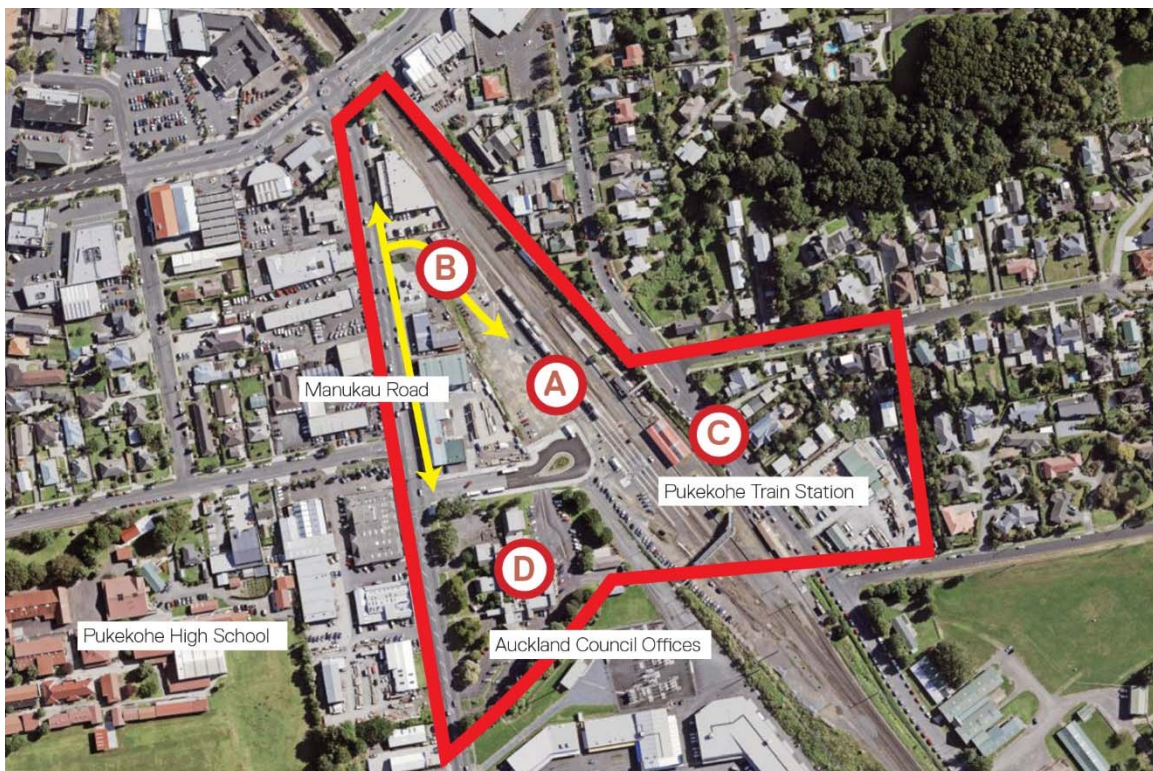


Figure 6: The Station Precinct Key Move

#### **Map Legend**

- A. **Concept Plan**- Develop a precinct plan to show how the precinct could be developed over time and to attract investment opportunities.
- B. **Way finding** – Investigate opportunities with Auckland Transport to improve pedestrian and cyclist movement between the area and the town centre.
- C. **Historic Station building** - Support the Franklin Local Board, Auckland Transport and key stakeholders to explore opportunities for the future of the historic train station.
- D. **Council buildings** - Seek potential buyers for the Council chambers who would enhance the Pukekohe local economy and support the vision. This property has already been enabled for development through the Corporate Property Office Strategy its programme.



## 7.2 Three Public Realm Key Moves

A key principle in achieving the vision for the town centre is to ensure that we design for people when undertaking regeneration. There is an opportunity:

- For a more diverse range of public spaces
- To explore enhancing laneways to improve safety and walking and cycling, while encouraging new activity along them
- For activation along these connections to make them interesting and safe as well as providing a place in which business and mews-type residential development greater than 2 levels can thrive
- To improve active mode connections into the town centre

### 7.2. (1) Activate the Lanes

Activating selected lanes can improve accessibility for people and unlock the intensification potential of these deep adjoining sites. We will explore ways of doing this with Auckland Transport by considering putting in pedestrian footpaths, lighting, some parallel parking to service truck and trailer vehicles, trees and local street art. This will attract new business to front these lanes, perhaps also with residential uses. In time this could attract and enable new business to the lanes adding vibrancy and the potential for development of nearby properties as the town grows.



Figure 7: Activate the Lanes Key Move



**Figure 8: Artist Impression for Potential Lane Improvement**

This image shows an illustrative concept example of potential design elements for a lane transformation. This opportunity will be explored in conjunction with Auckland Transports.

## **7.2. (2) Improve and beautify pedestrian connections**

We will work with Auckland Transport to investigate and where feasible, improve access to and within the town centre through projects that prioritise pedestrians and enhance cycling. Some key intersections could be candidates for improvement, and we will support opportunities to explore minor improvements to the western section of King Street and Edinburgh Street, to enable better north-south active mode movement through the town centre. This will strengthen links to key amenities, services and schools.

We will explore opportunities to facilitate an urban tree programme to enhance the “green look and feel” of the town centre including the feasibility of planting new street trees. We will also work with Auckland Transport in opportunities to investigate options such as speed management of vehicle traffic which could enhance peoples’ ability to use roads for walking and cycling and increase safety when they cross roads into the town centre. As noted above, the ring road has numerous functions including as a traffic/freight bypass for the town centre which will need to be considered in any investigations.

Opportunities will encourage land use activation so that potential future multi-level residential or commercial buildings, shops and cafes will front the ring road street edge.





**Figure 9: Improve and Beautify Pedestrian Connections Key Move**

**Map Legend**

- A. **Analysis and monitoring** - Conduct a public life survey to see how people currently walk and cycle around the town centre and use the open spaces
  - **Key Streets** - Review the town centre streets with Auckland Transport, to identify potential improvements for better safety and an increase of active mode amenity.
  - **Tree Programme** –Investigate opportunities for street tree plantings to enhance the green look and feel of Pukekohe town centre.
  - **Pedestrian Crossings** - Assess the safety and effectiveness of the existing pedestrian crossing on Massey Avenue outside the Franklin Centre and work with Auckland Transport to see if any additional improvements would be desirable.
  - **Walking and Cycling** – Investigate with Auckland Transport the needs of active modes in the town centre and surrounds with a priority on Edinburgh Street, which connects southern Pukekohe to Pukekohe High School, Pukekohe Intermediate, the town centre and cinema complex.
  - **Intersection enhancements** –Investigate options with Auckland Transport to improve the safety of intersections in the town centre such as at West Street, Queen Street and Edinburgh Street to improve walking and cycling amenity.

**7.2. (3) Contribute towards play opportunities**

Identify and explore the feasibility of a new child, youth or even age friendly destination play opportunity such as at Roulston or Seddon Park. Alternatively, contribute towards agreed community play opportunities outside the town centre, such as in Belmont (where agreed with the Franklin Local Board and within the Council’s reinvestment policy).

## 7.3 Two Placemaking Key Moves

Placemaking enables the creation of public realm spaces that people value. The key placemaking moves will connect us back to the fundamental importance of people-friendly scale, design and sense of place.

**Figure 10: Placemaking Key Moves**



### Map Legend

- **Farmers Market** – Investigate relocating, growing and enhancing Pukekohe Farmers Market by exploring options such as the Town Square, Roulston Street and King Street to help build and grow the Pukekohe identity and reveal it as a potential food destination
- **Car parks** – Placemaking activations to explore options for future potential uses of sites led by the urban development key moves

### **7.3. (1) Relocate, grow and enhance the farmers market experience**

Achieve a true “Market Street” by investigating a relocation of the market to the town square. Given the market is larger than the town square we will explore options to extend of the market experience southward into Roulston Street to enable larger and better weekly markets and future signature events that reflect the unique identify of Pukekohe, including its food offerings. This will first be explored by undertaking a thoughtful fresh market strategy that carefully considers the nature and desired outcomes for the refreshed farmers market. Testing will be conducted through temporary “do, learn, do” activity. This action will enable potential development outcomes on the Council’s 7 Massey Avenue property where the farmers market is currently located.



### 7.3. (2) Placemaking trials and activations

As investigations for lane and streetscape enhancements progress through the public realm key moves, there is an opportunity in the short term to work with Auckland Transport to use temporary activations to explore longer term ideas:

- **Off-street carparks:** testing selected off-street carparks for temporary alternative uses such as events on the flagship sites if they are agreed to be no longer required by Auckland Transport.
- **King and Roulston Street:** Explore having events such as markets on Roulston Street and exploring through temporary changes future options for streetscape upgrades on King Street.
- **Outdoor dining:** Investigate with Auckland Transport any opportunities to remove selected sections of carparks along King Street to temporarily widen footpaths for outdoor dining on the southern side of the street where there is the most sunlight.
- **Short term lane activations:** Investigate with Auckland Transport any opportunities to make these lanes more interesting spaces and explore temporary changes to selected sections of lanes to investigate options for more permanent change.

### 7.4 A Range of Partnering Key Moves

Achieving the vision for the town centre will require a collective effort with our delivery partners. It will be important that all our collective goals are well aligned, and our actions are co-ordinated. To achieve this, we will:

**7.4. (1) Kia Puāwai a Pukekohe** - Explore and define potential commercial, contractual and cultural opportunities through the programme that support a shared purpose.

**7.4. (2) Support Auckland Tourism, Events and Economic Development (ATEED)** in business attraction initiatives. Work with ATEED in their leadership of local economic development initiatives.

**7.4. (3) Collaborate with Auckland Transport** on all town centre proposals that affect the transport and parking network. Collaborating with Kiwirail on the Station Precinct and any proposals which affect the rail corridor.

**7.4. (4) Partner with Franklin Local Board and Auckland Council** departments on development planning, project funding, community outcomes and placemaking initiatives.

**7.4. (5) Collaborate with the Pukekohe Business Association** on invigorating King St even further, the preparation of agreed street events and the planning of the farmers market.

## 8. PROJECT IMPLEMENTATION

### 8.1 High Level Development Strategy

The Development Strategy is used to set commercial priorities, focus resources and ensure all stakeholders are working toward common goals, establishing agreement around intended results.

### **8.1. (1) Key Influences**

Unlocking Pukekohe's development strategy will most likely be influenced by the following issues:

#### **Landholdings:**

The commercial strategy will explore opportunities to acquire and aggregate sites, undertake land swaps and disposals to achieve the outcomes of this plan.

#### **Community voice:**

Pukekohe's strong community has galvanised over infrastructure plans. People want a coordinated approach to investment.

#### **Demographic change:**

Projected socio-economic changes will likely increase future housing demand for retirement living and aged care and put more pressure on community facilities and schools. The workforce should align better with local industrial and agriculture needs to provide more local work opportunities.

### **8.1. (2) Proposed Development Strategy:**

Our proposed delivery strategy builds on the town centre's existing strengths, reflects inputs from stakeholders and market advice and phases development to preserve future options.

Our role will include enabling and preparing sites for development, helping site amalgamation and economic scale of development. Possible acquisition of sites could help improve community facilities and the quality of development.

The project investment boundary is centred around the town centre where most of high value properties and key community facilities are located. The boundary helps to focus where Panuku led investment priorities and effort will be directed in the programme. The council property portfolio is shown yellow and the crown land indicated in blue below. It is important to note that there are several other properties proposed to be part of the programme that sit outside of the boundary, that will still contribute to the Transform and Unlock budget. In turn there is some scope sought from the Finance and Performance Committee to consider contributing to small agreed projects outside of the boundary if they have clear benefits towards achieving the vision and outcomes.

Given this the HLPP adopts the following development strategy:

1. Focus on the most valuable properties within the portfolio that are located within the town centre.
2. Prioritise effort on the three development precincts as they have the greatest influence on achieving the outcomes.
3. Prioritise attracting quality employment creation, education providers and healthcare services.
4. Catalyse new housing choices in the town centre integrated with non-residential uses.
5. Leverage the remainder of the portfolio outside of the town centre for housing and optimal financial return.
6. Align timing and priority of adjacent public realm projects with the development site sales.

7. Collaborate with Auckland Transport to navigate the necessary process to achieve regeneration of the three development precincts.

In the following section we provide more detailed information on key precincts in our development strategy, along with the precinct development key moves to which they relate.

It is important to note that the carpark sites in the list below are controlled and managed by Auckland Transport and will need assessment and Auckland Transport board approval to enable full (or partial) release for development. Some specific sites are also subject to a designation for parking purposes which would need to be uplifted by Auckland Transport.

### 8.1. (3) Key Town Centre and Surrounding Sites

| Site Location   | No. of Sites | Indicative Potential Uses | Land Area (m2) | Estimated Timing (Ready for development) | Zone        | Potential Property Opportunity  |
|---|--------------|---------------------------|----------------|--|-------------|---|
| Edinburgh Super Block – 1, 3 Roulston Street, 29 & 29a, 33 Edinburgh Street, 17, 21 Massey Ave. | 7            | Mixed Use                 | 6750 m2        | 3 – 5 years                              | Town Centre | These sites could provide a catalyst for change for the precinct. They would ideally leverage intensive integrated mixed use development activating street frontages on Edinburgh St, Massey Ave, Roulston St and Devon Lane.<br><br>Development should also improve connections across these streets to the library, Pukekohe Plaza and King street. |
| 7 Massey Ave  | 1            | Mixed Use                 | 5191 m2        | 2 – 5 years                              | Town Centre | This site could provide a catalyst for change. It would ideally become a mixed-use anchor destination with active frontages to Massey Ave.  |
| 4 Tobin Street  | 3            | Mixed Use                 | 1460 m2        | 2 – 5 years                              | Town Centre | This carpark primarily serves the supermarket. It could provide a catalyst to upgrade and better connect this anchor destination. Its development could support north-facing mixed-use development along Seddon Lane.   |
| 9 Tobin Street  | 1            | Mixed Use/ Commercial     | 3687 m2        | 2 – 5 years                              | Town Centre | This site could provide for change for this precinct and would ideally incorporate a mixed-use development.   |
| 9 Hall Street   | 1            | Mixed Use                 | 889 m2         | 1 – 4 years                              | Town Centre | This site could provide an opportunity to create a modern development near the eastern end of the main street and would ideally   |

|                               |   |             |                      |             |             |   |
|-------------------------------|---|-------------|----------------------|-------------|-------------|---|
|                               |   |             |                      |             |             | incorporate a mixed-use development consisting of retail & residential.   |
| <b>24 Hall Street</b>         | 1 | Mixed Use   | 3148 m <sup>2</sup>  | 1 – 4 years | Town Centre | This site could provide for change to this area of town and would ideally incorporate a mixed-use development attracting locals to this part of town.   |
| <b>27 Tobin Street</b>        | 1 | Residential | 363m <sup>2</sup>    | 1-2 years   | Mixed Use   | This site could provide for a residential extension of the neighbouring properties  |
| <b>Adj to 35 Tobin Street</b> | 1 | Residential | 615m <sup>2</sup>    | 1-2 years   | Mixed Use   | This site could provide for a residential extension of the neighbouring properties  |
| <b>42 Seddon Street</b>       | 1 | Residential | 300m <sup>2</sup>    | 1-2 years   | Mixed Use   | This site could provide for a residential extension of the neighbouring properties  |
| <b>22 Edinburgh Street</b>    | 1 | Mixed Use   | 1012 m <sup>2</sup>  | 1 – 2 years | Mixed Use   | The property has specific planning restrictions which includes a Titoki tree onsite and has been included in a recent plan change to a category B building however the interior is not included.  |
| <b>82 Manukau Road</b>        | 1 | Mixed Use   | 13090 m <sup>2</sup> | 1 – 2 years | Mixed Use   | This site could provide a key opportunity to create a flagship development close to the rail network. The goal is a mixed-use development that is transformational with an anchoring activity, enhancing the availability of local jobs, enabling better access to healthcare and learning opportunities. |

**Table 1: Kia Puāwai/Unlock Pukekohe properties within the town centre**



| Site Location                   | No. of Sites | Indicative Potential Uses | Land Area (m2) | Estimated Timing (Ready for development) | Zone                                  | Potential Property Opportunity   |
|---------------------------------|--------------|---------------------------|----------------|--|---------------------------------------|--|
| 174, 176, 180, 182 Manukau Road | 4            | Commercial/Industrial     | 5894 m2        | 1 – 3 years                              | Business - Light Industry             | These sites could provide a catalyst for change for the Manukau Road southern corridor and would ideally incorporate a large industrial, bulk retail outlet or other commercial development. |
| 172 Manukau Road                | 1            | Commercial/Industrial     | 512 m2         | 1 – 2 years                              | Business - Light Industry             | This site could support a catalyst for change for the Manukau Road southern corridor.  |
| 2 Golding Road                  | 1            | Residential               | 8204m2         | 1-3yrs                                   | Future Urban Zone                     | Possible residential subdivision.  |
| Adj to 995 Paerata Road         | 1            | Residential               | 1012m2         | 1-2 years                                | Open Space - Informal Recreation Zone | Possible housing use on part of the site, noting overland flow paths.  |
| Adj to 176 Princess St West     | 1            | Residential               | 1019m2         | 1-2 years                                | Open Space - Informal Recreation Zone | Possible housing use on part of the site, noting overland flow paths.  |
| Adj to 10 Reidy Place           | 1            | Residential               | 1335m2         | 1-2 years                                | Open Space - Informal Recreation Zone | Possible housing use on part of the site, noting overland flow paths.  |
| 67 East Street                  | 1            | Residential               | 815m2          | 1-2 years                                | Open Space - Informal Recreation Zone | Possible housing use   |
| Adj 603 Buckland Road           | 1            | Residential               | 2977m2         | 1-2 years                                | Future Urban Zone                     | Possible housing use on part of the site, noting proximity to a watercourse  |
| Adj to 1173 Paerata Road        | 1            | Residential/other         | 8491m2         | 1-3 years                                | Future Urban Zone                     | Possible housing use, noting proximity to a watercourse and rail line.   |

Table 2: Kia Puāwai/Unlock Pukekohe properties outside of the town centre

## 8.2 Funding

Kia Puāwai/Unlock Pukekohe will require funding for capital projects and adequate resourcing to progress the programme.

The Transform and Unlock programme, approved by Auckland Council, is funded in the Long-term Plan 2018-2028 by the reinvestment of the proceeds of property sales across the wider

Panuku portfolio. Panuku is required to strike a balance between strategic outcomes, such as improved town centres, more housing choices and better public amenities, while ensuring the council also optimises the commercial return from its property portfolio. A regional approach to reinvestment provides the ability to target the greatest need and enable credible progress in all locations.

A programme business case for Kia Puāwai/Unlock Pukekohe will be prepared and will confirm the level of funding for the capital programme. It will also estimate the net community benefits of undertaking the programme.

Panuku as the lead agency within the project boundary area, will seek to partner with others, combining funding and resourcing with several other council organisations, and community groups to get the best value out of the programmes funding envelope, such as:

- Advocating to the Franklin Local Board to allocate funding to support the Unlock programme where appropriate.
- Working with Auckland Council departments and Council Controlled Organisations (CCOs) such as Auckland Transport, Healthy Waters, Corporate Property, Community Services and Facilities, ATEED to explore any potential reprioritisation of existing budgets and integrate and align funding towards agreed project priorities.
- Collaborating with Auckland Transport to align any agreed projects within the road corridor such as safety and walking and cycling programmes

These funding strategies will be developed following the adoption of the HLPP.

## 9. Pukekohe Snapshot - Planning, Transport, Infrastructure and Market Indicators

### 9.1 Planning

A range of statutory and non-statutory plans and policies have considered the strategic role and structure of Pukekohe. These plans reflect a broad understanding

of Pukekohe as a rural satellite town centre with significant potential for growth and intensification.

The following planning documents have informed this High Level Project Plan:

- Auckland Unitary Plan (Operative in Part 2016)
- Auckland Plan 2050 (2018)
- Long Term Plan 2018-2028
- Franklin Local Board Plan (2017)
- Pukekohe Area Plan (2014)
- Pukekohe-Paerata Paths Plan (December 2018)
- Draft Pukekohe-Paerata Structure Plan (2019)
- The Regional Land Transport Plan (2018)
- The Auckland Transport Alignment Project (2018)
- Community Facilities Network Action Plan (2015)
- Parks and Open Spaces Strategic Action Plan (2013)

#### **Auckland Unitary Plan - Operative in Part:**

The Kia Puāwai/Unlock Pukekohe project focuses on the historic town centre and extends out to include several key facilities just beyond the ring road.

A Business: Town Centre zoning applies to an area centred on King Street and contained within the bounds of Tobin Street, Stadium Drive, the North Island Main Trunk (Railway) line, Massey Avenue and Wesley Street. It also applies to a small area to the south of Massey Avenue that contains the Pukekohe War Memorial Hall, the RSA and Franklin: The Centre. The town centre accommodates two civic zoned spaces and a few pockets of informal recreation parks and community facilities.

Buildings within the town centre are limited to 18m in height (generally 4 – 6 storeys), apart from three blocks on the northern side of King Street which are limited to a height of 13m (to allow winter sun onto the southern footpath of King Street). There are building frontage control provisions that apply throughout the centre. These seek to maximise street activation, building continuity along the street frontage, and they enhance pedestrian amenity and safety. Pukekohe's traditional main streets has Auckland Unitary Plan provisions to protect its character.

The Auckland Unitary Plan adopts an approach to parking in Pukekohe that is different to most other centres within Auckland in recognition of its role as a satellite centre, requiring a minimum number of spaces to be provided for activities.

Beyond the Town Centre Zone, there is a mix of Business Mixed Use Zone (MUZ) and Residential Terrace Housing and Apartment (THAB) zoned land. Further south is the Pukekohe Intermediate School, Pukekohe High and School Bledisloe Park. The latter has a Sport and Active Recreation zoning and accommodates football, cricket and netball clubs along with the (public) Jubilee swimming pool. Throughout the area there are numerous scheduled notable trees and historic heritage buildings.

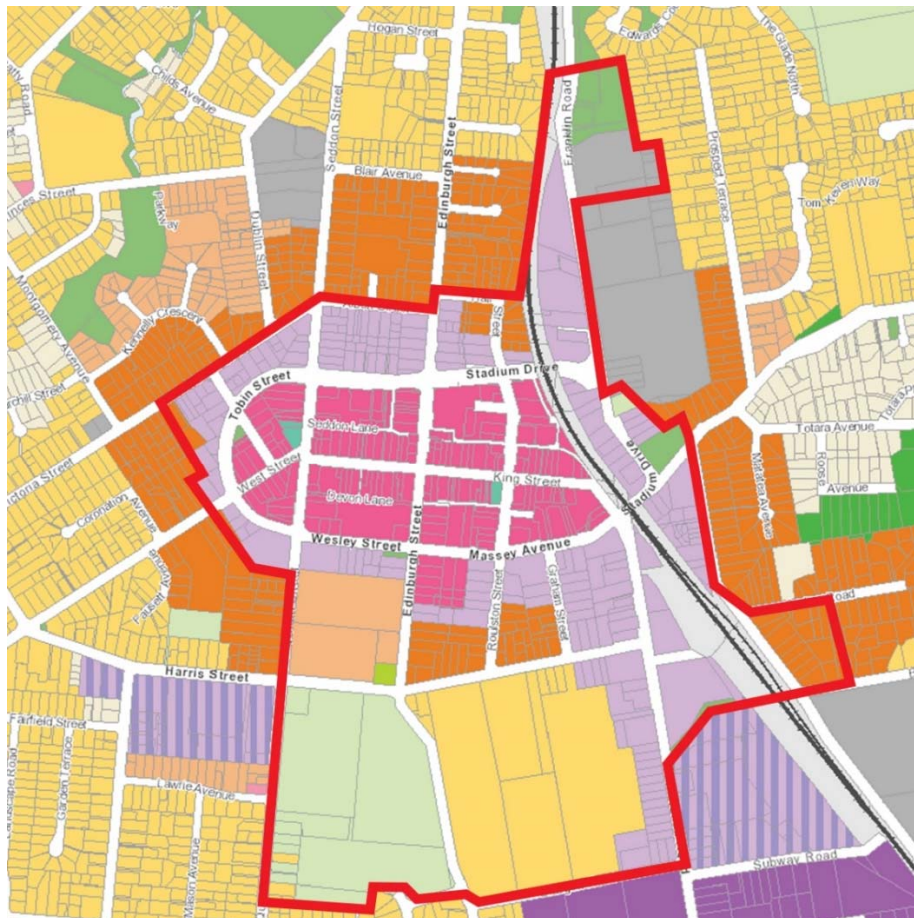


Figure 11: Unitary Plan Zones in relation to the project area

## **Auckland Plan 2050**

Pukekohe is identified in the Development Strategy of the Auckland Plan 2050 as a rural node and satellite town within the multi-nodal system of main centre 'nodes'. Pukekohe will service the surrounding rural communities, be connected to urban Auckland through state highways and rail (which is to be electrified) and will support significant business and residential growth (both within the current urban areas as well as greenfield locations).

The Auckland Plan 2050 recognises Pukekohe has the potential to function semi-independently from the main urban area of Auckland and this will reduce the need for people to travel out of the area to access facilities, services and employment opportunities.

## **Long Term Plan 2018-2028**

The Long Term Plan (LTP) is a budget that sets out the Council's activities, services and investments planned for the next 10 years. Infrastructure requirements are considered over a long-term timeframe and are included in the 30-year Infrastructure Strategy.

Infrastructure identified in the LTP includes a longer-term initiative to increase capacity of the Pukekohe reservoirs water supply.

## **Franklin Local Board Plan 2017**

The Franklin Local Board Plan is a three-year strategic document that guides local board activity, funding and investment decisions for the 2017-2020 period. This plan highlights the following important outcomes:

- dealing with growth effectively;
- caring for the environment;
- improved transport connections;
- supporting a thriving local economy, with local jobs for local people; and
- a range of community facilities that meet the needs of a growing community.

The plan continues the emphasis that growth will be focussed on the existing town centre of Pukekohe to help protect Franklin's productive volcanic soils in recognition of the importance of food production and the unique combination of soils, climate and proximity to market. The Local Board recognises how important it is for the community to feel ownership and a connection with their local area. The plan provides support for a range of community-led place-making activities and initiatives that reflect Franklin's diversity and demographics.

## **Pukekohe-Paerata Paths Plan December 2018**

This aspirational non-statutory plan supports the vision for a network of walking, cycling and ecological connections throughout the region. These include several proposed, but as yet unfunded, paths that have the potential to connect Pukekohe and its heart to the wider area.

## **Pukekohe Area Plan 2014**

This non-statutory document supported the development of Pukekohe as a rural satellite town with future urban growth located in areas such as Paerata. Through key moves and actions, the plan emphasised support for economic and employment opportunities locally to match population growth, increased local tertiary education opportunities, and the development of land around the upgraded Pukekohe Train station for greater uses. Other key actions include the development of Town Centre Character guidelines, improved accessibility and connectivity through the town centre, including improved pedestrian access across the ring road and local improvements to enhance walking and cycling opportunities in the town centre.

## **Draft Pukekohe – Paerata Structure Plan 2019**

Focusing growth on existing centres and protecting fertile soils used for local horticulture and agriculture is a key priority of the Auckland Plan, the area plan and identification of Future Urban Zoned land under the Unitary Plan. The Pukekohe-Paerata Structure Plan, once adopted, will apply to approximately 1,300 ha of Future Urban Zoned (FUZ) land in the wider Pukekohe area. The Draft Pukekohe-Paerata Structure Plan shows the arrangement of various land uses (residential, business, and parks) and infrastructure. It also shows how these areas connect to adjacent urban and rural areas and wider infrastructure networks. Important cultural values and natural features are also addressed. The structure plan will refine the staging and timing of development of this land and identify the mix and location of housing, employment, retail, commercial and community facilities, as well as necessary upgrades to water, wastewater, stormwater and transport that will be required to facilitate the growth. It is anticipated that the final Pukekohe-Paerata Structure Plan will be recommended for adoption to the Auckland Council Planning Committee in late 2019.

### **Regional Land Transport Plan (RLTP)**

The RLTP is a ten-year investment programme prepared by Auckland Transport, together with the New Zealand Transport Agency and KiwiRail. The RLTP contains the entire transport investment programme for the region enabled by all funding allocations (i.e. both from the Government, and Auckland Council via the LTP), and must give effect to the Government Policy Statement on Land Transport (GPS). The GPS has a focus on four strategic priorities which are: safety, access, environment, and value for money.

Projects identified in the RLTP relevant to Pukekohe include:

- SH22 Drury-to-Paerata Safe Roads project;
- Pukekohe Rail Electrification; and
- Additional electric trains.

Other projects in the RLTP in the wider such as the SH1 Papakura to Bombay project may also be relevant.

### **Auckland Transport Alignment Project (ATAP)**

The Auckland Transport Alignment Project (ATAP) is a joint project between Auckland Council, Auckland Transport and the Government to determine an aligned strategic approach on transport for Auckland, which includes information and direction on Pukekohe. The current (April 2018) iteration of ATAP focuses on investment priorities for the 2018-28 period, based on an assumed funding envelope of \$28 billion over the decade.

## **9.2 Transport and connectivity**

### **Pukekohe railway station and train services**

The Auckland Plan and Pukekohe Area Plan identify Pukekohe as one of several growth areas that are a priority for planning and investment in the short term. The plans suggest that having a higher frequency train services on the rail network will positively affect the overall travel time to other key destinations in Tāmaki Makaurau and encourage the local community to use public transport.

The Pukekohe railway station (formally known as the Pukekohe Railway Station and Post and Telegraph Office) was established in 1875 at the eastern end of King Street. It was re-located a short distance south-east of the town centre and was upgraded in 2018 to include a bus interchange, park and ride and pedestrian overbridge. The project increased public transport patronage by connecting 'feeder' bus services to the Pukekohe train station, along with providing good pedestrian and cycling connections.

Auckland's electric rail network currently terminates at Papakura, where travellers transfer to diesel trains which operate to Pukekohe every 20 minutes at peak times.

### **Bus network**

A new public transport network was developed for Pukekohe in 2016. Bus provision is based on a mixture of three local services that serve the urban areas of Pukekohe area and four longer distance services which serve Paerata, Waiuku and Port Waikato. The three local bus routes run every 30 minutes, seven days a week around Pukekohe that serve the town centre, shopping area and connect with train services at the station.

### **Parking**

The Auckland Transport commissioned parking study for the Pukekohe Town Centre (2019) found that:

1. Pukekohe Town Centre contains approximately 4,000 carparks. Half are controlled by Auckland Transport and half by the private sector. Of these, 1,000 are in public off-street lots. These lots are controlled by Auckland Transport or are in the Pukekohe Plaza building.
2. Carparks such as these support town centre access and some parking will always be required in a satellite town which serves a rural catchment. The carparks use a large amount of town centre land. Parking surveys undertaken in 2018 show that at least 600 carparks are available in Auckland Transport controlled car parks at peak occupancy. The study also found that some spaces are being used for all day parking as opposed to short stay (i.e. visitor) parking as a park and ride for train travel.

### **Existing Walking and Cycle Network:**

While Pukekohe has an exceptionally good main street (King Street), other Pukekohe streets are similar in their walking and cycling provision (e.g. footpaths and crossing facilities) to other urban areas of Tāmaki Makaurau. Connections for active modes also exist in reserves but there are currently few dedicated cycle facilities on streets.

## **9.3 Infrastructure capacity**

The Council has assessed the physical and social infrastructure capacity of Pukekohe as follows:

### **Water supply**

Pukekohe's water supply is sourced from the Waikato River and treated at the Waikato water treatment plant. The existing supply network, is reaching capacity to service this growing region. Watercare has a programme of investments in place to address these issues, as part of catering for the wider structure plan growth area.

### **Wastewater**

The Wastewater network is predominantly a gravity system, supported by some pump stations. Wastewater is transferred to the Pukekohe wastewater treatment plant via the new pump station at the Pukekohe Raceway. Treated wastewater is discharged back into the Waikato River, and a 35-year discharge consent has recently been granted by the Waikato Regional Council. The existing network has capacity during dry weather but is affected by infiltration during heavy rains.



The Pukekohe transmission pump station has recently been constructed to accommodate future flows from the Pukekohe-Paerata structure plan area, as well as the live zoned undeveloped land and forecast intensification within the existing urban area

### **Stormwater**

The Kia Puāwai/Unlock Pukekohe project straddles two stormwater catchments: the Whangapouri Creek catchment, and the Pukekohe South -Tuatenui catchment. Areas to the south, particularly around Pukekohe Intermediate school and Bledisloe Park, are susceptible to flooding.

In the Long Term Plan (LTP), the Water Sensitive Design approach to stormwater and flooding management adopted by the council means that most stormwater investments are likely to be relatively small projects responding to where and when grow occurs. The largest investments will be in future urban growth areas subject to significant flooding.

### **Education**

The rolls at both Pukekohe Intermediate and Pukekohe High School are continuing to grow and, with projected demographic change and population growth, may soon reach capacity. There are limited education opportunities at tertiary level within Pukekohe, with only a few private providers located in the town centre.

### **Community facilities and open space**

The heart of Pukekohe has an unusually good range of open spaces, reserves and community facilities – including Bledisloe Park, the Jubilee Pools, the Franklin Pool and Leisure Centre, Roulston Park, the stadium, Seddon Park, the Town Square, the War Memorial Hall and Franklin: The Centre.

Council's Parks and Open Spaces Strategic Action Plan and Community Facilities Network Plan provide frameworks for the assessment of open space and community facilities requirements. A community facilities provision assessment for Pukekohe-Paerata was completed in March 2019 and identified that, in general that new service needs and priorities should be directed towards the new greenfield growth areas such as Paerata and in relation to the existing urban area, priorities are to enhance existing facilities. Although the existing provision can accommodate some growth, with future growth there may be pressures, particularly on the library and Franklin Leisure Centre. The Franklin and Jubilee pools will require consideration as to how to ensure they are fit for purpose, and further indoor court facilities may be needed by 2026.

## **9.4 Market dynamics and housing demand**

Panuku commissioned a market analysis in March 2019 prepared by CBRE. The report found that Pukekohe had a high population growth forecast with strong demand for industrial, residential and retirement land. The report also found a steady demand for retail and office uses in Pukekohe – it is growing in line with Pukekohe increasing population growth.

### **Market growth for residential housing:**

Housing in Pukekohe is not compact. Abundant land supply and modern builds have encouraged the development of large houses as choice has been limited. The opportunity for older locals (or young people) to downsize into lock-up-and-leave apartments in the town centre has been constrained by planning rules which make redevelopment of most of the narrow sites financially or physically challenging.

The time it takes to sell housing in Pukekohe has been increasing as the housing market slowed and remains well below previous peaks. Nevertheless, improved transport and accessibility, relative affordability and population growth have lifted Pukekohe's residential



attractiveness and contributed to an expansion of demand, predominantly from retiring local farmers but also to a greater variety of households including working professionals.

**Market demand for residential housing:**

Residential dwelling prices in Pukekohe have increased in line with the wider Auckland market over the past ten years. Over the five year period from February 2012 to February 2017, residential prices in Pukekohe increased by 69 per cent. Like the rest of the region, house price growth has stabilised since 2017, and is currently in the high \$600,000s.

Pukekohe has experienced limited value decline compared to other markets of Tāmaki Makaurau, likely due to comparative housing affordability in the region and continued demand.

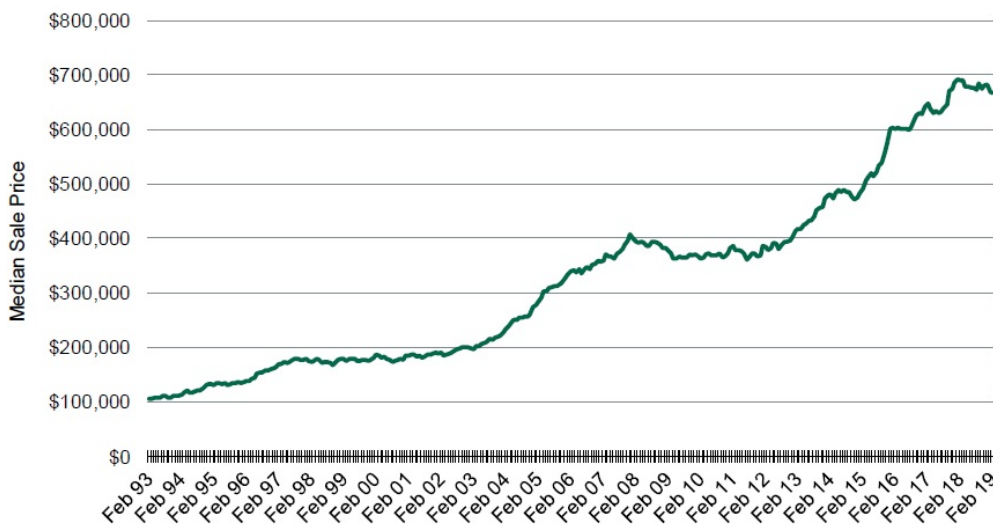


Figure 12: Pukekohe Median Residential Sale Price- rolling six-month average

**Retirement housing supply and demand trends:**

Pukekohe has 557 retirement units contained within seven retirement village complexes. Pukekohe also has 345 care beds, contained within four aged care complexes. There are 50 dementia beds and 30 other beds most of which are assisted living suites that bridge the needs gap between serviced apartments and care beds.

There are generally 2-5 new complexes added per decade. Looking forward there is a demand for more retirement living options with peak demand between 2020 and 2035.

**Haumaru Housing:**

There are four clusters of Council-owned housing for older people within the Pukekohe urban area. Combined, these represent 75 units of the 1452 units within the Auckland-wide portfolio.

**Office supply and demand trends:**

There are few office buildings over 1000sqm in Pukekohe with a total stock of just under 20,000sqm servicing about 100 different office tenants.

Growth for office space over the next 25 years is estimated at 32per cent with much of the supply to eventuate in smaller scale mixed use developments. We anticipate these will have a small sqm footprint but be higher quality options predominantly targeted at the local business community.

### **Retail supply and demand trends:**

Pukekohe's retail stock is concentrated in four areas, Pukekohe Plaza, The Zone, Megacentre and the historic town centre. Combined this equates to 88000m<sup>2</sup> retail with 25,000m<sup>2</sup> of this entering the market since 2010 and makes up approximately 28 per cent of the stock.

Retail vacancies in Pukekohe are low across all categories. The Pukekohe Plaza currently has only one unit available for lease (as at March 2019), and along King St and Edinburgh Street there are only a few smaller shops that are available indicating a tight market with strong demand for retail space in the town centre.

There are no current vacancies in large format retail centres but there are multiple sites available for design and build developments in the area.

### **Industrial supply and demand trends:**

Pukekohe's industrial stock is made up of 139,395 sqm and 151 buildings. These are made up of A, B and C Grade buildings. Pukekohe's industrial vacancy rate is just below 1 per cent compared to the rest of Tāmaki Makaurau being just over 1 per cent.

By 2045 Pukekohe's industrial sector will grow 65 per cent. Pukekohe's submarket of retail and wholesale trade sectors, as well as the predominantly local manufacturing business will dominate industrial space demand, catering for the projected population growth in the area.

### **Business activity:**

There are 9,370 people employed in 2,586 businesses in Pukekohe. The town's economy has been dynamic, growing by 58 per cent since 2000.

Pukekohe's growth for the number of business has been comparable to broader Tāmaki Makaurau but its employment growth has been higher than the Tāmaki Makaurau average (which was 50 per cent).

Based on population growth it would be expected that Pukekohe's business economy shows higher growth than Tāmaki Makaurau as a whole.

## **10. Place-led community engagement and communication**

### **10.1 Place-led Engagement**

Based on the belief that effective collaboration will regularly outperform individual or isolated approaches, Panuku is committed to engaging regularly with key stakeholders to ensure that urban regeneration in Pukekohe takes place in a cohesive way. This approach has proved to offer the best chance for understanding and resolving complex issues.

The approach to place-led engagement works with several disciplines, including:

- Place-making
- Communications
- Commercial Place Operations
- Marketing
- Relationship Management

## 10.2 Listening to the Community

To be effective in our work, we need to take a fresh and bold approach to stakeholder engagement and communications. We will be proactive, collaborative and authentic across key relationships.

A priority for Panuku is the ability to maintain positive momentum and to demonstrate quick wins. Engaging hearts and minds is vital to achieving this. Establishing understanding, trust and credibility with people will help us proactively prevent negative sentiments, which can often lead to a delay in progress.

Previous community consultations and legacy planning in Pukekohe have informed this regeneration plan for Pukekohe. Through these channels we know that the people of Pukekohe care about their rural communities, and that Pukekohe is a place for locals. It's a unique blend of country heart and soul, with an urban centre. Through engagement we will deal specifically with this treasured sense of place in our engagement planning.

### **The Rural Heart of Pukekohe:**

Descriptors such as the 'Tāmaki Makaurau's food basket,' 'Tāmaki Makaurau's market garden' and 'thriving rural market town' are terms we have regularly heard when engaging with the people of Pukekohe. Markets and farming are important elements of what makes Pukekohe a desirable place to live and work. We have heard that Pukekohe wants to retain and grow that point of distinction even while the numbers of residents, jobs and businesses increase. We will work with the rural community through the Federated Farmers, and other representatives of the rural community to weave identity, lifestyle and the farming industry into all levels of planning. We'll engage with the right people at the right time to ensure that the town centre growth reflects, and contributes in tandem to, the rural heart of Pukekohe.

### **The Rural Service Hub:**

We know from early engagement and previous planning that much of the Pukekohe workforce have vehicle based businesses and that many others, use the services of Pukekohe to sustain their businesses and their rural lifestyles, including those from a much wider catchment, including north Waikato. Recognising that these are important considerations for the local board, business and the community, Panuku will work with our partners, Auckland Transport and key stakeholders to assist in managing parking in town centre locations thoughtfully with the rural, trade and business communities in mind. To that end we will engage early and collaboratively with:

- Local trades
- Town centre businesses through the business association
- Rural business organisations
- Private business

### **Local Self-Sufficiency**

Pukekohe is proudly self-sufficient. We'll work with local business and business partners to ensure that as Pukekohe grows and develops it retains its regional vibe and the ability to provide locals, and the rural community, with new opportunities while retaining the current offering. We'll engage with representative key stakeholder groups early and often throughout the life of the project.

## 10.3 Engagement with Māori

Through early conversations and direct engagement three mana whenua iwi have self-identified as having strong associations with Pukekohe. Our early korero has been with these iwi, with a view to wider iwi engagement on the horizon. Panuku will work in good faith with these iwi to develop a unique tikanga based approach to help guide how we will Kia Puāwai a Pukekohe.

Te Ākitai Waiohua, Ngāti Tamaoho, Ngāti Te Ata Waiohua

## 10.4 Communications Approach

The key pillar of our communications approach at Panuku is that it is place led. This approach helps to ensure each development reflects the unique identity of the area, and that the collective aspirations and needs of the local community are achieved.

In Pukekohe, external conversations will be activated around what could change and what the future may look like for the community. We will take the community on this journey with us as we explore local desire for growth, community initiatives and services, parking requirements in the immediate future.

Local board and community will be invited to participate in messaging to our communities. This approach will show that Panuku is delivering on the desires of the community.

# 11. Next Steps and Dependencies

## 11.1 Dependencies

The key dependencies are:

**Table 2: Project dependencies**

| Key Moves                          | Nature of dependency  |
|------------------------------------|---|
| <b>Three Precinct Developments</b> | Approval from the Auckland Transport Board to release sites and community support for the future new parking arrangements.<br>Appetite of the market to respond to potential sites for sale and appetite for the education, health and high-value employment sectors to invest in Pukekohe. |
| <b>Public Realm projects</b>       | Investment funding certainty and prioritisation. Agreement on scope and design with future asset owner  |
| <b>Placemaking initiatives</b>     | Processes and approvals to access carpark sites for temporary activations   |

## 11.2 Timeframes

Panuku is progressing on the basis that this is a 5-10 year programme. The estimated timeframes for Panuku-led projects in Table 3 require further investigation and are indicative only. Where project delivery sits with another agency, Panuku will fulfil an advisory role.

| Phase                              | Tasks  | Estimated timing                | Delivery agency                                  |
|------------------------------------|--|---------------------------------|--|
| Immediate horizon project planning | Approval of the HLPP by Panuku Board   | 28 May 2019                     | Panuku   |
|                                    | Approval of the HLPP by the Planning Committee   | 4 June 2019                     | Panuku   |
|                                    | Approval for the disposal of properties by the Finance and Performance Committee                           | 18 June 2019                    | Panuku   |
|                                    | Kia Puāwai/Unlock Pukekohe Programme Business Case   | Late 2019                       | Panuku   |
|                                    | Pukekohe town centre parking strategy  | During Financial Year 2019/2020 | Panuku, Auckland Transport, Franklin Local Board |
|                                    | Pukekohe Town Centre Precinct Development Plan including commercial strategy and phasing of property sales | 1-2years                        | Panuku   |

**Table 3: Project timeframes**

### 11.3 Resourcing

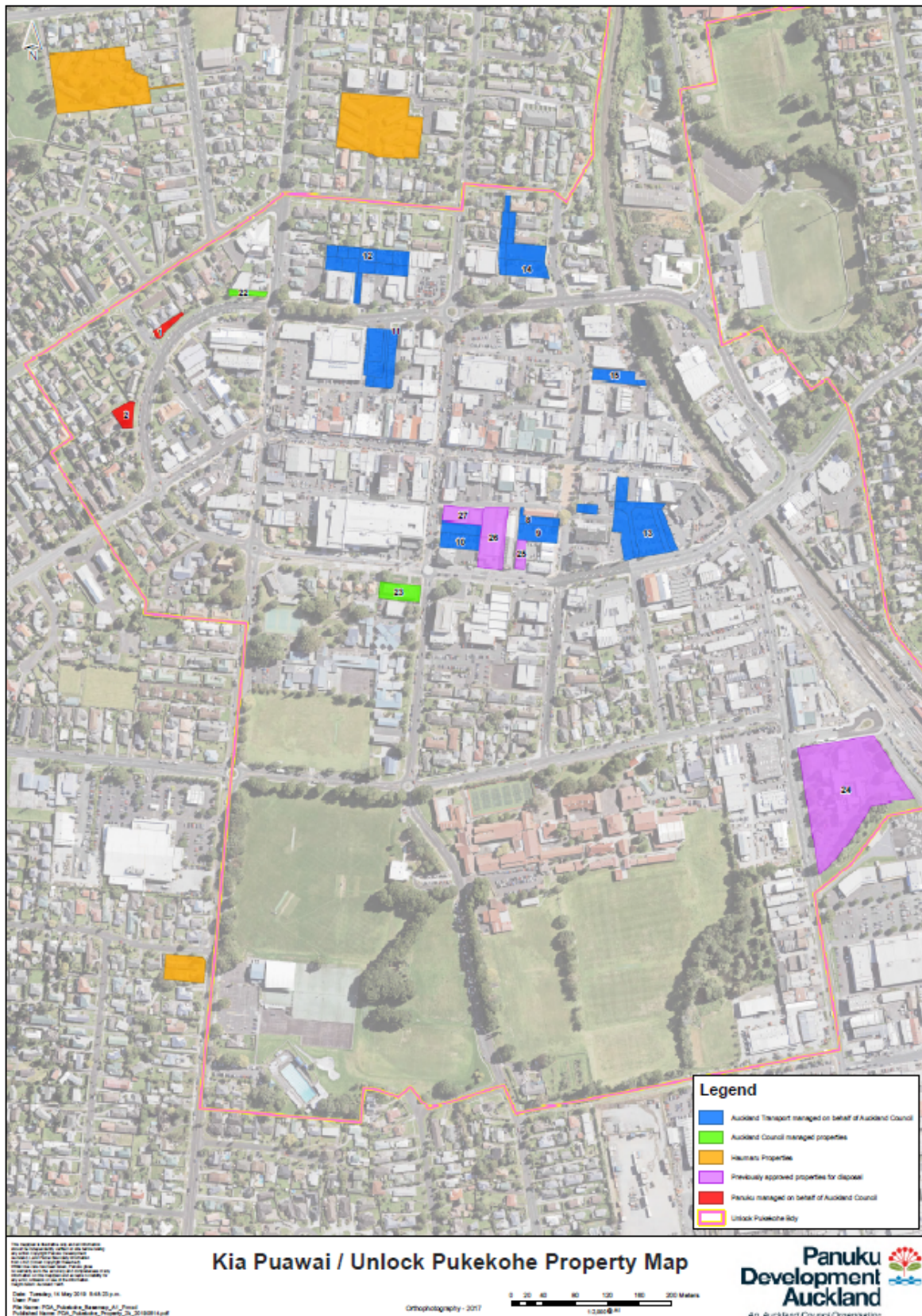
Kia Puāwai/Unlock Pukekohe will be led by a project team of Panuku staff from areas across our organisation, including strategy, engagement, design, placemaking, development, and portfolio management. At various stages of the programme there will be additional input from our partners, the wider Council whanau, Mana whenua, external reference groups, stakeholders and consultants.

### 11.4 Monitoring outcomes

The goals of this HLPP will be monitored and reported three years after the plan's adoption and every three years after that. We will use a range of performance indicators to measure success, based on an outcomes monitoring framework, which will be developed once the project is adopted.



# APPENDIX 1: Property Map of Town Centre Sites (excludes site outside of the boundary)





## APPENDIX 2: Property Schedule

| ID | Property address                      | High level category  | Current use                                 | Area (ha) | Rating \$CV | Current management portfolio |
|----|---------------------------------------|----------------------|---|-----------|-------------|------------------------------|
| 1  | 27 Tobin Street, Pukekohe             | Dispose              | Vacant land                                 | 0.0363    | 130,000     | Panuku                       |
| 2  | Adj to 35 Tobin Street, Pukekohe      | Dispose              | Vacant land                                 | 0.0615    | 530,000     | Panuku                       |
| 3  | 172 Manukau Road, Pukekohe            | Develop              | Leased. Used for self-service carwash site. | 0.0512    | 730,000     | Panuku                       |
| 4  | 174 Manukau Road, Pukekohe            | Develop              | Vacant land                                 | 0.1569    | 820,000     | Panuku                       |
| 5  | 176 Manukau Road, Pukekohe            | Develop              | Vacant land                                 | 0.0606    | 56,000      | Panuku                       |
| 6  | 180 Manukau Road, Pukekohe            | Develop              | Industrial use. Existing lease in place.    | 0.2153    | 1,080,000   | Panuku                       |
| 7  | 182 Manukau Road, Pukekohe            | Develop              | Vacant land                                 | 0.2172    | 920,000     | Panuku                       |
| 8  | 1 Roulston Street, Pukekohe           | Edinburgh Superblock | Carpark                                     | 0.0544    | 565,000     | Auckland Transport           |
| 9  | 3 Roulston Street, Pukekohe           | Edinburgh Superblock | Carpark                                     | 0.1037    | 1,125,000   | Auckland Transport           |
| 10 | 29 and 29a Edinburgh Street, Pukekohe | Edinburgh Superblock | Carpark                                     | 0.1695    | 850,000     | Auckland Transport           |
| 11 | 4 Tobin Street, Pukekohe              | Develop              | Carpark                                     | 0.2674    | 1,425,000   | Auckland Transport           |
| 12 | 9 Tobin Street, Pukekohe              | Develop              | Carpark                                     | 0.3687    | 2,025,000   | Auckland Transport           |
| 13 | 7 Massey Avenue, Pukekohe             | Eastern Gateway      | Carpark                                     | 0.5191    | 4,925,000   | Auckland Transport           |
| 14 | 24 Hall Street, Pukekohe              | Develop              | Carpark                                     | 0.3148    | 1,825,000   | Auckland Transport           |
| 15 | 9 Hall Street, Pukekohe               | Develop              | Carpark                                     | 0.0889    | 520,000     | Auckland Transport           |
| 16 | 2 Golding Road, Pukekohe              | Dispose              | Vacant land                                 | 0.8204    | 1,155,000   | Auckland Transport           |

|                                      |                                       |                      |   |               |                   |                  |
|--------------------------------------|---------------------------------------|----------------------|---|---------------|-------------------|------------------|
| 17                                   | Adj to 995 Paerata Road, Pukekohe     | Dispose              | Open space with no onsite amenities         | 0.1012        | 180,000           | Auckland Council |
| 18                                   | Adj to 176 Princess St West, Pukekohe | Dispose              | Open space with no on site public amenities | 0.1019        | 410,000           | Auckland Council |
| 19                                   | Adj to 10 Reidy Place, Pukekohe       | Dispose              | Open space with no on site public amenities | 0.1335        | 280,000           | Auckland Council |
| 20                                   | 67 East Street, Pukekohe              | Dispose              | Open space with no on site public amenities | 0.0815        | 305,000           | Auckland Council |
| 21                                   | Adj 603 Buckland Road, Pukekohe       | Dispose              | Stock pound                                 | 0.2977        | 280,000           | Auckland Council |
| 22                                   | 42 Seddon Street, Pukekohe            | Dispose              | Vacant land                                 | 0.0300        | 105,000           | Auckland Council |
| 23                                   | 22 Edinburgh Street, Pukekohe;        | Develop              | Plunket                                     | 0.1012        | 1,775,000         | Auckland Council |
| 24                                   | 82 Manukau Road, Pukekohe             | Station Precinct     | Corporate property accommodation            | 1.3090        | 7,200,000         | Auckland Council |
| 25                                   | 17 Massey Avenue, Pukekohe            | Edinburgh Superblock | Commercial use. Leased                      | 0.0452        | 500,000           | Panuku           |
| 26                                   | 21 Massey Avenue, Pukekohe            | Edinburgh Superblock | Commercial use. Leased                      | 0.2370        | 2,325,000         | Panuku           |
| 27                                   | 33 Edinburgh Street, Pukekohe         | Edinburgh Superblock | Commercial use. Leased                      | 0.1014        | 2,525,000         | Panuku           |
| 28                                   | Adj to 1173 Paerata Road, Pukekohe    | Dispose              | Vacant land                                 | 0.8491        | 131,000           | Panuku           |
| <b>Total (Exclude 82 Manukau Rd)</b> |                                       |                      |   | <b>5.5856</b> | <b>27,497,000</b> |                  |

Key

|  |   |
|--|---|
|  | Panuku managed properties   |
|  | Auckland Transport managed properties                                   |
|  | Auckland Council managed properties                                     |
|  | Previously approved Corporate Property delegated to Panuku for disposal |
|  | Previously approved for disposal properties managed by Panuku           |

# Chief Executive's Report

|                        |  |
|------------------------|--|
| <b>Document Author</b> | Roger MacDonald – Chief Executive  |
| <b>Contributors</b>    | David Rankin – Chief Operating Officer<br>Monica Ayers – Director People and Culture<br>Jenni Carden – Executive Officer/Company Secretary<br>Angelika Cutler – Director Corporate Affairs<br>Carl Gosbee – Director Corporate Services<br>Rod Marler – Director Place and Design<br>Brenna Waghorn – Director Strategy<br>Ian Wheeler – Director Portfolio Management<br>Allan Young – Director Development |
| <b>Date</b>            | 19 May 2019  |

## 1. Overview

This report provides the board with a summarised overview of the opportunities and the issues facing the organisation.

This report is a public report, however confidential information is redacted. Information that has been redacted is indicated in **blue font**. Where redacted information exists, a reference to the section of the Local Government Official Information and Meetings Act 1987 (LGOIMA) will be cited in the publicly available version of the report.

## 2. Key issues

This section outlines issues that are not otherwise covered by a Decision or Information Paper elsewhere in the agenda and are either:

- Strategically significant issues;
- Emerging and/or developing issues; or
- Project updates.

### 2.1 Strategically significant issues

#### 2.1.1 America's Cup 36

A separate report is provided on the May agenda, see item 15.2.

#### 2.1.2 Mana whenua engagement update

A separate report is provided on the May agenda, see item 5.

### 2.1.3 Joint working between Crown and Council

*Withheld from the public under S7(2)(b)(ii) of the LGOIMA.*

The Kāigna Māori Housing summit, arranged by IMSB, was held on Tuesday 14 May. “It’s not about walls and beams but hopes and dreams” was a key theme. Ministers Twyford and Mahuta spoke as well as the CE of Ministry of Housing and Urban Development, Andrew Crisp. There was broad support for the Crown’s focus on housing and communities (the social function of housing), in particular the establishment of the Maori Housing Unit within MHUD and encouragement for Iwi to become players in the housing delivery space. Issues raised by attendees included operations and lack of integration of government agencies, need for financing and funding, overcommitment, lack of response to the ideas of the housing sector. Puhinui Park (Barrowcliffe) was presented by the NZ Housing Foundation who are now looking for the families who will call this development home. The Kāigna Maori Strategic Action Plan to improve housing outcomes for Māori in Tāmaki Makaurau was formally launched. One of the six targeted directions in the plan is more Auckland Council land and Crown land for kāinga opportunities.

## 2.2 Emerging and/or developing issues/initiatives

*Withheld from the public under S7(2)(b)(ii) of the LGOIMA.*

### Emerging issue: Mooring Dolphin resource consent appeals

Two appeals have been lodged to the granting of resource consent for the Mooring Dolphin project: one from Urban Auckland to dismiss the consent or amend conditions, and one from Ngāti Whātua Ōrākei to amend the mana whenua conditions. The appeal will be defended by Auckland Council with Panuku supporting as applicant. The statutory time period to join the appeal as S274 party expires on 6 June. The cruise industry will join the appeal. The court hearing dates and subsequent decision may not conclude until the end of the year, putting pressure on completion of the dolphin before the America’s Cup.

The joint owners of Queens Wharf, the crown and Panuku, will need to agree a variation to the Cruise Ship Licence to allow larger ships use the dolphins and berth alongside. The Minister has indicated publicly that he is concerned with the project and may seek variations to the term of the consent. *Withheld from the public under S7(2)(b)(ii) of the LGOIMA.*

Separately, the crown has been requested to agree to variations to the Perimeter Strip Licence held by PoAL to enable the ferry development to occur.

Concern has been expressed over the increased construction cost estimate and time provided by the Downtown Programme. The agreed budget for the Mooring Dolphin project from March 2016 was \$10m based on Beca high level construction cost estimates of \$8.25m. The Annual Plan budget held by council was increased to \$16.9m in June 2018 and the Downtown Programme has costs estimates from Bond CM of \$17.8m to \$21.4m for construction. A contractor price has not been agreed at this stage. The increased cost of delivery and the shorter consent term for the dolphins will significantly increase the passenger levy required from the Cruise Lines to repay the capital costs.



## 2.3 Priority location project updates

### Transform

#### 2.3.1 Manukau

##### Partnership with the crown

*Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA.*

#### 2.3.2 Onehunga

The opening of Laneway 7, adjacent to the Police Station occurred over the weekend of 13 April with public activations. It has been very well received by the community.

A Landscape architect has been selected via a competitive tender process for the masterplan and public realm improvements to Waiapu Lane. Masterplan options for the precinct will be prepared by late July. The design brief agreed with local board and consulted with mana whenua includes the inclusion of a new supermarket, public square and mixed use building platforms.

The Onehunga Port masterplan key principles have been informally agreed with the Maungakiekie-Tāmaki Local Board and key community stakeholders. These principles will be confirmed or altered once we have agreement from mana whenua. *Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA.*

#### 2.3.3 Waterfront

##### Site 18 - Orams

*Withheld from the public under S7(2)(h) of the LGOIMA.*

##### West 1 - Willis Bond

*Withheld from the public under S7(2)(h) and S7(2)(i) of the LGOIMA.*

##### Sites 6A/6B (Stage 3)

*Withheld from the public under S7(2)(b)(ii) of the LGOIMA.*

##### Vos Shed Restoration

Scaffolding and wrapping of the building is underway. Wrapping the building is required as part of the asbestos remediation and the building will remain in this state until the asbestos remediation is complete. The Vos Trust has been informed of the status and it is planned for the Vos skiff to be decontaminated first (prior to starting on the main building) to allow the Trust the opportunity to remove the skiff.

##### Westhaven

##### Marine Village

*Withheld from the public under S7(2)(h) of the LGOIMA.*

The design team have all been appointed and are finalising developed design and the procurement process for the Early Contractor Involvement (ECI) contractor is underway. It is intended that the contractor will be on board by 31 May 2019. A leasing update will be provided to the board in July, and an overall project update including the construction cost, will be included in a decision paper for the August board meeting.

## **Westhaven Promenade Stage 2**

Resource Consent was granted for the project in April 2019 and the project team continues to work with mana whenua on the design opportunities that have been identified. HEB Construction, as successful ECI tenderer, is working with the project team to ensure the development of a robust construction budget, programme and methodology. Building consent exemption was granted on 9 May for the landside works and the seaside works building consent exemption was lodged on 10 May. Site establishment is anticipated in June.

## **Westhaven Pile Mooring Redevelopment**

Procurement for the civil works design and build contractor and a design and build floating pontoon manufacturer is underway. The selection process will identify suitable contractors by early July.

*Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA.*

## **Eastern Viaduct & Central Wharves**

### **Wynyard Crossing Bridge**

Preliminary design for the bridge is continuing with completion scheduled for the end of May. Focus is on the preparation for lodgement of resource consent in mid-June. As part of this preparation the project was presented to Panuku's Technical Advisory Group (TAG) for a second review on 3 May and is scheduled to be reviewed again at the end of May prior to the lodgement of consent.

The ECI contract has been awarded to McConnell Dowell Constructors Ltd, who built the bascule bridge in Whangarei. This Whangarei bridge construction team is currently delivering works for AC36 and are due to finish later this year. This timing allows the team to move across to the Wynyard Crossing project. McConnell Dowell are now working on defining the construction programme methodology, preliminary costs and construction logistics for submission at the end of May.

Mana whenua artists from two different iwi have been appointed through the Project Working Group to work with the bridge design team. This will be ongoing whilst the bridge is following the resource consent application process. The mana whenua Governance Forum also received a briefing from members of the project team to update them on the consent application.

A breakfast meeting with stakeholders is scheduled for early June along with one to one stakeholder meetings with those identified with a significant interest in the project. A governance gateway is scheduled for 11 June with Panuku's Programme Sponsors Group to initiate the detailed design stage (stage 3).

### **Mooring Dolphin**

The hearings for Queens Wharf resource consent are complete and the Commissioners, have granted consent subject to conditions. The appeal period closed on May 15 with two appeals lodged. These will be heard by the Environment Court and defended by Auckland Council. Panuku is likely to incur legal and professional services costs for the appeal. The quantum of these costs will relate to the nature of the appeal.

*Withheld from the public under S7(2)(h) of the LGOIMA.*

Panuku has received a number of requests for information (via LGOIMA) regarding proposed construction costs and the costs of internal and external professional costs for the resource consent.

The mooring dolphin project will be delivered by the Downtown Programme. Panuku is preparing a position paper to outline all issues relating to the future maintenance, responsibilities and operational requirements to inform a potential future asset transfer including a future dolphin. A decision on any potential transfer is expected to be made by the end of this financial year.

## Unlock

### 2.3.4 Avondale

*Withheld from the public under S7(2)(h) of the LGOIMA.*

### 2.3.5 City Centre – Civic Administration Building

A separate report is provided on the May agenda, see item 14.2.

### 2.3.6 Henderson

#### Site Sales and property development

*Withheld from the public under S7(2)(h) and S7(2)(i) of the LGOIMA.*

**2-4 Henderson Valley Road subdivision:** The enabling subdivisions, heritage plan change, sale approval of air-space and plaza is on track and the team are beginning procurement for a contractor to construct the road for the subdivision works, targeting an October start. *Withheld from the public under S7(2)(b)(ii) of the LGOIMA.*

*Withheld from the public under S7(2)(h) of the LGOIMA.*

**C40 sites:** The C40 low carbon project on the Falls and Alderman carparks has reached a milestone with the close of bids and assessments complete. A separate report is on the agenda, see item 14.3.

*Withheld from the public under S7(2)(b)(ii) of the LGOIMA.*

**33 and 21 Henderson Valley Road:** the Henderson programme is across the developments on these sites and communication and engagement are integrated with the Haumaru team.

#### Capital Projects

**Opanuku Link:** The Henderson Valley Road component of the project is delayed due to mixed feedback and guidance from Auckland Transport. The “Felled Kauri” bridge and play area design lead, Johnson Witehira is now contracted and design workshops for this major place shaping project to reconnect Corban Estate is progressing to detailed business case stage.

**Eco Identity:** The “Sounds of Henderson” project is in detailed design phase with a goal of progressing to delivery later in the year, which will see speakers and small sculptures installed at key safety points.

**Walking and Cycling:** project in conjunction with Auckland Transport is progressing towards the preparation of a Memorandum of Understanding later in the year.

**C40 sites works related:** the “Vision Zero” intersection is in modelling and the offsite parking mitigation work will change signage on Stevies Lane targeted for June.

**Oratia link:** The project is initiating in June to align and inform the C40 project and the Crown Project.

## **Placemaking and programme level operations**

**Placemaking:** Activations at the Te Puna container village (Falls carpark) continues. A workstream with the Unitec Architecture students is working on visions for the Henderson Valley Road area.

**Engagement and Eco Speakers Series:** The third session of the Eco Speakers Series is targeted for late June at Whoa! Studios on the subject of gentrification. Relations with the local board, mana whenua and key stakeholders are progressing well across the programme and as they relate to specific projects

**Comms and local identity:** Henderson was identified as the pilot location for progressing the local branding and identity project and this is in the scoping phase. The team attended the tiny house conference to help scope their emerging project called "Tiny House Village" on the Falls carpark.

### **2.3.7 Hobsonville**

*Withheld from the public under S7(2)(b)(ii) of the LGOIMA.*

#### **Airfields Stage 3 Employment Precinct**

*Withheld from the public under S7(2)(b)(ii) of the LGOIMA.*

### **2.3.8 Northcote**

*Withheld from the public under S7(2)(h) and S7(2)(i) of the LGOIMA.*

Greenway and reserves work is progressing with detailed design for school's edge underway. Funding and partnership agreement with HLC currently under final draft and confirmation.

Greenslade Reserve has completed a mana whenua and local board review, support for the project received by both. Take Mauri Take Hono - cultural indicators tool receiving wide spread interest from the council family. It is currently being applied to Jessie Tonar and Greenslade reserve prior to a final iteration being completed. Jessie Tonar Scout Reserve - community led restoration underway with growing interest and engagement from a range of community members and groups.

In parallel, we are updating Programme Business Case on the basis of the market sounding input, further research and update of the implementation and financial assumptions.

### **2.3.9 Ormiston & Flat Bush**

#### **Ormiston Town Centre**

Todd are progressing the construction of the town centre *Withheld from the public under S7(2)(b)(ii) of the LGOIMA.*

A Community information event is being held on Wednesday 22 May in Ormiston with Howick Local Board, Panuku, Todd Property, AT and Community Services.

#### **187 Flat Bush School Road**

*Withheld from the public under S7(2)(h) and S7(2)(i) of the LGOIMA.*

### **2.3.10 Panmure**

#### **Commercial Precinct**

*Withheld from the public under S7(2)(h) and S7(2)(i) of the LGOIMA.*

#### **Town Centre Streetscape Upgrade**

In collaboration with the Maungakiekie-Tāmaki Local Board, Panuku successfully engaged with the community using Social PinPoint between October 2018 to March 2019 to invite their views on the Town Centre Streetscape and Community Hub upgrade projects. More than 1,700 people visited the site, spending on average 13+ minutes getting acquainted and shared their thoughts and ideas on both projects. The feedback evaluation was completed in late April and summary of key themes has been shared with the local board, community stakeholders, relevant council departments, and Social Pinpoint site.

*Withheld from the public under S7(2)(h) of the LGOIMA.*

#### **Community Precinct**

*Withheld from the public under S7(2)(h) of the LGOIMA.*

#### **Ngāti Paoa Development Opportunity**

*Withheld from the public under S7(2)(h) and S7(2)(b)(ii) of the LGOIMA.*

### **2.3.11 Papatoetoe**

The Papatoetoe Mall is now on the market with tenders closing Wednesday May 29.

*Withheld from the public under S7(2)(h) of the LGOIMA.*

### **2.3.12 Pukekohe**

The High Level Project Plan (HLPP) was endorsed by the Franklin Local Board on 16 April 2019. (item 2.1 on the agenda).

The next step is to seek approval from the Planning, and Finance and Performance Committee on 4 and 18 June respectively.

Key topics in the programme going forward relate to the need for Auckland Transport Board approval for the future of parking, which affects potential site sales, and the potential new approach and relationship with mana whenua.

### **2.3.13 Takapuna**

#### **Anzac Street and Hurstmere Road**

The marketing process seeking Expressions of Interest proposals from developers for the development sites at 40 Anzac Street and 30-38 Hurstmere Road closed on 6 May. The design expectations for this development site are set out in the Unlock Takapuna Framework Plan as approved by the Panuku Board in April 2017.

*Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA.*

The second stage of procurement will commence in early June following completion of the design and development brief and proposal documents.

## **Gasometer development site**

*Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA.*

### **2.3.14 Haumaru**

#### **33 Henderson Valley Road - 40-unit apartment development**

Alaska Construction is making good progress on site and achieved critical milestone of completing third level structure and roof framing, roofing sheets are 50% installed and on track to be completed by end of May. Interior works for lower three levels are advancing ahead of programme. Ground floor gib, plastering, sealer coat is completed, and kitchen joinery installation is in progress.

*Withheld from the public under S7(2)(h) of the LGOIMA.*

The development is on track to be completed by mid-2019 with tenant move-in date anticipated to be in September/October 2019.

Preparatory work has commenced for the village opening ceremony in collaboration with Haumaru Housing and mana whenua. The opening is scheduled for November/December 2019 post local government elections.

#### **21 Henderson Valley Road**

Conditional Agreement with selected development partner Rethinking Space 3 Trustees Limited was executed on 6 November 2018. Since November, Rethinking Space and Panuku has been actively working with KiwiBuild to seek underwrite for the proposed development to provide new affordable housing in Henderson.

In late April 2019, KiwiBuild formally advised they are not proceeding to underwrite the development. On 10 May, Panuku terminated the Conditional Agreement with Rethinking Space due to substantial departure from the agreed masterplan as a KiwiBuild development and terms.

Development feasibility and valuation work have commenced to re-evaluate options for the site in current market conditions. The evaluation will feed into an updated business case and is scheduled to be completed by September and presented for Programme Sponsors Group approval.

### **2.3.15 Supports**

#### **198 Dominion Valley Road, Mt Eden**

*Withheld from the public under S7(2)(h) of the LGOIMA.*

## **3. Performance reporting**

### **3.1 Monthly performance dashboard**

Key project highlights for April include:

- A conditional agreement for the sale of 35 Graham Street building for \$58 million was executed in April and the sale is expected to be confirmed at the purchaser's shareholder meeting in June.



- Three resource consents for the Waterfront projects were granted in April - Cruise Ship Mooring Dolphin (subject to appeal), Westhaven Pile Moorings and Westhaven Promenade Stage 2.
- AC36 enabling works are running to plan.
- The Northcote masterplan was published in April and the PWA process is underway.

### **Financial summary**

There were no significant changes with net surplus in the last month, both Panuku and the portfolio managed on behalf of Council are ahead of budget and forecast to hold this position to year end.

Year to date capital expenditure has increased by \$7.8m since last month but is tracking behind budget YTD by \$38.6m. We forecast year end capital expenditure will be close to the reforecast of \$73.5m.

Unconditional sales for priority locations is at risk due to a more difficult market and the withdrawal of Kiwibuild from underwriting the 21 Henderson Valley Rd development.

More details are contained in the dashboard.

## **4. Portfolio Management**

### **4.1 Westhaven Marina**

Westhaven Marina have been announced as a finalist in the International Marina of the Year awards.

The winner will be selected from three finalists and announced at the Marinas 19 conference awards dinner on 28 May at Seaworld conference centre Queensland.

The event is considered a large scale international event.

Westhaven is the current New Zealand Marina of the Year and we have worked hard to take the marina to the next level of excellence. Winning this award would be a fitting celebration of the Westhaven teams success.

As part of the judging process this year, all entrants received judges feedback in regards to the submission criteria. The summary feedback to our application included 6 of the 10 categories rated very impressive and 3 very good.

Kevin Lidgard, Westhaven Marina Manager / Acting General Manager, Marinas, will represent Panuku/Westhaven Marina at the conference and awards dinner.

The preparation of the submission was a considerable effort and commitment and we are optimistic of our chance to win the ultimate recognition.

### **4.2 Downtown Marinas Limited**

Buddle Findlay have confirmed the amalgamation of Panuku and Downtown Marinas Limited was completed on 30 April 2019.

### 4.3 Lease approved under delegation

#### 29 Victoria Street, Onehunga

In accordance with the Panuku Development Auckland delegations, leases with a revenue over the lease term of over \$500,000 need to be approved by the Chief Executive and are also required to be reported to the Board.

CID Resource Recovery Limited entered into a commercial lease over the premises at 29 Victoria Street, Onehunga, *Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA.*

### 4.4 Acquisitions and Disposals Summary

The Acquisitions Summary is attached as Attachment B and the Disposals Summary is attached as Attachment C. Both of these reports are withheld from the public under S7(2)(b)(ii) of the LGOIMA.

## 5. Organisational Summary

### 5.1 Chief Executive's Networks

Since the Board met on 26 April, the Chief Executive has continued to build relationships with stakeholders, mana whenua and the local community, within both the political and community arenas.

He has also attended various Auckland Council meetings, including the City Centre and Waterfront Executive's Steering Group, CCO CEO's regular catch-up with Stephen Town and regular AC36 JCEG (Joint Chief Executive Group) meetings.

*Withheld from the public under S7(2)(b)(ii) of the LGOIMA.*

### 5.2 Media and digital summary

**Dominion and Valley Roads development:** RNZ and Newshub interviewed a group of five elderly women who are opposed to the project. Newshub also spoke to Panuku Director Design and Place Rod Marler for a segment on its 6pm television bulletin. *The Spinoff* published a story on 9 May focused on the project's benefits, including that it will help to address Auckland's housing shortage. To continue to share the facts of the project with the public while a regulatory process is underway, a video outlining the vision and benefits of the development has been published on [www.panuku.co.nz](http://www.panuku.co.nz).

**Queens Wharf mooring dolphin:** All major media outlets (NZ Herald, Stuff, RNZ) reported the independent commissioners' decision to grant resource consent to the Queens Wharf mooring dolphin, quoting Panuku Chief Operating Officer David Rankin and several figures from the cruise industry. Bernard Orsman of the *NZ Herald* later ran a story on the cost of the mooring dolphins saying it had "blown out by 75 per cent from \$9.4 million to \$16.9m" when in fact the figures he compared were the initial estimate for the project (carried out by Panuku) with council's development programme office's budget for infrastructure of far greater scope. The story also reported Panuku's spend on the resource consent process.

**New Northcote masterplan:** Interest.co.nz ran a wide-ranging story on Panuku's role, history and newly released Northcote masterplan with comment from Northcote Project Manager Igor Stychinsky and Project Sponsor Angelika Cutler. It prompted interest from Afternoons with Jesse Mulligan who interviewed Simon Wilson for a 13-minute segment

entitled: 'What is Panuku'. In it, Simon explains Panuku's mandate and critiques our performance as the city's urban regeneration agency. The piece is largely positive, with endorsement from a senior Herald writer such as Simon translating as high praise indeed for the work that we do.

**Leasing of Mount Wellington Race Track:** The Sunday Star Times wrote a story on Councillor Wayne Walker supporting a motorcycle club who says it has nowhere to go since its lease at the track ended.

**Panuku's reinvestment strategy:** RNZ's Morning Report featured a story about the reinvestment of funds from the sale of sites in Manukau, prompted by comment from Councillor Efeso Collins and Ōtara-Papatoetoe Local Board Chair Lotu Fuli that the distribution of funds from asset sales across regions is imbalanced. In the narrow timeframe (three hours) Panuku was unable to offer a spokesperson but provided a statement outlining our reinvestment strategy and that we prioritise expenditure based on the best use of those funds.

**Activation of 38 Hurstmere Road:** The *Devonport Flagstaff* has requested images and information about regular activations held this newly formed laneway.

**Onehunga:** Our Auckland ran a story on the opening of the revitalised in Onehunga, which forms part of our Unlock project, and on a mural created by the community group The 312 Hub, who are closely connected with our project.

**Unlock Avondale:** An overview of our project will feature in a double page spread in a new community magazine, *About Us, Avondale* to be published in June. The piece will include comment from Whau Ward Councillor Ross Clow, Whau Local Board Chair Tracy Mulholland and Panuku Strategic Planner John Carter.

**Sale of the Old Papatoetoe mall:** The sale of the site, which forms part of Unlock Old Papatoetoe, featured in *NZ Herald* property pages.

**Asset sales:** The 7 May edition of *Hibiscus Matters* was a story about 23 properties Panuku has been instructed to sell on behalf of Auckland Transport. The Hibiscus and Bays Local Board is opposed to the sale, which will go before council's Finance and Performance Committee on 18 June.

## Digital

**Podcasts:** Three more podcasts in our City of Neighbourhoods series were published. Listenership for the series continues to grow at a steady pace.

**New website launched:** Panuku has refreshed its website to serve as a more effective public information tool. An analysis of users compared to the last site will be reported in the next report.

**Waterfront video:** A new video capturing the waterfront through children's eyes was released and reached 13,500 people and received 5,000 views via the Your Waterfront channels.

# Health and Safety Monthly Reporting – April 2019

|                           |   |
|---------------------------|---|
| <b>Document Author(s)</b> | Blair McMichael – Health and Safety Manager |
| <b>Approver</b>           | David Rankin – Chief Operating Officer      |
| <b>Date</b>               | 10 May 2019                                 |

## 1. Purpose

This paper is a monthly update to the board on progress against key health and safety objectives from our Health and Safety Plan 2018/19, recent incidents, the monitoring and management of risks, and staff wellbeing and training.

## 2. Executive summary

This report includes a monthly update of our lead and lag key performance indicators reflecting incidents, hazards, monitoring, and competency programmes underway.

Health and safety planning for FY 2019/2020 began with involvement from our health and safety representatives and feedback from the Chief Operating Officer. The draft health and safety plan 2019/2020 will align to the Health and Safety Strategy 2017-2020 including improvement opportunities and outstanding actions from the previous year. Feedback on the draft plan will be sought from the Executive Leadership Team in June.

Our Total Recordable Incident Frequency Rate (TRIFR) continued to reduce, based on the number of incidents and near misses reported. A medical treatment injury was reported on the Haumaru development in Henderson. Our consultancy service managing the project investigated with improvements put in place.

Following a review of our project management health and safety reporting we have noticed inconsistencies in how project health and safety risks are reported by our programme managers. This has led to a workstream to ensure project risks are captured adequately in Sentient.

The Panuku Executive Leadership Team (ELT) will be reviewing our top 10 critical health and safety risks during June.

We completed a compliance audit of our contract management framework. This work was scheduled within the health and safety plan 2018/2019 and forms part of our continual improvement of contract health and safety. The findings will be subject to review and agreement by our Development Director and Chief Operating Officer and recommendations included in our FY 2019/2020 work programme.

Health and safety awareness training continued for our people leaders in partnership with Auckland Council. The training focuses on risk management, staff involvement and influencing safety behaviours and incident investigation.

A Request for Information (RFI), and evaluation criteria for an improved health and safety reporting software has been sent to a select group of software providers. Responses to the RFI will be reviewed in May and findings communicated to the executive from June. All ELT

feedback will be incorporated within our health and safety plan and forward work programme for 2019/2020.

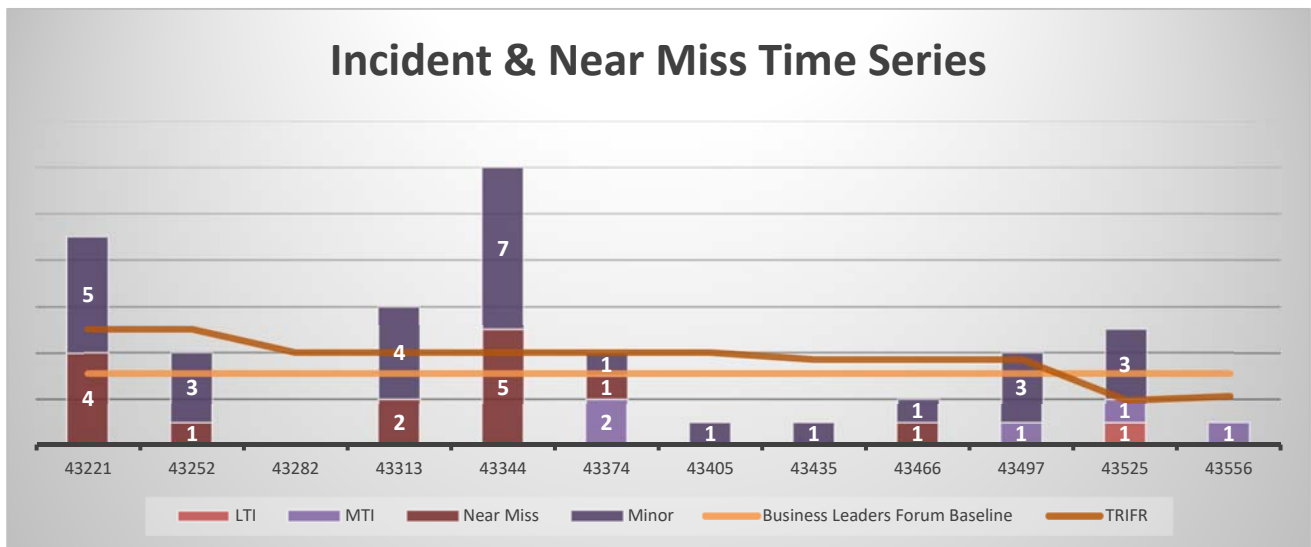
### 3. Health and safety key performance indicators

We continue to track our health and safety key performance indicators (KPIs) which represent both lead and lag indicators.

Figure 1. Incidents and Near Misses, Figure 2. Hazards and Risks, Figure 3. Competent and

Figure 1. Events: Recorded Incidents and Near Misses (Lag Indicator)

Engaged People’.



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

#### 3.1 Incidents and near misses

The Panuku Total Recordable Incident Frequency Rate (TRIFR) fell to 2.6 from last month. This result is marginally lower than our benchmarking against the NZ Business Leaders Health and Safety Forum TRIFR of 3.1. We have consolidated our employee incidents with contractor incidents, where we directly manage contracts. This approach aligns to our contract management framework reflecting our influence and control.

A medical treatment injury was recorded this month. The incident occurred on the Haumaru project in Henderson and is managed on our behalf through the consultancy company, RCP. Medical treatment included stitches after the contractor’s employee struck their leg against an exposed edge of a stored metal roofing. The contractor has since relocated the flashings to a safe area, rather than having it over hanging and exposed.

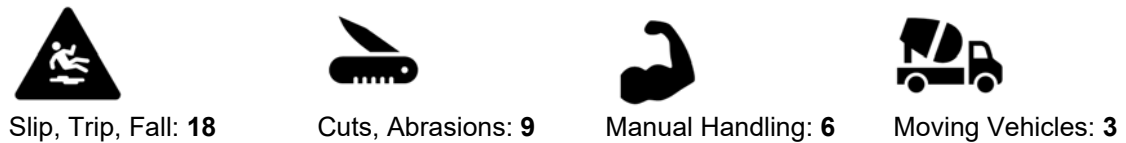
Our Wynyard quarter development team recently noted an increase in incidents on the development site Park Hyatt. The project is nearing completion with associated time pressures. The project is managed through a development agreement, with the developer holding the control of construction health and safety risks. The developer has agreed to undertake an independent review on health and safety and implement improvements.



### 3.2 Risks and hazards

Figure 2 highlights hazards by incident, and critical health and safety risk by project.

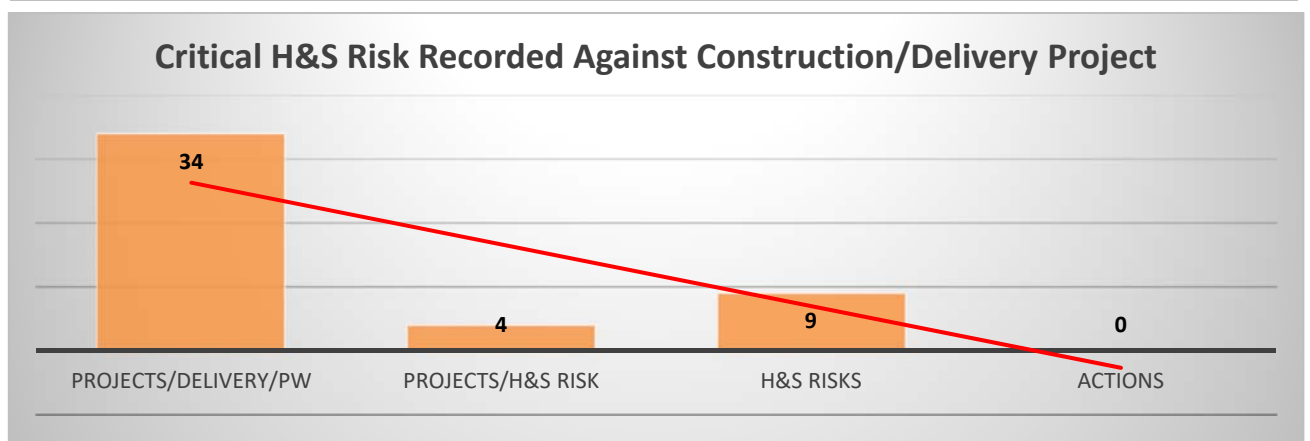
**Figure 2a. Hazards (related to incidents) May18-April 19 (Lag Indicators)**



The purpose of capturing data on hazards by incident, allows Panuku to identify whether we have a significant hazard that is not well managed. It also allows us to consider where our resources are best allocated. For example; Slips, trips and falls hazards, feature often. These are difficult to manage reflecting everything from uneven surfacing to a lack of awareness of the environment i.e. wet surfaces. In comparison, manual handling hazards relate to tasks which are not simply eliminated or engineered out i.e. Marina operations. Each incident and related hazard are reviewed on a case by case basis and controls implemented. Improvements in this area have included the decision that berth-holder moor their vessels directly without intervention by staff.

The Panuku executive will review and workshop the top 10 health and safety critical risks during June. The purpose will be to determine the currency and relevance of health and safety risk to our business and whether our health and safety mitigations are effective and practicable. The critical health and safety risks will also be agreed, based on our ability to influence and control the workplace mitigations.

**Figure 2b. Health and Safety Risk by project YTD (Lead Indicators)**



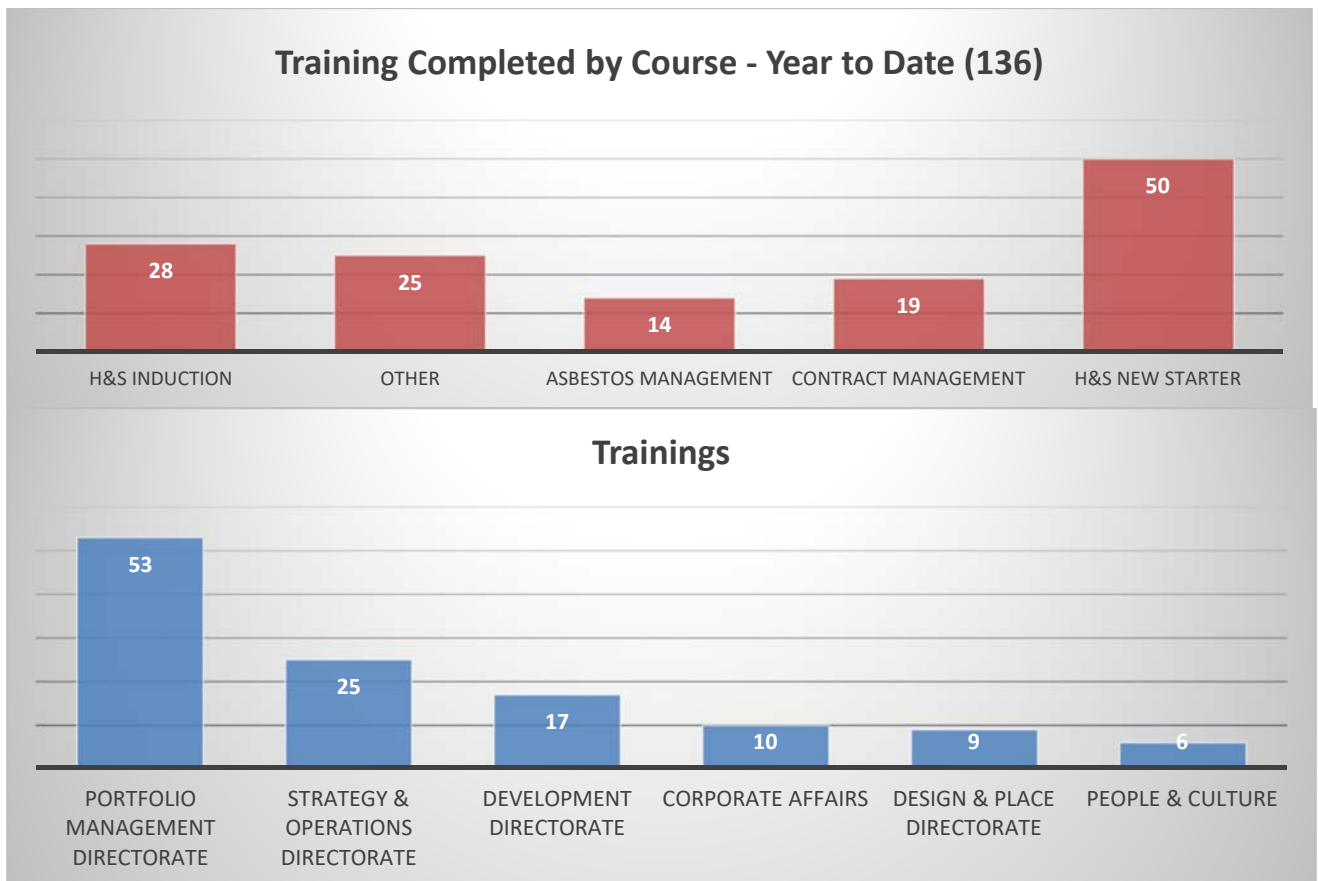
Critical health and safety risks for projects in the construction/delivery phase are intended to be tracked through our project management tool, Sentient. The second table identifies what health and safety risks we are capturing within Sentient. Figure2 b shows that Panuku has 34 projects underway captured in Sentient (in the delivery phase/physical works), but only 4 projects have identified H&S risks and across the 4 projects, 9 risks are identified but no management actions. The trendline indicates a relationship between actions and projects. What you would expect to see, at a minimum, is a flat line, but ideally trending upward with multiple health and safety actions generated for each project.

The data shows that very few staff are entering health and safety risks into Sentient. The lack of comprehensive project H&S data in a single repository affects the transparency of health and safety risk and ability to consistently communicate to affected stakeholders. Improving the comprehensiveness and visibility of project health and safety risk is a shared initiative between health and safety and our portfolio management office through the Community of Practice

### 3.4 Competent and engaged people

Figure 3 provides an oversight of training to date (FY 2018/2019), by course and Directorate.

**Figure 3. Training: Competent and Engaged People (Lead Indicators)**



During the month we began the roll-out of the people leader health and safety training 'Managing Safely'. The training, delivered Auckland Council, includes risk assessment, incident investigation, and influencing behaviours for leaders. Panuku has been allocated certain dates with limited numbers, which may reduce the ability of all relevant staff to complete the program. We will consider piloting the programme within Panuku in the new financial year.

We remain committed to shifting our project manager training from the previous SiteSafe passport training to the industry recognised ConstructSafe competency assessment. Our intention is to have all Panuku project managers and our project consultants complete the ConstructSafe Tier 5 competency in FY 2019/2020. Meanwhile we are scheduling Tier 1 assessments for the remainder of 2018/2019. This assessment covers basic health and safety on a construction site.

In 2019/2020 we will progress the assessment to include Tier 5, which reflects the needs of 'Client' organisations, such as Panuku.

## **4. Emerging issues and trends**

### **4.1 Staff engagement**

During April we prepared the draft Panuku health and safety plan 2019/2020 with input from our health and safety representatives and Chief Operating Officer. The draft plan reflects the Panuku Health and Safety Strategy 2017-2020 objectives, with actions targeted at continually raising our health and safety culture from compliance to proactive safety management. Our strategic objectives focus on leadership, competencies, process improvement, tracking and monitoring, and staff engagement.

A final draft will be provided to the Executive Leadership Team for approval in June.

### **4.2 Contract Management Framework (CMF) – compliance review**

We completed a compliance audit of our contract management framework in April – specifically selecting projects in delivery/execution phase. The audit was a scheduled objective from the health and safety plan 2018/2019 with the purpose of tracking whether our project and development managers are applying the CMF consistently. The review findings will be available in May and recommendations to be agreed with the Chief Operating Officer and Development Director. All recommendations will be incorporated within our health and safety planning programme for FY 2019/2020.

### **4.3 Health and safety reporting software solutions**

We sent a Request for Information (RFI), for a health and safety software solution to selected vendors during April. The intention of the RFI is to obtain information on a solution which achieves better alignment to our business requirements, including executive and board reporting expectations. We will be meeting with Auckland Council's health and safety team in May. The purpose of the meeting is to discuss the RFI and explain why it is unsuitable, covering points such as the need to have a software solution which is integrated with our project management and procurement tools. An evaluation of the vendor RFI responses will include a representative from Auckland Council's information systems team.

In June the RFI findings will be reviewed by our executive, and recommendation/s subject to their approval. This timeline may be affected by feedback from the Auckland Council H & S team discussions. We will include any agreed improvements within the health and safety plan 2019/2020.

## 5. Progress against the health and safety work plan

| PROGRAMME OF WORK   | ON TRACK | KEY DELIVERABLES   |
|---|----------|--|
| Corporate Priority - Complete review of Panuku's alignment with Auckland Council H&S Management Framework, including the manual |          | Initial review completed. Council have released further guidance and standards. These are to be reviewed in May to ensure alignment with our business requirements.  |
| Develop H&S Communications Plan for direction & alignment with key H&S initiatives  |          | Completed last year. Work has begun on the drafting of a communications plan for 2019/2020.  |
| Corporate Priority - Review training. Inductions planned for December 2018. Complete report to ELT                              |          | Training and competency programme remain current with reviews completed by our directorate-based H & S reps.<br><br>New starters vs #. of health and safety inductions completed will be assessed from May 2019    |
| Draft H&S Annual Plan 2019/2020 with staff involvement and ELT approval (BAU) (June 2019)                                       |          | Drafting of the 2019/2020 Health and safety plan has begun. Feedback has been obtained from our health and safety representatives and COO. ELT will review the draft plan in June.                                 |
| Manage delivery of People Leader H&S training using the Council training 'Managing Safely' (March 2019)                         |          | Managing safely training commenced in March. Delivery of training is subject to availability on the Auckland Council led program. A decision will be made on whether to pilot the program within Panuku from June. |
| Corporate Priority - Complete Programme of Board and ELT legislative update / training (May 2019)                               |          | Legislation communications were incorporated in the Board and ELT February H & S Deep Dive.  |
| Agree with Panuku Risk Manager - clear communication of hierarchy of risk registers & links                                     |          | The Panuku Risk Manager is working through a draft risk framework following on from the April risk workshop held with the executive leadership team.   |
| Implement Contract Management Framework in Facilities management, Marinas and Design and Place by December 2018                 |          | Training of our Design and Place team was delayed and is planned for May.  |
| Corporate Priority - Undertake review of Contract Management Framework compliance.  |          | The CMF review was completed in April with a report pending. All findings and recommendations will be considered within our H & S Plan 2019/2020.  |

|  |  |   |
|--|--|---|
| Review H&S within the Portfolio Management Framework & apply gateways (May)  |  | This work forms part of the portfolio management office and H & S led community of practice improvements from April.  |
| Agree with Panuku H&S Representatives & COO the terms of reference for Panuku H&S Committee (June)                               |  | The TOR were ratified by our H & S reps during the March meeting.   |
| Agree Focus topics for ELT led discussions in H&S (November 2018)  |  | Agreed and delivered to plan with deep dive completed across the ELT and Board for the CMF.   |
| Agree drug and alcohol and safety sensitive role improvements. ELT sign-off and Board communications (April)                     |  | An ELT paper and recommendations were drafted in April with several actions. Sign-off has not been sought in April.   |
| Corporate Priority - Implement Phase 2: Risk Manager software which incorporates Contractor Management Module, CMM, by June 2019 |  | A Request for Information (RFI) around a software solution which aligns to the business requirements of Panuku went to selected vendors in April. This is a change in objective from the original work program as the CMM was to ready for use. |
| Review Risk Manager privacy settings & business rules and communicating to People Leaders by January 2019.                       |  | This was completed in Jan. No further action required by Panuku as privacy recommendations sit with the software contract owners, Auckland Council for implementation.  |

# Māori Responsiveness Monthly Report – April 2019

|                           |                 |
|---------------------------|-----------------|
| <b>Document Author(s)</b> | Toni Giacon     |
| <b>Approver</b>           | Angelika Cutler |
| <b>Date</b>               | 15 May 2019     |

## 1. Purpose

The paper provides the board an update on our Statement of Intent (SOI) commitments to working with Māori. It highlights significant pieces of work relating to this important kaupapa and highlights success stories from across the business from this work.

## 2. Strategic Context

The Auckland Plan states “a thriving Māori identity is Auckland’s point of difference in the world – it advances prosperity for Māori and benefits all Aucklanders”. One of the six overarching outcomes identified in the Auckland Plan is “Māori Identity and Wellbeing” that directs council whanau to:

1. Advance Māori well-being
2. Promote Māori success, innovation and enterprise
3. Recognise and provide for Te Tiriti outcomes
4. Showcase Auckland’s Māori identity and vibrant Māori culture

Our strategic whakapapa to supporting this Auckland Plan Outcome is through our three SOI commitments to working with Māori and from direction in the Mayoral Letter of Expectation (LOE). Viewed holistically the work detailed in this report forms the basis of the Panuku Māori Responsiveness Plan that legally requires us to:

- Fulfil statutory Māori obligations,
- Value te ao Māori,
- Enable Te Tiriti o Waitangi and
- Enable Māori outcomes.

## 3. SOI Commitment 1 - Shared Strategic Outcomes

Our first SOI commitment is to achieve better outcomes for and with Māori. It is important to consider this commitment in the context of the collective and individual voice of mana whenua, mataawaka and other Māori organisations. A developed understanding of the collective versus individual perspectives will help us move towards more authentic partnership and mutual benefit with Māori. An overview of the relationship between Panuku and the 19 Mana whenua iwi and hapu, and our current relationship with each entity is provided in **Attachment 1**.



Our obligations to deliver on the SOI are specifically to:

**1. Collaborate with Mana whenua to develop an implementation plan for the Panuku Outcomes Framework.**

We are working with Mana whenua to co-design an Outcomes Framework (the Framework) that will provide a refreshed and relevant overview of what mana whenua are seeking to achieve in Tamaki Makaurau at a very high level, and where they see the potential to leverage Panuku opportunities to achieve these outcomes.

The Framework is well supported by Mana whenua and is likely to be used as a model for other CCO's to adopt. With clear direction from Mana whenua as to what outcomes they want to achieve, Panuku is now identifying how we can support these aspirations. A three-year Implementation Plan is in development and will be presented to the board in June for endorsement.

**2. Work with Mana Whenua and Mataawaaka to ensure our Outcomes Framework is inclusive for all Māori living in Tamaki Makaurau.**

Whilst the Framework identifies outcomes desired by both Mana whenua iwi, hapu, and Panuku, it also provides for enhanced wellbeing for mataawaka. The notion of manaakitanga comes through strongly in the articulation of what is important to mana whenua for Māori wellbeing overall.

**3. Work with the council whānau to streamline engagement through Te Hoanga.**

We are actively participating in the council whanau 'Te Hoanga' project which seeks to streamline Mana whenua engagement across all council agencies. Discussions continue with our Mana whenua governance representatives as to the future of the Panuku bi-monthly forum. There has been some discussion that this may form part of the Te Hoanga programme, enabling all council agencies to establish strong governance level relationships using the forum in the same way as Panuku.

**4. Reaffirm our commitment to Te Toa Takitini, and to work proactively with other CCO's to deliver on the identified strategic priorities.**

Council has nine identified strategic priorities for the council whanau to support. Our Framework supports a number of these identified priorities as they relate to the work Panuku delivers.

**5. Performance in delivering against Māori responsiveness and the identified priorities are reported on via the quarterly report.**

A new reporting template to report against Māori Responsiveness has been created and is in use.

**6. We will participate and contribute to the council group Tiriti O Waitangi Audit response.**

As and when required we participate and contribute to this kaupapa.

**April Highlights (some not all initiatives are detailed below)**

1. A series of mana whenua workshops to better understand their aspirations across Cultural, Social, Economic, Governance and Wellbeing pou that form the basis of our Framework
2. Individual governance hui on the whenua in Pukekohe to progress the Kia Puawai Pukekohe project.

## 4. SOI Commitment 2 - Enabling Commercial Opportunities

Our second SOI commitment is 'Enabling Commercial Opportunities for Māori'. More specifically the SOI states that we will:

### 1. Collaborate with Mana whenua to identify specific property development and broader commercial opportunities within the Panuku three-year programme.

This financial year, Panuku has established a regular six-monthly Commercial Development Opportunities Forum with mana whenua governance representatives. This is co-hosted by Panuku Development Director Allan Young and Head of Governance Relations Toni Giacon, the forum gives mana whenua a full portfolio overview of the development and disposals pipeline. This approach, as opposed to the former 'eight week early alert' on opportunities, gives mana whenua an holistic view of the opportunities and a much longer line of sight providing sufficient time to allow for sometimes complex iwi decision making to occur without the pressure of a compressed market process.

In addition to this we also offer Governance representatives an annual briefing of the whole Panuku priority development location portfolio. Providing an overview of commercial, public realm and place-making activities over a three-year horizon enables mana whenua to identify areas of priority to engage with us. We have made it expressly clear to mana whenua that they do not need to wait for properties to be taken to market to express interest, and that they can approach us at any time to discuss any of the properties in our portfolio. This, coupled with the revised Policy for Selection of Development Partners, is a powerful combination to enable iwi to seize opportunities across our business and enables Mana whenua to capitalise an opportunity well in advance of the market and furthermore it provides the opportunity for exclusivity (subject to board approval).

### 2. Look to enable opportunities for Mana whenua rather than offering them as part of a business as usual approach. The aim is to ensure that Mana whenua can effectively participate in our processes and that the Panuku team understand how their day to day mahi can contribute to uplifting Māori economic well-being.

A significant review of Panuku 'business as usual' processes was undertaken last year which has enabled us to make changes that have resulted in more accessible, transparent and effective processes for mana whenua. Of particular note is the changes to the Rationalisation and Disposals process that now allows mana whenua much more clarity over our pipeline. Together with advance notice, our open door approach, and the potential for policy-based exclusive negotiations Panuku has set a strong foundation for mana whenua to participate.

### 3. Explore how we can enhance our processes to ensure Mataawaaka organisations can also benefit from the opportunities we offer.

Although our strategic focus has been on developing strong relationships with Mana whenua, we acknowledge the notion of manaakitanga which provides benefits to all Māori. In addition to this, Panuku has been working with a number of mataawaka groups and organisations in our priority locations, notably Henderson and Manukau.

To formalise this important aspect of our work with Māori, we are currently identifying opportunities in the Panuku work programme where we can directly influence commercial outcomes for all Māori. A dedicated board working party met in April to explore key questions including:

- What does enabling commercial opportunities "with Māori" mean to you?
- Why is it important to you?
- What does a successful partnership between Panuku and Māori look and feel like for you?

- What are people saying about that partnership in the future?
- Which area of the business would you start with?
- Within that area, what are some practical activities/projects (or examples from elsewhere) would you do?

A suite of specific recommendations is currently being prepared focusing on short-term opportunities, as well as longer term actions. We expect this work to be presented to the board in July.

#### **April Highlights (some not all initiatives are detailed below)**

1. Purchase of Old Papatoetoe Mall: we provided mana whenua a two month period ahead of the market process to start due diligence. Opportunity was offered to all 19 iwi. Unfortunately, no iwi or hapu were interested in this unique offering.
2. Appointment of artists: we appointed six artists to specific Panuku projects this month.
3. We are actively supporting a Māori business by ordering regular catering from the Māori Kitchen.
4. We shared three employment opportunities directly to mana whenua within the Wynyard Edge Alliance for a foreman, drainlayer and plant operator. No interest was expressed by mana whenua re: these opportunities.

## **5. SOI Commitment 3 - Celebrating Māori Culture and Identity**

Our third SOI Commitment is celebrating the Māori cultural footprint in design, the natural and urban environment, and broader social outcomes, more specifically by:

1. **Continue to facilitate Mana whenua identity innovations and opportunities through projects in our priority development locations and public realm projects. With local board support, promote Mana whenua identity through initiatives such as naming new streets, laneways, buildings, signage, communications, art and landscaping.**

We have significant opportunity to deliver on this commitment through our public realm programme. There are some locations that also lend itself more to supporting this as well such as the Waterfront and Takapuna as the economics of developments are more likely to sustain it. Panuku conducts weekly meetings with kaitiaki representatives from mana whenua iwi with approximately 5 – 6 projects discussed every week. Mana whenua provide important influence and direction to project leads that is incorporated into our projects.

2. **Explore how we can embed a Te Ao Māori perspective into our design approach at both the programme and project level**

The board and Executive has made a commitment to ensure that a Te Ao Māori perspective is integrated into our approach to design. The Design and Place Directorate and the Māori outcomes team are exploring ways to ensure a Māori lens is embedded at a policy level in the design space so that we have the best opportunity to see it applied at a project level.

3. **Continue our placemaking, a kaupapa Māori foundation to deliver positive outcomes for Māori across the region.**

In partnership with Mana whenua Panuku has developed a set of guidelines that communicate and support how Panuku will utilise the art of placemaking in the design and activation of public spaces within its urban development locations here in Tamaki. Ngā Mātāpono: Panuku Principles for Placemaking include an express commitment to “Honouring the Stories”.

For Tāmaki Makaurau this work begins with Mana whenua and their stories. Their knowledge of place from a physical perspective, including sites of significance and cultural landmarks through to their legends connects us directly with both the physical and spiritual identity of the environments in which we are working.

#### **April Highlights (some not all initiatives are detailed below)**

1. AC36 - We are working with Mana whenua to ensure they have influence over the public realm part of the project area. Specifically, mana whenua wanted the opportunity to integrate their cultural markers into the whole project area – rather than several designated areas. Work continues on this space to appoint an artist who will become part of the design team.
2. Henderson: Panuku sponsored a Te Pou Māori theatre performance based on the Henderson cultural narrative as agreed with Mana Whenua
3. Haumaru: Mana whenua were offered the opportunity to nominate a Māori name for the new Housing for Older People village on 33 Henderson Valley Road, Henderson.
4. Onehunga: the first laneway opened with a Mana Whenua lead karakia. Blessing was attended by Te Akitai Waiohua, Ngāti Maru and Ngāti Te Ata

## **6. LTP/SOI Performance Measurement**

Panuku is required, through the LTP and our SOI, to facilitate 50 'Significant Māori initiatives' in the current Financial Year. YTD we have recorded 66 initiatives.

Another SOI measure this year is to establish a baseline regarding percentage of mana whenua groups satisfied with the quality of engagement. Nine iwi participated in the interview and we expect the results of this survey late May for reporting up to the board in June.

## Decision Paper: Disposals Recommendation

|                           |  |
|---------------------------|--|
| <b>Document Author(s)</b> | Anthony Lewis – Senior Advisor Portfolio Review  |
| <b>Reviewer(s)</b>        | Marian Webb, Manager Portfolio Strategy and Business Development<br>Brenna Waghorn, Director of Strategy |
| <b>Date</b>               | 6 May 2019   |

### 1. Purpose

This paper seeks approval from the Panuku Board for 27 council owned properties to be recommended to the Finance and Performance Committee for disposal.

### 2. Executive summary

The first group of properties presented in this report comprise 23 co-located properties on Brightside and Whangaparāoa Road, Stanmore Bay and Manly. These properties were acquired for transport purposes and are no longer required for this purpose. The rationalisation process commenced in March 2019. Consultation with council departments and council controlled organisations (CCOs), iwi authorities and the Hibiscus and Bays Local Board has now taken place.

The Hibiscus and Bays Local Board did not identify any potential alternative service uses for these properties, but deferred confirming its formal position at its April 2019 business meeting to provide time for Auckland Transport (AT) to provide the local board with a copy of its confidential report that was considered by the AT Board in November 2018. It is anticipated that AT will respond to the request prior to the local board again considering the proposed disposals at its 15 May 2019 business meeting. The local board's formal position can be tabled at the Panuku Board meeting and will be included in reporting to the Finance and Performance Committee. As no current or future council service use has been identified for the properties through the rationalisation process, it is recommended that the Panuku Board approves the recommendation to council's Finance and Performance Committee that the subject properties be divested.

300 West Coast Road, Glen Eden is a vacant 10,400m<sup>2</sup> site. It is a council closed land fill known as the Glen Eden depot closed land fill. Approximately half of the site is required for open space purposes. The balance of the site comprises approximately 5,500m<sup>2</sup> and is being recommended for disposal. The rationalisation process commenced in December 2015. Consultation with council departments and its CCOs, iwi authorities and the Waitākere Ranges Local Board about the site has been undertaken.

The Waitākere Ranges Local Board opposes the proposed disposal of the balance area on the basis that a sale price is likely to be impacted by the contaminated land issues. The local board considers the site is of strategic importance due to its location and open space potential. It requests that a decision on the future of the site be deferred until planning for the Glen Eden area is completed. In response, the issues raised by the local board have been followed up with relevant council business units and the retention of the balance land is not supported. Given that no council service use requirement has been identified for the subject 5,500m<sup>2</sup> area of 300 West Coast Road,

it is recommended that the Panuku Board approves the recommendation to council's Finance and Performance Committee that it be divested.

131 Clark Road is a mixed use 4.2 hectare property that was acquired for strategic open space and future planning purposes. Approximately 5,500m<sup>2</sup> is recommended for disposal to enable a planned neighbourhood centre and housing in accordance with the Scott Point Precinct Plan 3. The rationalisation process commenced in December 2017. Consultation with council departments and its CCOs to confirm public work requirements for 131 Clark Road for open space and transport infrastructure purposes has been undertaken. Staff have also consulted with iwi authorities and sought the views of the Upper Harbour Local Board.

No current or future public work use has been identified for the 5,500m<sup>2</sup> subject to rationalisation and the feedback received has been supportive of the proposed disposal. As such, it is recommended that the Panuku Board approves the recommendation to the Finance and Performance Committee that the subject approximately 5,500m<sup>2</sup> area of 131 Clark Road be divested for commercial and housing outcomes in accordance with the Scott Point Precinct Plan 3.

275 St Johns Road, St Johns is a residential property that was acquired for transport purposes and is no longer required for this purpose. The rationalisation process commenced in September 2018. Consultation with council and its CCOs, iwi authorities and the Ōrākei Local Board has now taken place. As no current or future council service use has been identified for property through the rationalisation process and the feedback received has been supportive, it is recommended that the Panuku Board approves the recommendation to the Finance and Performance Committee that 275 St Johns Road be divested.

The final property in this report, 303 Te Irirangi Drive, Clover Park is a vacant 10,083m<sup>2</sup> site. Approximately 9,402m<sup>2</sup> of the site is required for transport infrastructure purposes. The balance of the site comprises approximately 681m<sup>2</sup> and is recommended for disposal. Consultation with council and its CCOs, iwi authorities and the Howick Local Board has now taken place. As no current or future council service use has been identified for property through the rationalisation process and the feedback received has been supportive, it is recommended that the Panuku Board approves the recommendation to the Finance and Performance Committee that the 681m<sup>2</sup> portion of 303 Te Irirangi Drive be divested.

The consultation process undertaken for the subject sites and a technical summary of each property is attached as *Appendix A to E* of this report.

### 3. Recommendations

It is **recommended** that the board:

**Approves** the recommendation to the Finance and Performance Committee that the following properties are surplus to council requirements and should be divested:

- i. 4 Brightside Road, Stanmore Bay;
- ii. 6 Brightside Road, Stanmore Bay;
- iii. 472 Whangaparāoa Road, Stanmore Bay;
- iv. 474 Whangaparāoa Road, Stanmore Bay;
- v. 476 Whangaparāoa Road, Stanmore Bay;
- vi. 478 Whangaparāoa Road, Stanmore Bay;
- vii. 480 Whangaparāoa Road, Stanmore Bay;



- viii. 482 Whangaparāoa Road, Stanmore Bay;
- ix. 484 Whangaparāoa Road, Stanmore Bay;
- x. 486 Whangaparāoa Road, Stanmore Bay;
- xi. 488 Whangaparāoa Road, Stanmore Bay;
- xii. 1/490 Whangaparāoa Road, Stanmore Bay;
- xiii. 2/490 Whangaparāoa Road, Stanmore Bay;
- xiv. 492 Whangaparāoa Road, Stanmore Bay;
- xv. 494 Whangaparāoa Road, Stanmore Bay;
- xvi. 496 Whangaparāoa Road, Stanmore Bay;
- xvii. 498 Whangaparāoa Road, Stanmore Bay;
- xviii. 498B Whangaparāoa Road, Stanmore Bay;
- xix. 500 Whangaparāoa Road, Stanmore Bay;
- xx. 502 Whangaparāoa Road, Stanmore Bay;
- xxi. 599 Whangaparāoa Road, Stanmore Bay;
- xxii. 616A Whangaparāoa Road, Stanmore Bay;
- xxiii. 750A Whangaparāoa Road, Manly;
- xxiv. Approximately 5,500m<sup>2</sup> of 300 West Coast Road, Glen Eden (subject to survey);
- xxv. Approximately 5,500m<sup>2</sup> of 131 Clark Road, Hobsonville (subject to survey);
- xxvi. 275 St Johns Road, St Johns; and
- xxvii. Approximately 681m<sup>2</sup> of 303 Te Irirangi Drive, Clover Park (subject to survey).

#### **4. Prior Board and Council engagement and decisions**

No previous board or council decisions.

#### **5. Discussion**

Panuku and the Auckland Council Community Facilities' Stakeholder and Land Advisory team jointly work on a comprehensive review of council's property portfolio. One of the outcomes of the review process is to identify properties in the council portfolio that are no longer required for council service purposes and may be suitable for sale, and development if appropriate. The subject sites were identified as no longer required for council service purposes through this review process.

Once a property has been identified as no longer required for current council service purposes, Panuku engages with the council and its CCOs to establish whether the property must be retained for a strategic purpose or is required for a future funded council service use. Once a property has been internally cleared of any council service requirements, Panuku then consults with local boards, mana whenua and relevant ward councillors. All sale recommendations must be approved by the Panuku Board before a final recommendation is made to Auckland Council's Finance and Performance Committee. The committee has the delegated authority to approve any proposed disposal.

Detailed information about the subject properties is provided in *Appendix A to E* of this report.

## 6. Financial implications

The cumulative value of these properties is \$20.7 million. Detailed information about the subject properties is provided in *Appendix A to E* of this report.

## 7. Implementation

Should the Finance and Performance Committee support the proposed divestment of these properties, staff will undertake all required planning and statutory matters such as plan changes and offer back obligations to former owners in accordance with s40 Public Works Act 1981. Following this, we will seek to dispose of these sites in a manner which provides an optimal return to our shareholder, and housing and urban renewal outcomes where possible. Detailed information about the implementation of the subject properties is provided in *Appendix A to E* of this report.

### Document Sign-off

| Role                 | Name            | Sign-off Date | Signature |
|----------------------|-----------------|---------------|-----------|
| Director of Strategy | Brenna Waghorn  |               |           |
| Chief Executive      | Roger MacDonald |               |           |

## **Appendix A – Brightside Road and Whangaparāoa Road properties**

### **1. Summary**

The Brightside and Whangaparāoa Road properties have been released by AT as no longer being required for its future service needs and having no strategic purpose to retain. The rationalisation process commenced in March 2019. Consultation with council departments and its CCOs, iwi authorities and the Hibiscus and Bays Local Board about the properties has been undertaken.

The Hibiscus and Bays Local Board provided informal feedback regarding these properties but deferred confirming its formal position as it sought a copy of the confidential report that was considered by the AT Board in November 2018. It is anticipated that AT will respond to this request prior to the local board considering the proposed disposals at its 15 May 2019 business meeting. The local board's formal position will be tabled at the Panuku Board's meeting and included in reporting to the Finance and Performance Committee.

As no current or future council service use has been identified for these properties through the rationalisation process, it is recommended that the Panuku Board approves the recommendation to council's Finance and Performance Committee that these properties be divested.

### **2. Background**

The former Rodney District Council acquired 4 and 6 Brightside Road, 472, 474, 476, 478, 480, 482, 484, 486, 488, 1/490, 2/491, 492, 494, 496, 498, 498B, 500, 502, 599, 616A Whangaparāoa Road, Stanmore Bay and 750A Whangaparāoa Road, Manly from 1996 to 2001 for the legacy Whangaparāoa Road widening project.

The Whangaparāoa Road widening project is not included as a funded project in the Regional Land Long Term Plan (RLTP) 2018-2028 or in the Auckland Transport Alignment Project (ATAP) 2018. AT has confirmed the subject properties are not required for Penlink.

In 2018, the AT Board resolved that these properties are no longer required for its transport infrastructure purposes and the properties were subsequently transferred to council in order to progress through the property rationalisation process

486, 488, 1/490, 2/490, 498, 502 and 616A Whangaparāoa Road are residential properties. The remaining 16 properties are vacant sites. These properties have been managed by Panuku since 2010.

19 of the properties are subject to offer back obligations to the former owners in accordance with section 40 of the Public Works Act 1981

The subject properties are all zoned Residential - Single House. The properties have a combined council rating valuation of \$13.9 million.

All the subject properties with the exception of 6 Brightside Road are subject to an Auckland Unitary Plan (AUP) Whangaparāoa Road widening designation. AT has advised that it will uplift this designation.

### 3. Internal consultation

The internal consultation with all council business units and CCOs for the subject properties commenced in March 2019. No alternative council service uses were identified and divestment of the subject properties is supported by the council group.

### 4. Local board views and implications

Panuku reported on the proposed disposal of the subject properties to the Hibiscus and Bays Local Board's April 2019 meeting. AT staff were in attendance to respond to questions relating to the AT Board decision to declare the properties no longer required for a transport related purpose. AT informed the Hibiscus and Bays Local Board about the status of the legacy Whangaparāoa Road widening project and provided confirmation that the properties are not required for Penlink.

The Hibiscus and Bays Local Board did not propose retaining these properties for a proposed service use but deferred confirming its formal position to enable it to receive a copy of a confidential report that was considered by the AT Board in November 2018. This request has been forwarded to AT for a response. It is anticipated that AT will respond to the request prior to the local board again considering the proposed disposals at its 15 May 2019 business meeting. The local board's formal position will be included in reporting to the Finance and Performance Committee.

### 5. Iwi feedback

14 mana whenua iwi authorities were contacted regarding the potential sale of the subject properties. The following feedback was received:

- a) **Ngāti Wai**  
No feedback has been received regarding the subject properties.
- b) **Ngāti Manuhiri**  
No feedback has been received regarding the subject properties.
- c) **Te Runanga o Ngāti Whatua**  
No feedback has been received regarding the subject properties.
- d) **Ngāti Whatua o Kaipara**  
No feedback has been received regarding the subject properties.
- e) **Ngāti Whatua Ōrākei**  
No feedback has been received regarding the subject properties.
- f) **Te Kawerau a Maki**  
No feedback has been received regarding the subject properties.
- g) **Ngāi Tai ki Tāmaki**  
No feedback has been received regarding the subject properties.
- h) **Te Ākitai - Waiohua**  
No feedback has been received regarding the subject properties.
- i) **Ngāti Te Ata - Waiohua**  
No feedback has been received regarding the subject properties.
- j) **Ngāti Paoa**

No feedback has been received regarding the subject properties.

k) **Ngaati Whanaunga**

No feedback has been received regarding the subject properties.

l) **Ngāti Maru**

No feedback has been received regarding the subject properties.

m) **Ngāti Tamatera**

No feedback has been received regarding the subject properties.

n) **Patukirikiri**

No feedback has been received regarding the subject properties.

## 6. Implementation

The subject properties are not required by council for a current or future public work requirement. Accordingly, the subject properties will be recommended for disposal to the Finance and Performance Committee.

Should the subject properties be approved for disposal, Panuku will undertake the offer back process to the former owners for the 19 properties which are subject to offer back obligations in accordance with s40 of the Public Works Act 1981. Subject to the outcome of the Public Works Act 1981 offer back process, Panuku will seek to dispose of these sites in a manner which enables residential development outcomes in accordance with the AUP Single House zoning.

AT will uplift the AUP Whangaparāoa Road widening designation from the subject properties following receipt of the resolution approving divestment.



## 7. Images

Location of properties (outlined in red)

### 472 to 502 Whangaparāoa Road and 4-6 Brightside Road



### 599 and 616A Whangaparāoa Road





**750A Whangaparāoa Road**



**478 Whangaparāoa Road**





**488 Whangaparāoa Road**



**4 Brightside Road**





**599 Whangaparāoa Road**



**750A Whangaparāoa Road**



## **Appendix B – 300 West Coast Road, Glen Eden**

### **1. Summary**

300 West Coast Road, Glen Eden is a vacant 10,400m<sup>2</sup> site. It is a council closed land fill known as the Glen Eden depot closed land fill. Approximately half of the site is required for open space purposes with the balance of the site which comprises approximately 5,500m<sup>2</sup> being recommended for disposal.

The rationalisation process commenced in December 2015. Consultation with council departments and its CCOs, iwi authorities and the Waitākere Ranges Local Board about the site has been undertaken. The local board opposes the proposed disposal of the balance land on the basis that a sale price is likely to be impacted by the contaminated land issues. The local board also considers the site to be of strategic importance due to its location and its open space potential. It requests that a decision on the future of the site be deferred until the local board's vision for the Glen Eden town centre is finalised. In response, the issues raised by the local board have been followed up with relevant council business units and the retention of the balance land is not supported.

Given that no council service use requirement has been identified for the subject 5,500m<sup>2</sup> area of 300 West Coast Road, it is recommended that the Panuku Board approves the recommendation to council's Finance and Performance Committee that it be divested.

### **2. Background**

300 West Coast Road, Glen Eden is a vacant, contoured site comprising approximately 10,400m<sup>2</sup>. It is utilised by the adjacent landowners for car parking and as an access way.

Records indicate that the former Glen Eden Borough Council and the former Waitakere City Council agreed to sell parts of the site, but no disposal was ever completed.

The Auckland Unitary Plan zoning is Terrace Housing and Apartment Buildings. The entire site has a council valuation of \$3.3 million.

The site is likely to be subject to offer back obligations to the former owner in accordance with section 40 of the Public Works Act 1981.

Due to the proximity of other nearby reserves, only part of 300 West Coast Road is a priority for retention for open space purposes. The balance land being approximately 5,500m<sup>2</sup> was subject to the property rationalisation process.

300 West Coast Road is a closed land fill and a medium risk contaminated site. Council is seeking to reduce its enduring liabilities (legal and financial) for contaminated land across the Auckland region. The Council's Closed Landfill and Contaminated Land Team requested that Panuku progress the balance land through the rationalisation process.

During the rationalisation process, the Council's Closed Landfill and Contaminated Land Team identified potential stability and settlement issues, exposure to increased contaminant levels and landfill gas. It advised that if left undisturbed, discharges from the site do not have a measurable effect on the environment. It further confirmed these issues would not prevent a disposal of the site.

Council is only required to advise potential purchasers of its contaminated nature and that any redevelopment, subdivision or a change of land use may trigger the National Environmental



Standard for Assessing and Managing Contaminant in Soil. This advice will be provided if the property is approved for sale.

### 3. Internal consultation

The internal consultation with all council business units and CCOs for this site commenced in December 2015. No alternative service uses were identified for the subject site. The divestment of the site would assist in reducing council's legal and financial liabilities for contaminated land and is supported by the council group.

### 4. Local board views and implications

The Waitākere Ranges Local Board resolved at its 28 March 2019 business meeting to oppose the proposed disposal on the basis that a likely sale price is limited due to the contaminated nature of the site, that the Glen Eden area is experiencing considerable growth, the site's strategic importance due to its location, its open space potential and that a decision on the site's future be deferred until the local board's vision for the Glen Eden town centre is finalised.

In response Panuku staff confirmed that council's Community & Social Policy team is leading the Glen Eden streetscape upgrade. It has already assessed this property and ascertained that there is no current or future public work requirement for the subject area of 300 West Coast Road to be retained to deliver outcomes in the Glen Eden: Urban Design Framework (2010) and the Glen Eden Town Centre Implementation Plan (2013).

Panuku staff previously advised the local board that should the Finance and Performance Committee approve the proposed disposal, Panuku will undertake a detailed investigation to ascertain the value of the potentially contaminated land.

Panuku staff also reconfirmed previous advice that 300 West Coast Road is considered to have been acquired for a "public work" for the purposes of section 40 of the Public Works Act 1981. Accordingly, if all or part of this property is not required for a current or any future planned public work, it will likely trigger the offer back requirement under section 40 of the Act.

### 5. Iwi feedback

Seven mana whenua iwi authorities were contacted regarding the potential sale of 300 West Coast Road, Glen Eden. The following feedback was received:

**a) Te Runanga o Ngāti Whatua**

No notification of issues of cultural significance or expression of commercial interest was received for this site.

**b) Ngāti Whatua o Kaipara**

No notification of issues of cultural significance or expression of commercial interest was received for this site.

**c) Ngāti Whatua Ōrakei**

Ngāti Whatua Ōrakei expressed a commercial interest in the property. If approved for disposal, Panuku will follow up with Ngāti Whatua Ōrakei on potential commercial opportunities.

**d) Te Kawerau-ā-Maki**

No feedback was received regarding this site.

**e) Ngāti Tamaoho**

No feedback was received regarding this site.

**f) Te Akitai Waiohua**

Te Akitai Waiohua expressed a commercial interest in the property. If approved for disposal, Panuku will follow up with Te Akitai Waiohua on potential commercial opportunities.

**g) Ngāti Te Ata Waiohua**

No feedback was received regarding this site.

## **6. Implementation**

Should this site be approved for sale, Panuku will work with council departments to progress the subdivision of this site and enable the retention of 4,900m<sup>2</sup> part of 300 West Coast Road being retained for open space network purposes.

There is interest from two iwi entities in acquiring the subject site being 5,500m<sup>2</sup> of 300 West Coast Road. This will be explored further should the Finance and Performance Committee approve the proposed disposal.



# 7. Images

Figure 1. Property outlined in blue.

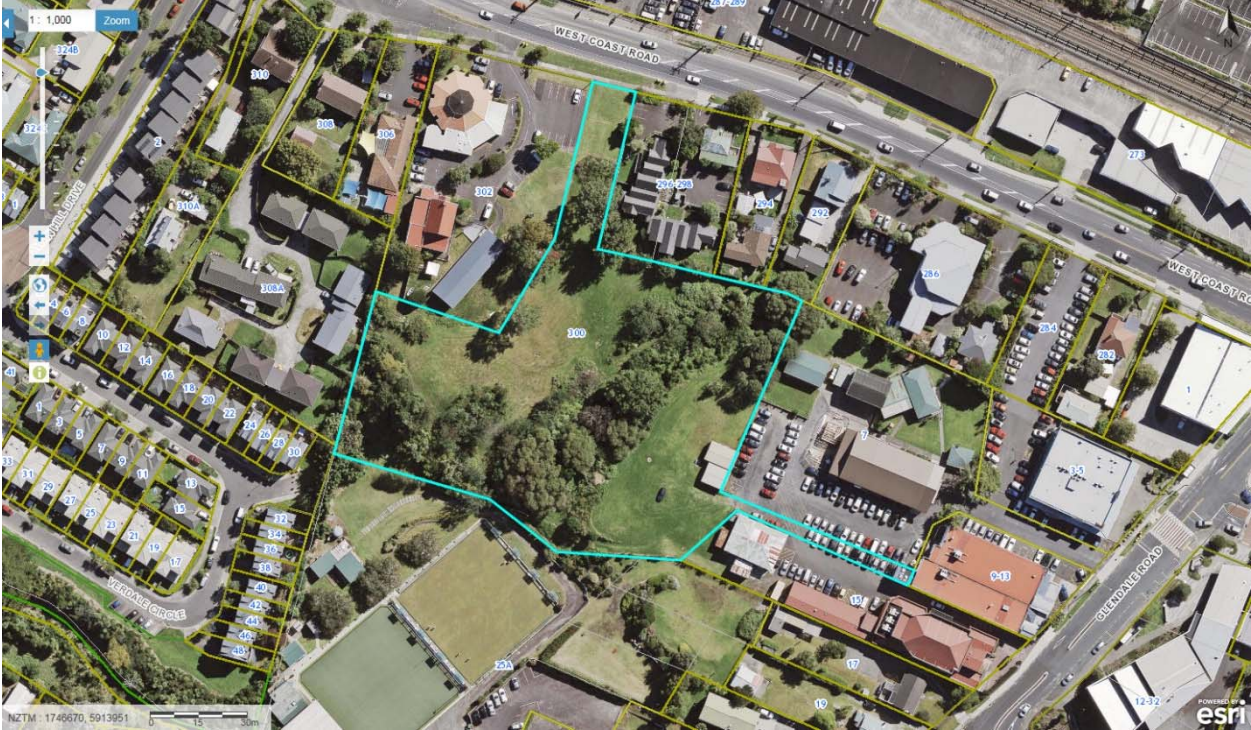


Figure 2. Area for retention cross hatched in purple. Proposed Greenways/Pathways priority route in dark red.





Site photos







## **Appendix C – 131 (Part) Clark Road, Hobsonville**

### **1. Summary**

131 Clark Road, Hobsonville is a mixed use 4.236 HA property. It was acquired for strategic open space and future planning purposes. The majority of the site is required by council for road and open space purposes. The area recommended for disposal comprises two parcels totalling approximately 5,500m<sup>2</sup>. The proposed disposal enables a neighbourhood centre, housing and urban renewal and is in accordance with the Scott Point Precinct Plan 3.

The rationalisation process commenced in December 2017. Consultation with council departments and its CCOs, iwi authorities and the Upper Harbour Local Board has been undertaken. No current or future public work use has been identified for the balance of the site through the rationalisation process and the feedback received has been supportive of the proposed disposal. As such it is recommended that the Panuku Board approves the recommendation to the Finance and Performance Committee that approximately 5,500m<sup>2</sup> of 131 Clark Road be divested.

### **2. Background**

131 Clark Road is a 4.2HA site that was part of a larger property acquired by the former Waitākere City Council in 2007 for strategic open space and future planning purposes.

The property is located within the Scott Point precinct. The purpose of the precinct is to provide for the comprehensive and integrated development of Scott Point, to increase the supply of housing, and to make efficient use of land and infrastructure. The Scott Point Precinct Plan 3 plans for the development of a sports park, a neighbourhood centre, an area for housing and urban renewal and road encompassing all of 131 Clark Road and adjoining land that was also acquired by council.

The subject part of 131 Clark Road intended for the proposed neighbourhood centre and housing comprises two parcels and will be intersected by an internal road bisecting the proposed sports park. The intended disposal of this area is in accordance with the Scott Point Precinct Plan 3 and allows for suitable development in a comprehensive and integrated manner with adjacent private development.

The Auckland Unitary Plan zoning for the subject part of 131 Clark Road is Business-Neighbourhood Centre, Residential-Mixed Housing Urban and Open Space - Conservation. The area proposed for disposal has a desktop valuation of \$2.14 million.

131 Clark Road is not subject to offer back obligations in accordance with section 40 of the Public Works Act 1981.

### **3. Internal consultation**

Panuku worked with the council group to understand and support the future public work requirements for the property. In 2017, council and Panuku agreed that the subject parcels of 131 Clark Road intended for disposal could be subject to the property rationalisation process while the planning and design work for the proposed sports park was underway. This would enable council to establish the future of the property following the completion of these works.

The land take required for the park and road has now been confirmed. AT has also confirmed the design of the road intersection, which requires additional land than initially proposed to allow for a



roundabout take. The adjacent private developer will construct the roundabout and the adjoining external road network. Once complete, the road network will be vested with council.

No alternative planned or funded public works have been identified for the subject parcels of 131 Clark Road proposed for disposal for housing and urban renewal purposes.

#### 4. Local board views and implications

The Upper Harbour Local Board endorsed the disposal of the approximately 5,500m<sup>2</sup> part of 131 Clark Road its 18 April 2019 business meeting.

The board also requested that should the Finance and Performance Committee approve the proposed disposal the subject area, that proceeds of sale be allocated to a relevant open space budget for the Scott Point Sustainable Sports Park. In response Panuku staff confirmed previous advice that the allocation of sale proceeds of non-strategic assets to fund council debt and priority regional projects is considered in the 10-year budget (long term plan) 2018-2028. However, the local board's request will be reported to the Finance and Performance Committee.

#### 5. Iwi feedback

12 mana whenua iwi authorities were contacted regarding the potential sale of part of 131 Clark Road, Hobsonville. The following feedback was received.

- a) **Te Runanga o Ngāti Whatua**  
No site specific feedback was received regarding the property.
- b) **Ngāti Whatua o Kaipara**  
No feedback was received regarding the property.
- c) **Ngāti Whatua Ōrākei**  
No feedback was received regarding the property.
- d) **Te Kawerau a Maki**  
No feedback was received regarding the property.
- e) **Ngāi Tai ki Tāmaki**  
No feedback was received regarding the property.
- f) **Te Ākitai - Waiohua**  
No feedback was received regarding the property.
- g) **Ngāti Te Ata - Waiohua**  
No feedback was received regarding the property.
- h) **Ngāti Paoa**  
No feedback was received regarding the property.
- i) **Ngaati Whanaunga**  
No feedback was received regarding the property.
- j) **Ngāti Maru**  
No feedback was received regarding the property.
- k) **Ngāti Tamatera**  
No feedback was received regarding the property.
- l) **Ngāti Manuhiri**

No feedback was received regarding the property.

## **6. Implementation**

There is potential commercial interest from the adjacent developer in acquiring the property. This will be explored should the Finance and Performance Committee approve the proposed disposal of the subject part of 131 Clark Road.

A plan change seeking to change the AUP zoning of the subject parcels intended for disposal from Open Space - Conservation to Residential-Mixed Housing Urban will be undertaken following an approval to divest. The plan change will better enable development of the planned neighbourhood centre and the mixed housing urban zoned land consistent with the Scott Point Precinct Plan 3.



# 7. Images

Figure 1. Property outlined in blue.



Figure 2. Areas proposed for disposal cross hatched in red.





Site photos



## **Appendix D – 275 St Johns Road, St Johns**

### **1. Summary**

275 St Johns Road, St Johns is a residential property that was acquired for transport purposes and is no longer required for this purpose. Consultation with council and its CCOs, iwi authorities and the Ōrākei Local Board has now taken place. As no current or future council service use has been identified for property through the rationalisation process and the feedback received has been supportive, it is recommended that the Panuku Board approves the recommendation to the council's Finance and Performance Committee that 275 St Johns Road be divested.

### **2. Background**

275 St Johns Road is a 629m<sup>2</sup> site with two single story residential units located on it. The leasehold interest for the property was acquired in 1972 by the former Auckland Regional Authority for the purpose of a future South-Eastern Motorway. In 2007 the former Auckland City Council acquired the freehold interest for the purposes of future road improvements in the Auckland-Manukau Eastern Transport Initiative (AMETI) corridor.

Although a transport designation over the land was removed in the 1980s, the property continued to be retained for future roading purposes. In 2018, AT advised that the property was no longer required for its current or future transport or infrastructure purposes. It was subsequently transferred to council for rationalisation.

The Auckland Unitary Plan zoning is Residential – Mixed Housing Suburban. It has a rating valuation of \$1.14 million.

275 St Johns Road is likely to be subject to offer back obligations to the former owners in accordance with section 40 of the Public Works Act 1981.

### **3. Internal consultation**

The rationalisation process for this property commenced in September 2018. No alternative council service uses were identified through the internal consultation and the proposed disposal is supported by the council group.

### **4. Local board views and implications**

The Ōrākei Local Board endorsed the disposal of 275 St Johns Road at its 18 April 2019 business meeting.

### **5. Iwi feedback**

15 mana whenua iwi authorities were contacted regarding the potential sale of 275 St Johns Road, St Johns. The following feedback was received:

- a) **Te Runanga o Ngāti Whatua**  
No feedback was received regarding the property.
- b) **Ngāti Whatua o Kaipara**



- No feedback was received regarding the property.
- c) **Ngāti Whatua Ōrākei**  
No feedback was received regarding the property.
- d) **Te Kawerau a Maki**  
No feedback was received regarding the property.
- e) **Ngāi Tai ki Tāmaki**  
No feedback was received regarding the property.
- f) **Ngāti Tamaoho**  
No feedback was received regarding the property.
- g) **Te Ākitai - Waiohua**  
No feedback was received regarding the property.
- h) **Ngāti Te Ata - Waiohua**  
No feedback was received regarding the property.
- i) **Te Ahiwaru**  
No feedback was received regarding the property.
- j) **Ngāti Paoa**  
No feedback was received regarding the property.
- k) **Ngaati Whanaunga**  
Ngaati Whanaunga advised that the property is located in a place of cultural significance, providing an opportunity for papakaainga housing and also registered a commercial interest. Panuku replied to Ngaati Whanaunga confirming its interests had been noted on the property file and that the information would be considered by the Finance and Performance Committee when the property is recommended for disposal.
- Panuku sought further clarification regarding site-specific issues, including kaitiaki recommendations around future management of the land, acknowledgements or other outcomes that council needs to consider as part of a decision to approve the properties for disposal.
- At the time of this report being written, no further response has been received. If approved for disposal, Panuku will follow up with Ngaati Whanaunga.
- l) **Ngāti Maru**  
Ngāti Maru advised it had commercial interest in the property. Panuku will follow up with Ngāti Maru should the property be approved for divestment.
- m) **Ngāti Tamatera**  
No feedback was received regarding the property.
- n) **Te Patukirikiri**  
No feedback was received regarding the property.
- o) **Waikato-Tainui**  
No feedback was received regarding the property.

## 6. Implementation

Should the Finance and Performance Committee approve the proposed disposal of 275 St Johns Road, Panuku staff intend to package the subject property with the previously approved adjacent site at 10 Felton Matthew Avenue, St Johns together to form a larger block of land with a view to creating a significant opportunity to achieve greater residential development outcomes.

There is interest from two iwi authorities that expressed cultural or commercial interest in the property and for the adjacent site at 10 Felton Matthew Avenue. Should the Finance and Performance Committee approve the proposed disposal of 275 St Johns Road, Panuku will explore disposal options for both sites with the interested iwi authorities.

7. Images



# **Appendix E – 303 Te Irirangi Drive, Clover Park**

## **1. Summary**

303 Te Irirangi Drive, Clover Park is a vacant 10,083m<sup>2</sup> site. Approximately 9,402m<sup>2</sup> of the site is required for transport infrastructure purposes. The balance of the site is landlocked and comprises approximately 681m<sup>2</sup>. It is recommended for disposal to the adjoining land owner to enable their property boundaries to be tidied up following council previously acquiring land under the Public Works Act 1981 from their property for roading purposes. Consultation with council and its CCOs, iwi authorities and the Howick Local Board has now taken place. No current or future public work use has been identified for the balance of the site through the rationalisation process and feedback received has been supportive of the proposed disposal. As such it is recommended that the Panuku Board approves the recommendation to the Finance and Performance Committee that approximately 681m<sup>2</sup> of 303 Te Irirangi Drive be divested.

## **2. Background**

303 Te Irirangi Drive is a vacant site comprising approximately 10,083m<sup>2</sup>. The site was acquired by the former Manukau City Council in 2002 from its former owner by way of a 'severance'. Records indicate the site was the unwanted residue from land acquired for other public works. 303 Te Irirangi Drive was then held for flood remediation and future transport purposes. Since 2010 the site been held by Auckland Council for stormwater purposes.

In 2013 land was taken from the adjoining owner of 128 Ormiston Road, Flat Bush in accordance with the Public Works Act 1981 for roading purposes. Due to this land take, the adjoining owner expressed an interest in acquiring the subject parcel of 303 Te Irirangi Drive in order to square up their property boundaries. The adjoining owner has been advised that this would be subject to the land no longer being required by council and would require approval by the Finance and Performance Committee.

Following an assessment, council's Healthy Waters department advised it had no current or future strategic requirement to retain 303 Te Irirangi Drive for stormwater purposes and that the site could be rationalised.

AT subsequently confirmed it requires the approximately 9,402m<sup>2</sup> area of 303 Te Irirangi Drive for the Airport to Botany (A2B) Rapid Transport project.

The Auckland Unitary Plan zoning for 303 Te Irirangi Drive is Open Space - Informal Recreation Zone. The entire site has a council rating valuation of \$3.15 million. The approximately 681m<sup>2</sup> area for the proposed land exchange has an indicative desktop valuation of \$210,000.

303 Te Irirangi Drive is not subject to offer back obligations to the former owner in accordance with section 40 of the Public Works Act 1981.

## **3. Internal consultation**

The rationalisation process for the property commenced in September 2018. No alternative council service uses were identified through the internal consultation and feedback received was supportive of the proposed disposal.



## 4. Local board views and implications

The Howick Local Board endorsed the disposal of the 681m<sup>2</sup> parcel of 303 Te Irirangi Drive at its 15 April 2019 business meeting.

## 5. Iwi feedback

12 mana whenua iwi authorities were contacted regarding the potential divestment of 303 Te Irirangi Drive, Clover Park. The following feedback was received.

- a) **Te Kawerau a Maki**  
No feedback was received regarding this site.
- b) **Ngāi Tai ki Tāmaki**  
No feedback was received regarding this site.
- c) **Ngāti Tamaoho**  
No feedback was received regarding this site.
- d) **Te Ākitai - Waiohua**  
No feedback was received regarding this site.
- e) **Ngāti Te Ata - Waiohua**  
No feedback was received regarding this site.
- f) **Te Ahiwaru**  
No feedback was received regarding this site.
- g) **Ngāti Paoa**  
No feedback was received regarding this site.
- h) **Ngaati Whanaunga**

Ngaati Whanaunga advised that the entirety of 303 Te Irirangi Drive is located in a place of cultural significance and registered a commercial interest should any parts of the site be approved for disposal.

Following confirmation that AT requires approximately 9,402m<sup>2</sup> area of 303 Te Irirangi Drive for the A2B Rapid Transport project, Panuku subsequently contacted Ngaati Whanaunga to advise of the public work requirements for that part and the proposed disposal for the balance.

Panuku also requested information on any preferred cultural and environmental outcomes that Ngaati Whanaunga would like both council and AT to consider, including kaitiaki recommendations around future management of the land, acknowledgements or other outcomes that council needs to consider as part of a decision to approve the smaller part of the site for disposal.

Ngaati Whanaunga responded and advised that it would withdraw its commercial interest, that its cultural and environment interests for all of 303 Te Irirangi Drive can be addressed by providing meaningful input into the A2B Rapid Transport project and that it looks forward to working with both council and AT to provide formal feedback at the appropriate time.

- i) **Ngāti Maru**  
No feedback was received regarding this site.
- j) **Ngāti Tamatera**



No feedback was received regarding this site.

k) **Waikato-Tainui**

No feedback was received regarding this site.

l) **Te Patukirikiri**

No feedback was received regarding this site.

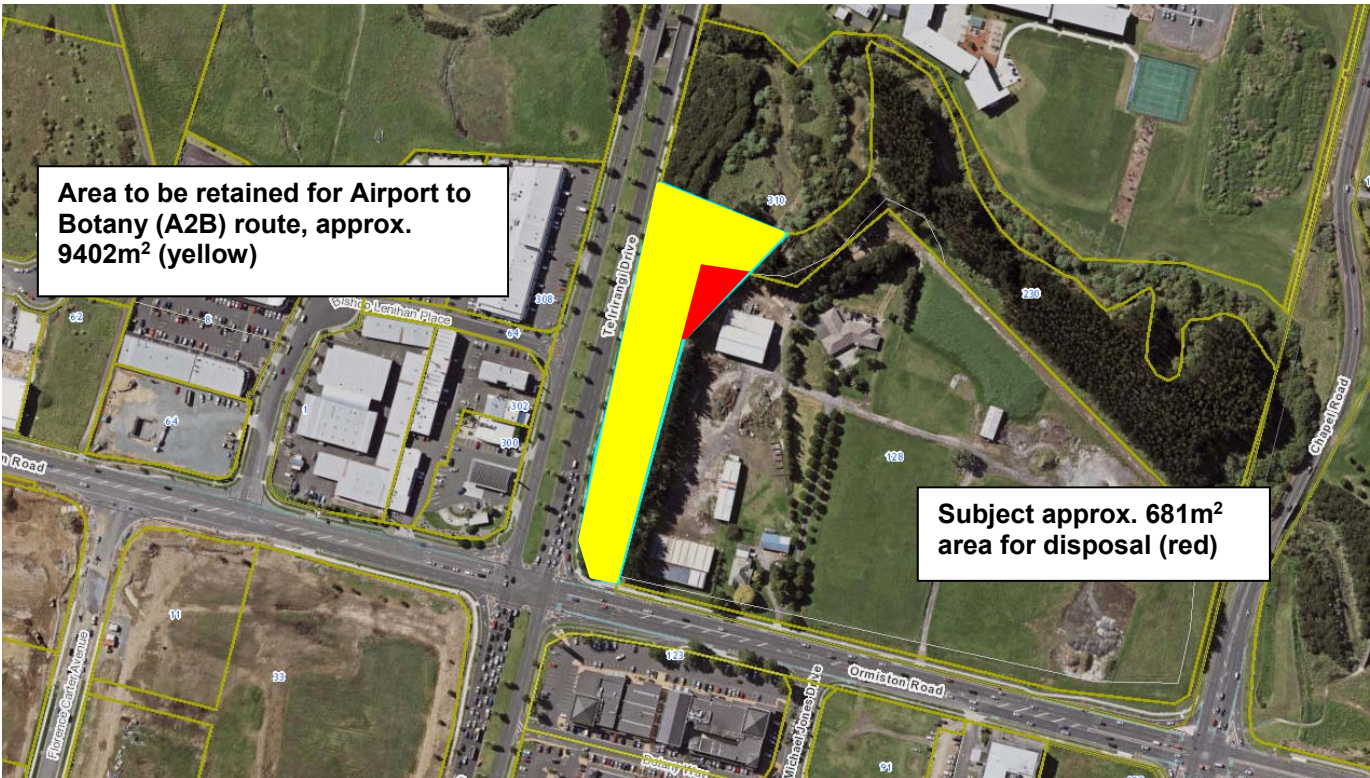
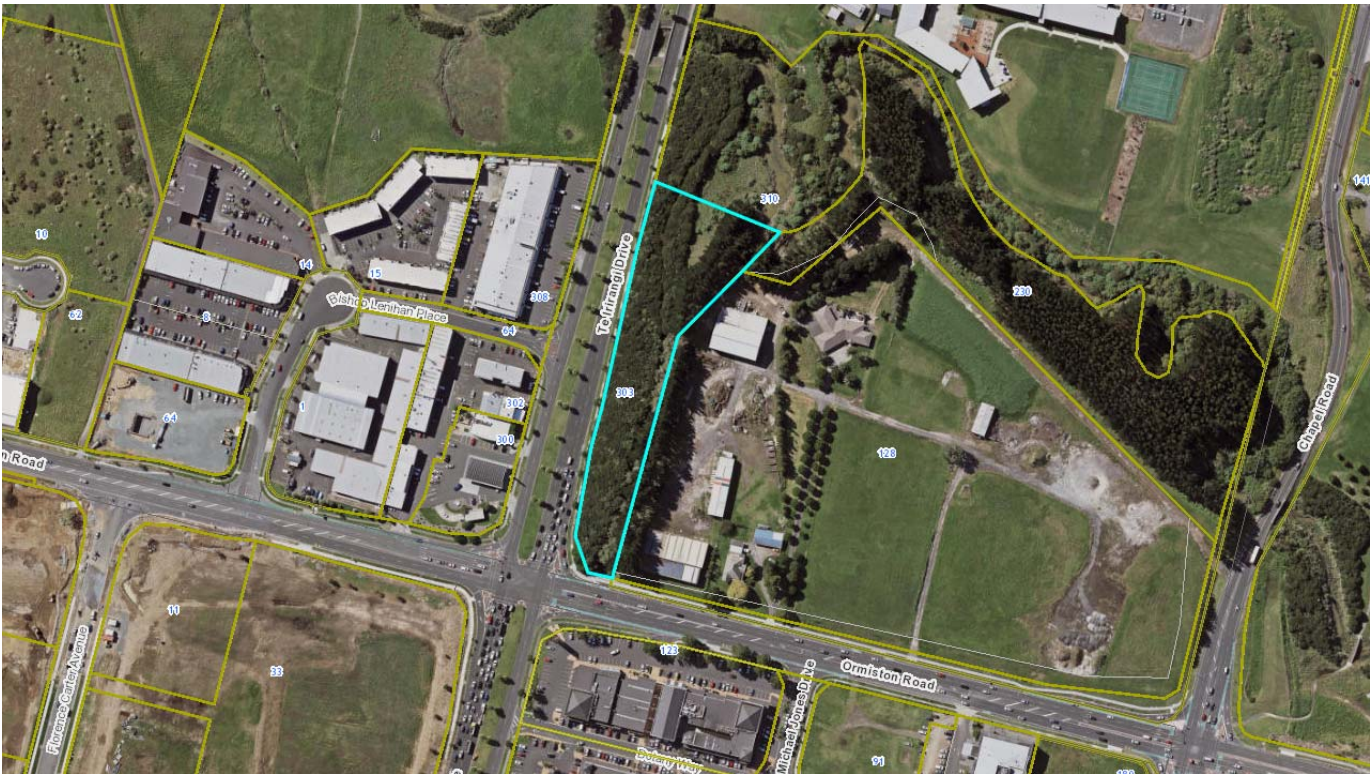
## 6. Implementation

No alternative planned or funded public work requirement for the approximately 681m<sup>2</sup> balance of 303 Te Irirangi Drive was identified through the internal consultation process. Accordingly, this area will be recommended to the Finance and Performance Committee for disposal to the adjoining land owner.

Should the Finance and Performance Committee approve the proposed disposal of the approximately 681m<sup>2</sup> balance of 303 Te Irirangi Drive, a plan change seeking to change the AUP Zoning of the approximately 681m<sup>2</sup> area from Open Space - Informal Recreation Zone to Residential – Terrace Housing and Apartment Buildings in line with the adjoining property at 128 Ormiston Road, Flat Bush will be undertaken.

# 7. Images

Property outlined in blue.





Site photos



# Decision Paper: Proposed land disposal part of 2-4 and 6 Henderson Valley Road, Henderson

|                         |  |
|-------------------------|--|
| <b>Document Authors</b> | Adela Hadi – Technical Statutory Advisor<br>Letitia Edwards – Team Leader Portfolio Review                                 |
| <b>Reviewers</b>        | Richard Davison – Programme Manager, Unlock Henderson<br>Marian Webb - Manager Portfolio Strategy and Business Development |
| <b>Date</b>             | 20 May 2019  |

## 1. Purpose

To seek board approval to recommend to the Finance and Performance Committee the disposal of 458m<sup>2</sup> of the Waitakere Plaza and the airspace above the proposed City Rail Link (CRL) station platform, approximately 2067m<sup>2</sup>, located at 2-4 and 6 Henderson Valley Road, Henderson.

## 2. Executive summary

A significant portion of the land at 2-4 and 6 Henderson Valley Road has been approved for sale by the Council's Finance and Performance Committee as part of the Council's Corporate Accommodation Strategy and the Unlock Henderson programme. Panuku is currently in negotiation with an interested party on the disposal of the 2-4 and 6 Henderson Valley Road. The proposed agreement seeks to achieve the joint aspirations and strategic outcomes of the Corporate Accommodation Strategy and the Unlock Henderson programme.

Through these negotiations an opportunity to develop the Waitakere Plaza has been identified. These discussions also highlighted the opportunity to sell the airspace above the station platform for future development as part of the wider development proposal for the sites. However, the Waitakere Plaza and the airspace above the station were not included in the original area approved for disposal as it was intended that the plaza would be retained as a public space and the above station development for the future CRL station platform was not contemplated.

The proposed disposal of the Waitakere Plaza would enable a more efficient housing development for the overall site than the current land configuration allows. To compensate for the loss of public space, an alternate green amenity comprising approximately 480m<sup>2</sup> will be provided on another part of the site as part of the Opanuku Link project which is co-funded by the Henderson Massey Local Board.

The proposed disposal of the airspace above the proposed CRL Henderson station platform will enable further residential development and provides the opportunity to create an exemplar transit-oriented development.

The proposed disposal has been endorsed by the Henderson-Massey Local Board and feedback received from key stakeholders has been supportive of the proposal and the outcomes it seeks to achieve.



### 3. Recommendations

It is recommended that the Panuku Board...

1. Approves the recommendation to the Finance and Performance Committee to divest of approximately 458m<sup>2</sup> land known as the Waitakere Plaza located and approximately 2067m<sup>2</sup> of the future station platform airspace located at 2-4 and 6 Henderson Valley Road, Henderson (Part Lot 2 Deposited Plan 370255).

### 4. Prior Board and Council engagement and decisions

| Previous Board / Council engagement and decisions |   |                    |
|---|---|--------------------|
| Date and meeting                                  | Document  | Decision / Outcome |
| 29 March 2017                                     | Henderson High Level Project Plan   | Approved           |
| 20 March 2018                                     | Subdivision works and property disposal at 2-6 Henderson Valley Road, Henderson | Approved           |
| 8 June 2018                                       | Unlock Henderson Programme Business Case  | Approved           |
| 24 October 2018                                   | Corporate Property Disposal Programme   | Information paper  |

### 5. Discussion

The properties located at 2-4 and 6 Henderson Valley Road were acquired by the Waitakere City Council for the development of Civic Offices and residential accommodation. In May 2017, the Finance and Performance Committee approved the sale of 2-4 Henderson Valley Road as part of the Panuku led Unlock Henderson programme. Panuku was given the mandate to revitalise the Henderson Town Centre area through its Unlock Henderson programme. The project commits to increasing the quantity, quality and variety of housing, and to improve transport and greenspaces connections in Henderson. The programme has a strong focus on actively celebrating and implementing the Henderson community's vision of turning the city into the "Eco and Art centre" of Waitakere.

Subsequently, in May 2018 the Finance and Performance Committee resolved that a portion (approximately 7,200m<sup>2</sup>) of the Corporate Accommodation property at 6 Henderson Valley Road, Henderson is surplus to council requirements and can be disposed of. It was agreed that Council will retain ownership of the Civic building and the Japanese gardens. It will also retain land within the site to accommodate the additional platforms for CRL as well as any land required for internal roading and open space purposes.

Panuku is negotiating with a potential partner to redevelop the portions of 2-4 and 6 Henderson Valley Road that were approved for disposal. The proposed redevelopment involves a mixed-use transit-oriented development, providing high quality, medium density residential dwellings for Henderson. Given the strategic location of 2-4 and 6 Henderson Valley Road and its proximity to the Henderson transport options, the site is considered to be an ideal site for a transit-oriented development. However, the current land configuration and areas approved for disposal limits the development outcomes which can be achieved. By including the proposed disposal of the Waitakere plaza and the airspace above the CRL platform, the sites can be redeveloped more efficiently as a transport-orientated development with the provision of increased residential dwellings. This is illustrated in Attachment 1.



## **Waitakere Plaza**

Arising from the discussions between Panuku and a potential development partner, the opportunity to include 458m<sup>2</sup> of the Waitakere Plaza at 2-4 and 6 Henderson Valley Road into the adjoining development site was identified. This proposal would allow for a better designed development scheme and a higher housing yield. Should the proposed 458m<sup>2</sup> of the Waitakere Plaza not be included with the land that is currently approved for sale, council will be left with a portion of land that will have limited value, use and development potential.

To compensate for the loss of the Waitakere Plaza, Panuku will provide approximately 480m<sup>2</sup> of new greenway to the northern portion of 2-4 Henderson Valley Road as part of the Opanuku Link which the Henderson-Massey Local Board is co-funding. This will offset the loss of public space resulting from the proposed disposal of the plaza and create a more pleasant open space that provides an improved connection from the Opanuku Reserve to the Japanese garden.

As part of the wider development plan for 2-4 and 6 Henderson Valley Road, a portion of the Waitakere Plaza is planned to be retained and utilised as on-street car parking to support the on-going use of the Civic building.

## **Airspace above CRL platforms**

Part of 6 Henderson Valley Road, Henderson has been retained to accommodate the third and fourth platforms required for the future CRL. The site is zoned Metropolitan Zone in the Auckland Unitary Plan, which allows for intensive development of up to 72.5m high. Panuku is currently negotiating the sale of 2-6 Henderson Valley Road with a potential partner who has expressed an interest in purchasing the airspace above the new CRL platform with a view to developing apartments above the future CRL station platform at a future date.

The implementation of a transport orientated development on the subject land would optimise the land usage and assist in significantly transforming the area surrounding the station into a high-profile hub. It would provide an exemplar transit-oriented development which could be replicated on a larger scale in other town centre areas.

Staff consider that it is reasonable to consider a development proposal for the airspace above the railway corridor on the basis that the extension and the safety of the railway corridor are not compromised.

## **Stakeholder feedback**

City Rail Link Limited CRL is responsible for acquisition of the land required for railway purposes and for the construction of the future CRL railway corridor. Any proposed airspace development above the subject land may interfere with the railway construction corridor by CRL. Therefore, any developer partner must work closely with CRL during the planning and construction stage to ensure that construction of both the railway and the airspace development align. Panuku has advised CRL of the proposed disposal of the airspace for development and CRL has indicated that it is willing to consider the proposal.

KiwiRail would ultimately own the subject land along with the physical railway network following completion of the new CRL platforms. Any future works such as exterior maintenance, repair and refurbishments of potential buildings above the corridor will require access over the railway corridor would require KiwiRail permission. Panuku has advised KiwiRail of the proposed disposal of the airspace for development. Kiwirail has indicated that it is willing to consider the proposal.

Auckland Transport (AT) will own and operate the future passenger trains that will operate within the rail corridor. There is the risk that any incident caused by any unauthorised activity above the railway platforms may result in interruption of the train service operations. AT has been briefed on the proposed sale of the airspace to enable transit orientated development. AT has indicated its willingness to consider the proposal.

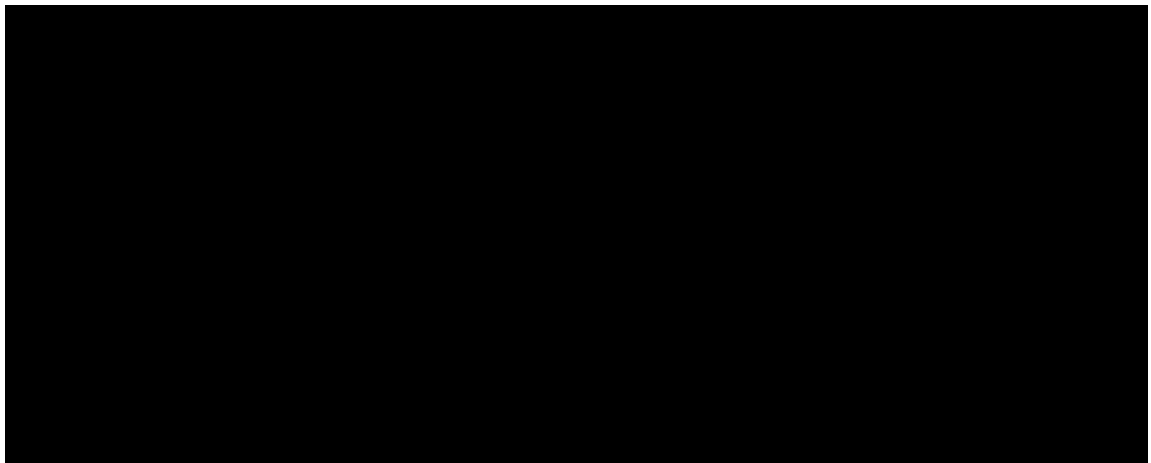
While CRLL, KiwiRail and AT have signalled willingness to consider development of the airspace, all risks would sit with the development partner to negotiate support for any future proposal.

Councils Corporate Property team currently manages the Waitakere Plaza and the carpark site that services the administration building. The Corporate Property team is very supportive of the proposed disposal the Waitakere Plaza and the airspace above future CRL platforms as it will achieve the joint aspirations and strategic outcomes of both the Corporate Property's Corporate Accommodation Strategy and the Unlock Henderson programme.

The Henderson-Massey Local Board formally endorsed the proposed disposal of Waitakere Plaza and the above station airspace in at the local board meeting held on 19 March 2019.

Mana whenua engagement has been undertaken as part of the Henderson High Level Project Plan and 11 mana whenua iwi authorities were contacted regarding the potential sale of 6 Henderson Valley Road, Henderson on 4 December 2017 as part of the Corporate Accommodation Strategy. The feedback received was largely supportive. Te Kawerau ā Maki expressed significant cultural and commercial interests in the site and provided feedback that it opposes the proposed disposal. This feedback was acknowledged by the Corporate Property team, which changed its original strategy for 6 Henderson Valley Road, Henderson to retain the Civic building located onsite. The Civic building houses carved sacred pou and cultural designs. Panuku staff continue to work with Te Kawerau ā Maki on how its cultural values can be acknowledged through the Unlock Henderson programme.

## 6. Financial implications



*Withheld from the public under S7(2)(b)(ii) and S7(2)(h) of the LGOIMA.*

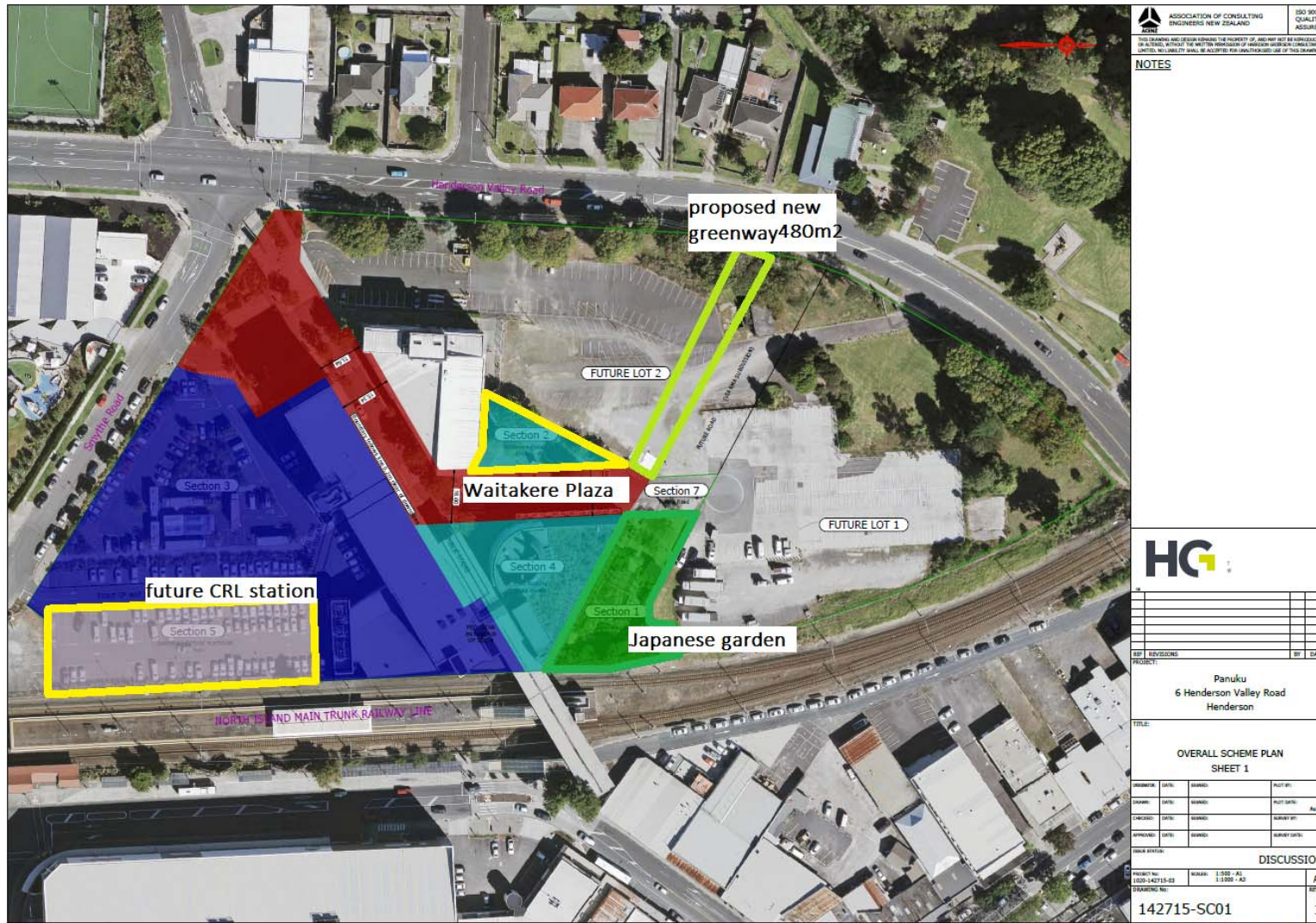
## 7. Implementation

Staff seek to recommend this proposed disposal to the Finance and Performance Committee for approval. No risks have been identified with respect to the proposed disposal of approximately 458m<sup>2</sup> of the Waitakere Plaza. The potential development of the airspace above approximately 2067m<sup>2</sup> of the CRL platform may not eventuate due the costs and complexity of the development given the health and safety measures required to protect the CRL railway corridor. Panuku will ensure that any development partner works closely with CRLL during the planning and construction stage to ensure that construction of the railway and the proposed airspace development are aligned and meet all required health and safety measures.

### Document Sign-off

| Role  | Name            | Sign-off Date | Signature |
|---|-----------------|---------------|-----------|
| Manager Portfolio Strategy and Business Development | Marian Webb     |               |           |
| Chief Executive                                     | Roger MacDonald |               |           |

# Images of 2-4 and 6 Henderson Valley Road, Henderson

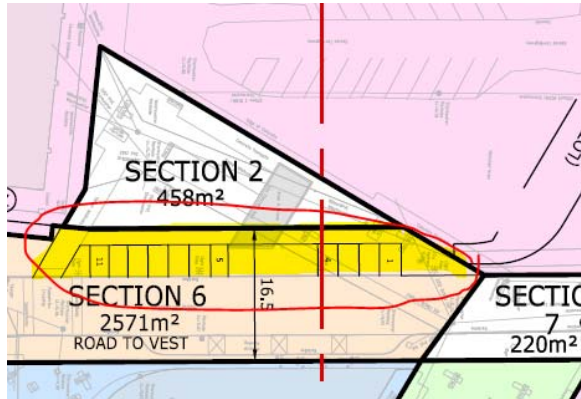


Current development at 2-6 Henderson Valley Rd

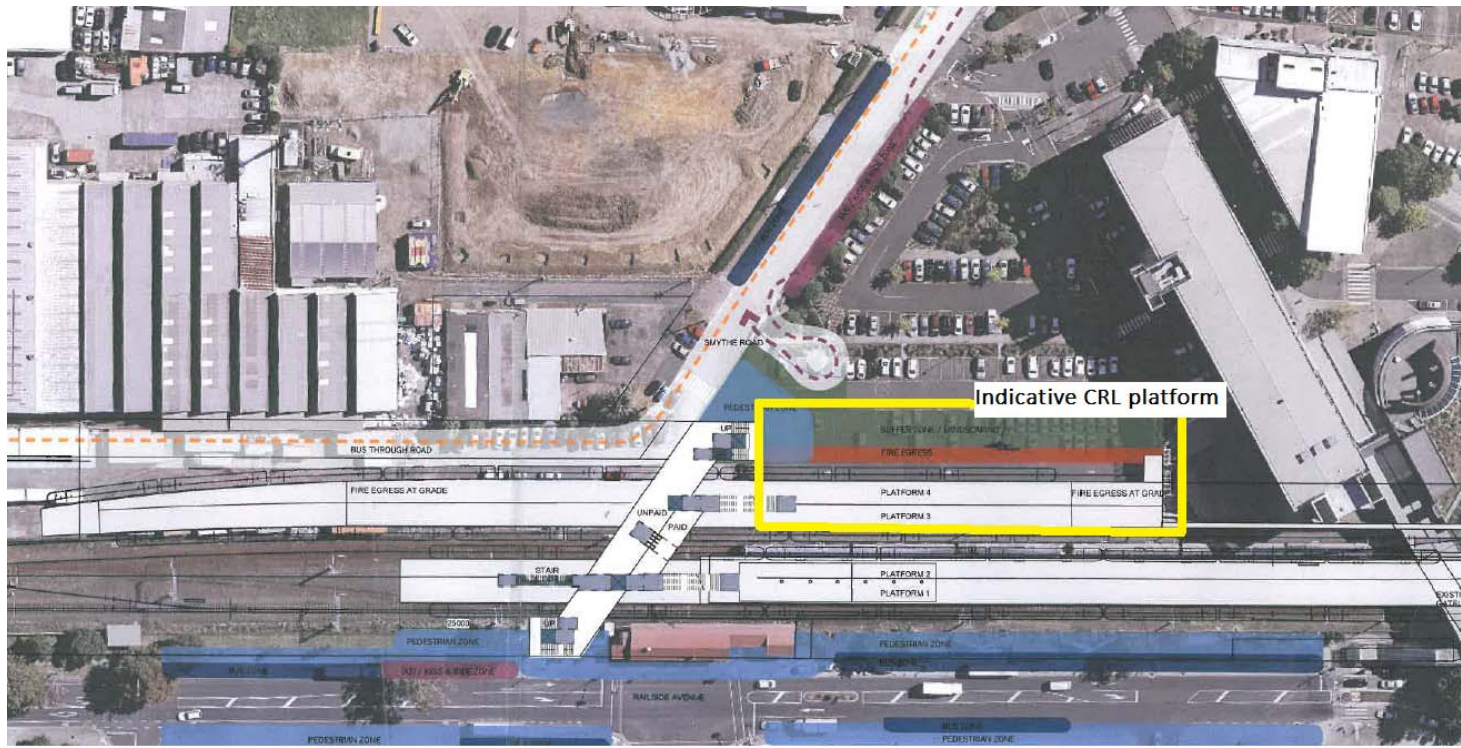
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| <b>ACENZ</b> ASSOCIATION OF CONSULTING ENGINEERS NEW ZEALAND   |             | ISO 9001 QUALITY ASSURED |
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| TITLE: OVERALL SCHEME PLAN<br>SHEET 1  |             |                          |
| DRAWN:   | DATE:       | ISSUED:                  |
| CHECKED:   | DATE:       | ISSUED:                  |
| APPROVED:  | DATE:       | ISSUED:                  |
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| PROJECT NO:  | SCALE:      | A1                       |
| DRAWING NO:  | 1:1000 - A1 | REV                      |
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Proposed carparking on Waitakere Plaza land (area yellow). Balance (area white) for disposal



Proposed CRL platform

# Decision Paper: Grants and donations policy

|                           |  |
|---------------------------|--|
| <b>Document Author(s)</b> | Maxine Waugh, Manager Business Systems & Processes |
| <b>Approver</b>           | Carl Gosbee, Director Corporate Services           |
| <b>Date</b>               | 13 May 2019  |

## 1. Purpose

The purpose of this paper is to obtain Board approval of the revised policy for grants and donations.

## 2. Executive summary

This policy forms the framework for Panuku Development Auckland (Panuku) to provide sponsorship in terms of grants and donations to external organisations.

The policy objectives are to:

- a) ensure that any grant or donation provided assists in the implementation of the Panuku Corporate Strategy, contributes to our Business Plan objectives, and/or strengthens and broadens our relationship with key stakeholders and the community;
- b) ensure that there is increased transparency and consistency in terms of who receives grants or donations, clearer identification of the financial and non-financial costs and benefits; and
- c) ensure regular reporting.

This policy is due for its three-yearly review. Refer **Attachment A** for a marked-up draft with changes, for Board approval.

The reviewed policy document has remained substantially the same, with minor changes including the following:

- Reporting to the board on grants and donation has changed from three-monthly to six-monthly, at the request of the board – refer minutes of board meeting 25 July 2018.

## 3. Recommendations

It is **recommended** that the Panuku Board:

**Approves** the reviewed and updated Grants and Donation Policy, as attached.

## 4. Prior board engagement and decisions

| Previous Board engagement and decisions |   |   |
|---|---|---|
| Date and meeting                        | Document  | Decision / Outcome  |
| 25 Sept 2016                            | Decision paper – Grants & Donations Policy              | Approved  |
| 27 April 2016                           | Decision paper – Grants & Donations policy review       | Board members requested a change to CE delegation, and information on actual grants provided.         |
| 25 May 2016                             | Decision paper – Grants & Donations Policy              | Policy approved;<br>Requested quarterly updates   |
| 25 July 2018                            | Decision paper – Grants & Donations Annual Plan 2018/19 | 2018/19 Plan approved;<br>Requested future reporting on grants and donations to change to six-monthly |

## 5. Implementation

The updated policy will be effective from the date of Board approval.

### Document Sign-off

| Role                        | Name            | Sign-off Date | Signature |
|-----------------------------|-----------------|---------------|-----------|
| Director Corporate Services | Carl Gosbee     |               |           |
| Chief Executive             | Roger MacDonald |               |           |

# GRANTS AND DONATIONS POLICY

## 1 Policy purpose and objectives

- 1.1 The purpose of this policy is to set the framework for Panuku Development Auckland (Panuku) in providing sponsorship in terms of grants and donations to external organisations. Panuku has a mix of commercial and public good objectives. Panuku has both a commercial mandate under the SOI and a public mandate. “Sponsorship”, including in-kind support for the community, is often where these mandates meet.
- 1.2 Panuku manages a number of public assets, including public open space and events, for and on behalf of the people of Auckland. It is critical that public open space and facilities are accessible and that it is easy for people to use these spaces and run activities. This policy therefore needs to be sufficiently flexible and wide enough to make it easy for people to engage with us.
- 1.3 The policy objectives are:
  - a) to ensure that any grant or donation provided assists in the implementation of the Panuku Corporate Strategy, contributes to our Business Plan objectives, and/or strengthens and broadens our relationship with key stakeholders and the community;
  - b) to ensure that there is increased transparency and consistency in terms of who receives grants or donations, clearer identification of the financial and non-financial costs and benefits; and
  - c) to ensure regular reporting.
- 1.4 Provide clarity to related provisions of the Board Delegated Authority Policy.
- 1.5 Ensure that grants and donations are delivered in accordance with relevant provisions of the Local Government Act 2002 and Local Government Official Information and Meetings Act 1987, and policies of Auckland Council ‘Our Charter’ and Panuku, related to expectations of conduct and finance procedures.
- 1.6 Make our requirements clear to the community and help grant and donation seekers present their proposals to Panuku clearly.

## 2 Scope

- 2.1 Covers grants and donations to external organisations in the form of financial and/or in-kind provision, with or without the use of Panuku assets and/or services.
- 2.2 Covers the following types of outgoing support:
  - a) Grants, financial or in-kind
  - b) Donations, financial or in-kind
- 2.3 Excludes sponsorships through the purchase of rights or benefits, including naming rights, delivered through an association with the external organisation’s name, products, services, or activities. Panuku will not enter into this type of agreement as the sponsor.
- 2.4 Excludes gifts given to individuals and organisations in recognition of service, achievement, established and recognised custom, and for corporate hospitality or entertainment purposes. These are covered by the gifting guidelines in Our Charter.



### 3 Principles

- 3.1 Panuku is not a funding body. However, from time to time, Panuku provides grants and donations to support a diverse range of activities and organisations, which contribute to the delivery of the Panuku Corporate Strategy and business plan objectives, relationship with key stakeholders and sectors, reputation management and marketing.
- 3.2 Grants and donations need to cater to a broader base of the community, but should be confined to activities occurring within the Panuku area of influence and/or to organisations that contribute to Panuku's delivery of public goods.
- 3.3 Providing grants and donations implies that Panuku endorses the organisation's specific activity, particularly on the waterfront. It does not imply that Panuku endorses the organisation's other products or services, not subject of the support.
- 3.4 Panuku will ensure probity, achieve value for money, maintain accountability, and implement effective risk management when providing grants and donations.
- 3.5 The approval, processing, and giving of grants and donations will need to comply with customary practice, protocols or traditions (e.g. Tikanga Maori for koha), financial reporting standards, and any other applicable legislative requirements placed on statutory entities.
- 3.6 Only authorised officers of Panuku may undertake grants and donations arrangements and they must comply with the provisions of this Policy.

### 4 Definitions

- 4.1 **Donation** is a tax-deductible financial or in-kind support given for a worthy cause or customary activity (e.g. koha) of a worthy organisation, where Panuku does not expect an invoice, acknowledgement as a donor, and a reciprocal advantage.
- 4.2 **Grant** is given to assist with the services or projects of a worthy organisation, where Panuku expects an invoice, acknowledgement as a sponsor, and a reciprocal advantage. This may be in the form of:
  - a) **Financial support** i.e. a monetary contribution.
  - b) **In-kind support** i.e. assistance where Panuku provides the use of its assets and/or services. This includes only those things for which Panuku would have charged a fee, if these did not form part of the grant.
- 4.3 **Koha** is an unconditional tax-exempt gift given to Maori at a tangi (funeral), powhiri, whakatau, hui (meetings/events) or other important Maori cultural events and obligations, and on marae, where the receiving individual, party or group is not obliged to provide services in exchange. A payment made relating to an activity off marae is not a koha.
- 4.4 **Revenue forgone** is the price of an in-kind support calculated as the difference between the market value of the rental or service and what was actually charged.

### 5 Appropriate association

- 5.1 Panuku may consider providing grants and donations to organisations that:
  - a) Are legal entities, individuals operating under an incorporated society or registered charitable trust, and
  - b) Have corporate values that align with those of Panuku and do not compromise the agency's reputation, public image, or probity, and
  - c) Do not pose a significant risk to Panuku or its staff perceived to have a current or future conflict of interest

- 5.2 Panuku reserves the right to refuse a request for grant or donation from any party and terminate an existing agreement should the association cease to be appropriate.

## **6 Appropriate activity**

- 6.1 Panuku will consider providing grants for activities that:
- a) Contribute to the advancement of Panuku's strategic priorities and the vision and goals of the Corporate Strategy and Business Plan, or deliver on specific place-making objectives (e.g. Wynyard Quarter Curation Strategy), and/or
  - b) Have measurable beneficial outcomes commensurate with the level of investment, and/or
  - c) Increase public awareness of the contribution being made by Panuku to the creative, events, and entertainment sectors e.g. on Auckland's waterfront, and/or
  - d) Are able to communicate key messages to target audiences, engage or build relationships with key stakeholders and our tenants, and ideally lead an ongoing two-way partnership between Panuku and the stakeholders, and/or
  - e) Have demonstrated community support for the project, and/or
  - f) Appropriately acknowledge Panuku as sponsor, indicating clearly our support for rather than ownership of the sponsored activity, through forms including signage and acknowledgment in speeches and media releases, and/or
  - g) Enhance Panuku's brand attributes, core values, and reputation and promote Panuku's civic and social responsibility.
- 6.2 Panuku will consider giving donations for activities and events that:
- a) Have no perceived or actual influence on decision making, integrity, and impartiality; and
  - b) Are undertaken in accordance with established and recognised custom; and
  - c) Promote Panuku's civic and social responsibility.

## **7 Budget approval, management and reporting**

- 7.1 An annual grants and donations budget will be prepared for the different business units and presented to the Board for endorsement.
- 7.2 Grants and donations will be managed and reported by the Director/Senior Manager of the business unit in accordance with the approved budget and this policy.
- 7.3 Any additional grants and donations proposed outside of the budget may be approved by the Chief Executive for:
- a) 'cash' donations up to \$10,000, and
  - b) 'in-kind' grants valued up to \$50,000,
  - c) otherwise presented to the Board for approval.<sup>1</sup>
- 7.4 Grants or donations provided as part of a reputation management strategy or to achieve communications objectives will be managed by the Director Corporate Affairs, regardless of type.
- 7.5 Grants and donations will be recorded in a Grants and Donations Register with information on the type of support given, name of the organisation, market value of the support, revenue forgone, direct cost and the benefit to Panuku.
- 7.6 Grants and donations will be reported to the Audit and Risk Committee and the Board on a six-monthly basis.

## 8 Written Agreement

- 8.1 All grants, financial or in-kind, entered into under this policy will be formally documented. The level of documentation will vary depending on the value of the agreement and will include, at a minimum:
- a) The description and timing of the activity
  - b) The amount of the grant or donation
  - c) How the grant will meet the requirements of an appropriate activity described in Section 6
  - d) Agreed performance criteria

## 9 Responsibilities

- 9.1 The Chief Executive is the overall manager in providing grants and donations to external organisations and will be provided with reports to monitor the delivery of the benefits, leverage the contracted benefits, and evaluate the success of the grant or donation based on the identified objectives.
- 9.2 The Director Corporate Services is responsible for the implementation and review of this Policy, for reporting to the Board, and is custodian of the Grants and Donations Register.
- 9.3 All Panuku staff and those acting on behalf of Panuku must adhere to this Policy.

## 10 Approval and review of this Policy

|                     |                             |   |               |
|---------------------|-----------------------------|---|---------------|
| Business Owner      | Director Corporate Services |   |               |
| Policy date         | 25 September 2013           |   |               |
| Frequency of review | Three yearly                |   |               |
| Last reviewed       | May 2016                    | Approved by Panuku Development Auckland Board | <28 May 2019> |

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<sup>1</sup> Refer Board Delegated Authority Policy

# Information Paper: Alternative financing & funding tools – targeted rates

|                           |                                     |
|---------------------------|-------------------------------------|
| <b>Document Author(s)</b> | Naomi Craymer, Strategic Planner    |
| <b>Reviewer(s)</b>        | Brenna Waghorn, Director - Strategy |
| <b>Date</b>               | 8 May 2019                          |

## 1. Purpose

To inform the Panuku Board on targeted rates as a potential alternative financing and funding tool to support urban regeneration in town centres.

## 2. Key issues and discussion

### What are targeted rates?

Targeted rates<sup>1</sup> are a financing and funding tool available to a local authority for certain capital and operational expenditure<sup>2</sup>. As outlined in the council's Revenue & Financing Policy 2018 targeted rates are mainly used by the council where there is a clearly identifiable group that benefits from a specific activity.

Targeted rates can help bring forward capital and operational expenditure and enable timely implementation of a package of place-based interventions, in an economically efficient way.

### Auckland Council approach

Council's agreed funding principles<sup>3</sup> guide decision-making on the best mix of funding to pay for its assets and activities. Council is progressing several initiatives<sup>4</sup> to enhance its existing approach to financing growth infrastructure in the face of significant growth pressures and funding challenges. Overall, it is developing an approach that allows for a mix of targeted rates and development contributions to be tailored for each growth area based on its unique set of circumstances.

Milldale is a recent greenfield example of an innovative financing approach. Here, a special purpose vehicle (SPV) was created by Auckland Council, Crown Infrastructure Partners and Fulton Hogan Land Development. The SPV will fund \$48.9m of a total \$91m infrastructure requirement, enabling 4000 new homes to be developed. Crown Infrastructure Partners has secured long-term debt from ACC, and this debt is being repaid by Fulton Hogan and new house buyers via an infrastructure payment<sup>5</sup> recorded on their rates bill.

<sup>1</sup> Section 16, Local Government (Rating) Act 2002

<sup>2</sup> Section 103, Revenue & Financing Policy, Local Government Act 2002

<sup>3</sup> Revenue and Financing Policy 2018, Funding Principles (Table 3.1.1)

<sup>4</sup> Section 7.2 Financing Growth Infrastructure, 10-year Budget 2018-2028, Supporting Information – development contributions pricing, new legal entities, introducing new growth infrastructure targeted rates

<sup>5</sup> The infrastructure payment made by section owners will be \$650 (for an apartment +2.5% pa) or \$1,000 (for a home +2.5% pa) per annum.



## **Funding regeneration of Auckland urban centres**

The transform and unlock town centre locations that Panuku is involved in all require major investment to improve the infrastructure, amenities and community facilities needed to create the vibrant, successful urban centres envisaged by the Auckland Plan. These investments then become a catalyst for wider redevelopment, increasing community and market confidence and maximising the regeneration impact.

The current strategy for funding the improvements to support town centre revitalisation is Panuku's reinvestment approach. This is where surplus/under-utilised council owned sites are brought to market and the proceeds are reinvested into public good projects. A regional approach has been adopted to ensure credible progress across the wider Panuku programme. This has become a proven, innovative and successful funding model.

However, over the medium term there will be increasing pressure and limitations on Panuku's reinvestment strategy. Over time, many town centres have become run-down and require significant funds to address infrastructure, amenities, building condition issues and provide new or updated community facilities. There are unlikely to be sufficient funds from the reinvestment programme to fund the scale of investment required. In addition, those locations outside the current Panuku framework, with limited council owned land/buildings, do not have an obvious alternative funding stream.

Pressure also remains on the general rates funding envelope in the Long-term Plan and unless already identified it is considered unlikely that significant new programmes and investments will be progressed within its 10-year time-frame.

Given this context, investigating targeted rates for brownfield development is identified in Panuku's SOI 2018/21 and 3-year work plan. Panuku has begun to facilitate a collaborative approach with Finance, Community Facilities, Parks, DPO to understand the targeted rates concept and preliminary work on how it may apply in an urban town centre setting in practice.

### **Targeted rates advantages**

The main advantages of targeted rates are:

- greater certainty over the timing of payments for investments over the long term
- accelerates investment and allows improvements to occur at a quicker pace than relying on Long-term Plan funding, building market and community confidence in regeneration
- ability to leverage financing sources off the council's balance sheet i.e. that are not restricted by council's debt ceiling and debt to revenue ratio
- improves transparency and accountability for investments in a location
- enables flexibility and customisation in the funding mix for redevelopment in a location – offering the potential to reduce any Development Contributions requirement by off-setting with a targeted rate
- incentivises development in certain areas (i.e. discourages land banking as targeted rates raise the costs of holding undeveloped land).

## Targeted rates issues

- Existing owner occupiers

One of the main issues with applying a targeted rate in the context of urban regeneration is the impact and affordability issues that it may create for existing owner-occupiers. This is particularly an issue for those on fixed household incomes who may not have ability or desire to develop their property.

To help manage this potential impact of targeted rates on existing owner-occupiers the council is actively advocating<sup>6</sup> for supportive legislative amendments. These amendments would allow targeted rates liability to be incurred by a purchaser at time of purchase or by the owner occupier if they developed the property. Council is also advocating for the rating liability to be recorded on land titles. Under current settings, the council could also apply a rates postponement approach, recorded on individual rates bills.

- Buy-in and levels of acceptability

This is likely to vary depending on the overall level and incidence of the targeted rates burden. Financial testing and modelling of different packages and scenarios will provide a better understanding of likely impacts on different groups. The ability to postpone the targeted rates liability until a property is sold or redeveloped is likely to also assist.

The council has already undertaken public consultation and set targeted rates to fund activities within specific geographic areas (e.g. City Centre, Rodney Local Board Transport<sup>7</sup>) as well as universally applied targeted rates (e.g. Water quality, Natural environment) in its 10-year Budget (2018-2028).

Targeted rates must meet legal requirements<sup>8</sup>, be consulted on and adopted by council either through an Annual Plan or Long-term Plan process. A tailored and comprehensive communications approach will be needed, and any new proposal could only be introduced following local government elections.

## 3. Proposed next steps

The next steps for this initiative are:

- Continue to develop with council departments a methodology and approach for testing
- Continue to develop the evidence base, options and information for further analysis

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<sup>6</sup> See Auckland Council submission - NZ Productivity Commission Local Government Funding & Financing: Issues Paper (Feb 2019)

<sup>7</sup> A targeted rate of \$150 per separately used or inhabited part of a rating unit for Rodney LB area

<sup>8</sup> Refer section 101 (3) of the Local Government Act (LGA) 2002

# Information Paper: Corporate Property Disposal Programme

|                           |  |
|---------------------------|--|
| <b>Document Author(s)</b> | Marian Webb, Manager Portfolio Strategy and Business Development |
| <b>Approver</b>           | Brenna Waghorn, Director of Strategy                             |
| <b>Date</b>               | 13 May 2019  |

## 1. Purpose

The purpose of this information paper is to provide an update to the board on the programme of work Panuku is leading with respect to the sale of Auckland Council's surplus corporate accommodation sites.

## 2. Executive summary

With assistance from Panuku, Auckland Council's Corporate Property Team developed a Corporate Property Portfolio Strategy. This was approved by Auckland Council's executive leadership team in February 2018.

The Strategy involves a self-funding programme of works, utilising the reinvestment of the capital receipts from the divestment of properties that are no longer required for the current corporate accommodation network into delivering an improved and more efficient network service.

In May 2018, the Finance and Performance Committee approved the sale of seven surplus corporate accommodation properties across the region.

Panuku has agreed to provide property transaction services to Auckland Council for the seven surplus properties, leading a programme of work that will enable delivery of the Corporate Property Portfolio Strategy. The programme of work comprises the development and implementation of a development framework and disposal strategy for each site. It is designed to integrate and align with programme objectives in the Transform, Unlock and Support locations and the corporate accommodation programme.

In August 2018, the executive commenced the disposal programme workstreams.

On 20 November 2018, a resolution by the Finance and Performance Committee delegated the approval of final terms and conditions of sale documentation relating to the surplus properties to the Panuku Board.

The executive has agreed five development frameworks and seven disposal strategies with the Corporate Property Team.

[REDACTED]  
[REDACTED] *. Withheld from the public under S7(2)(h) of the LGOIMA.*

The remaining six sites are at various stages in the disposal process. Updates on each site are outlined in the discussion section of this report.

### 3. Strategic context

The Corporate Property Portfolio Strategy and Panuku initiatives and strategic objectives will be aligned through:

- Catalysing redevelopment and new activities in priority locations, particularly within the Transform Manukau, Unlock Henderson and Unlock Pukekohe. Strategically creating value from assets. The executive will actively consider how it contributes to housing, commercial and non-commercial outcomes as work progresses in more detail across each surplus site
- The provision of housing at most locations
- Demonstration of business leadership, best practice in council initiatives such as Māori responsiveness, sustainability, urban design, and social procurement where appropriate.

## 4. Discussion

### 4.1 Background and our proposed approach

Council has approved a Corporate Property Portfolio Strategy to create a fit-for-purpose and future-proofed corporate accommodation network. The proposed property portfolio will be better aligned to deliver Council's service to local communities, and provide safe, healthy and more productive work environments for staff.

The business case for the rationalisation of the corporate accommodation network noted that outside of the city centre, Council largely operates from fragmented pre-amalgamation locations, with inconsistent customer service delivery and inefficient buildings.

As part of the rationalisation of the property portfolio, in May 2018 Council's Finance and Performance Committee approved the disposal of seven sites that formed part of the pre-amalgamation legacy council operations. The sites are:

- Mayoral Drive ('Bledisloe carpark')
- 35 Graham Street
- Henderson 'admin' building, 6 Henderson Valley Road
- Manukau (Kotuku House)
- 50 Centreway, Orewa
- 35 Coles Crescent, Papakura
- 82 Manukau Road, Pukekohe

Capital receipts from the sale of these properties will be reinvested into a programme of works to create a fit-for-purpose corporate accommodation network.



Panuku were significantly involved in the production of the Corporate Property Portfolio Strategy and have been engaged to manage the disposals programme on behalf of the Corporate Property Team to ensure that the Strategy aligns with other regeneration and strategic initiatives.

The Corporate Property Portfolio Strategy identifies specific objectives for the property disposals, namely:

- Sell properties early in the programme, with short-term leases in place. This is not only more attractive to potential buyers but can also generate significantly greater return.
- Property development and disposal workstreams within the overall programme are required to be 'self-funding' further dictating early disposal, to avoid funding other works from debt.
- Strategic alignment with other council programmes, in particular the city rail link project within the City Centre and Henderson, Transform Manukau, Unlock Henderson and Unlock Pukekohe.
- Requirements for each site to have been reported to the Finance and Performance Committee, with local board expectations and mana whenua commercial opportunities

Aligned with the corporate property programme goals, Panuku has specific responsibilities and objectives through this programme of work:

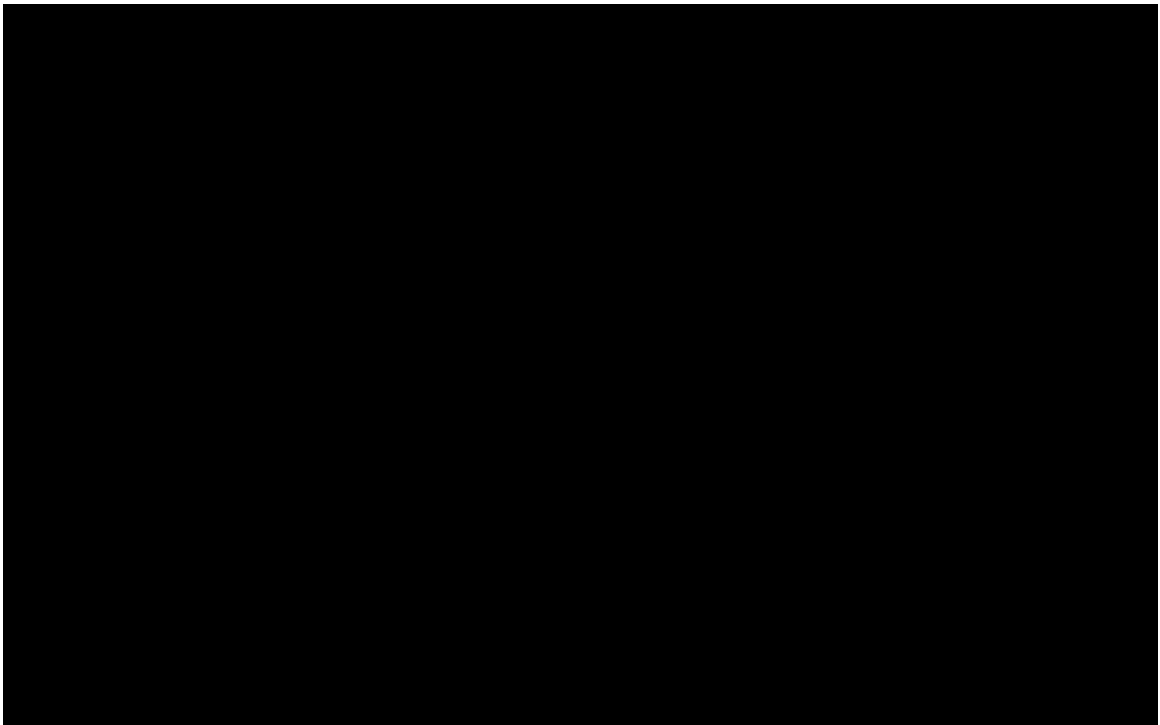
| <b>Programme</b>               | <b>Responsibilities</b>   | <b>Objectives</b>  |
|--------------------------------|---|--|
| Disposal strategy and delivery | <ul style="list-style-type: none"> <li>• Develop disposal strategy, taking into account the development brief for each site</li> <li>• Programme for due diligence, go-to-market and disposal for each site</li> <li>• Procurement of specialist advisers for due diligence and asset disposal</li> </ul> | <ul style="list-style-type: none"> <li>• Return value to council</li> <li>• Comply with statutory obligations</li> <li>• Use a robust commercial process</li> </ul>  |
| Leasing assistance             | <ul style="list-style-type: none"> <li>• Prepare leasing strategy and programme for each disposal site</li> <li>• Contribute to management of non-service properties where required</li> </ul>  | <ul style="list-style-type: none"> <li>• Provide objective and useful leasing advice</li> </ul>  |
| Development framework          | <ul style="list-style-type: none"> <li>• Lead preparation of development framework for Bledisloe site, in collaboration with council family and CRL</li> <li>• Prepare development frameworks for sites in Transform/Unlock locations</li> </ul>  | <ul style="list-style-type: none"> <li>• Development briefs that deliver on objectives for sustainable urban centres</li> <li>• Agreement across council family on development briefs</li> <li>• Confirmation on minimum standards and effect on market value</li> </ul> |
| Transform/Unlock integration   | <ul style="list-style-type: none"> <li>• Ensure development brief and site marketing align with Transform/Unlock objectives</li> </ul>  | <ul style="list-style-type: none"> <li>• Development briefs that deliver on objectives for sustainable urban centres</li> <li>• Compliance with social procurement and other goals</li> </ul>  |
| Engagement                     | <ul style="list-style-type: none"> <li>• Manage iwi engagement through existing Panuku channels</li> <li>• Contribute to stakeholder engagement, including local boards</li> </ul>  | <ul style="list-style-type: none"> <li>• Compliance with mana whenua commercial outcomes</li> <li>• Consistent and accurate messages and information</li> </ul>  |

| Programme | Responsibilities | Objectives                             |
|-----------|------------------|--|
|           |                  | across Panuku and council stakeholders |

## 4.2 Summary of progress of disposal programme workstream

In August 2018, the executive commenced the disposal programme workstreams aligning where possible the sale of each asset with the overall reported corporate strategy and corporate accommodation programme. The programme timeframes extend through to 2021.

In line with the requirements of the May 2018 Finance and Performance Committee resolution, the executive is establishing development frameworks for each of the seven surplus sites. To date, four development frameworks have been completed. Feedback and input on these development frameworks has been provided to Panuku and the Corporate Property team by the relevant local boards. The sale of the Henderson and City Centre sites are progressing well.



*Withheld from the public under S7(2)(b)(ii) and S7(2)(h) of the LGOIMA.*

The due diligence work is underway on the Orewa, Papakura and Pukekohe sites. The development strategies will be based on initial industry dialogue and will incorporate the council group requirements identified in the Corporate Property Portfolio Strategy.

The executive will continue to develop and implement the programme and will report progress at a programme level to the board on a quarterly basis.

# Information Paper: Panuku quarter three report to Auckland Council

|                           |  |
|---------------------------|--|
| <b>Document Author(s)</b> | Kingsha Changwai, Planning and Reporting Manager |
| <b>Reviewer(s)</b>        | Brenna Waghorn – Strategy Director               |
| <b>Date</b>               | 8 May 2019                                       |

## 1. Purpose

The Panuku Quarter three report to Auckland Council is provided to the Panuku Board for information.

## 2. Executive summary

The Quarter three report content aligns with the CE report and last three months reports to the board.

## 3. Discussion

The Executive Leadership Team (ELT) approved the Quarter three report on 13 May 2019. This was submitted to Auckland Council on 17 May. The content of the Quarter three report aligns with the Chief Executive monthly reports to the Panuku Board for the quarter.

Some of the key points in the report are:

- The report balances financial and non-financial performance for quarter three
- The Waterfront AC36 enabling works is on track
- Progress has been made on Waterfront consents for the Cruise Ship Mooring Dolphin (subject to appeal), Westhaven Pile Moorings and Westhaven Promenade Stage 2
- The 35 Graeme Street building sale for \$58 million on behalf of the council has reached conditional stage
- Quarter Report financials metrics are on track except capex. Capex forecast however is better than last year and trending upwards
- The SOI measure on Transform and Unlock initiatives is unlikely to be met, the target is 90% of initiatives completed/ achieved. Some of these initiatives relate to taking sites to the market or unconditional sale of development sites.

A copy of the detailed quarter three report to Auckland Council is included as Attachment 1 to this report.

## 4. Attachments

**Attachment 1** - Panuku Quarter three report to Auckland Council.

# Panuku Development Auckland

## Quarter 3 Performance Report

**For the period ending 31 March 2019**

*This report outlines the key performance of Panuku which includes urban redevelopment related activities and investments*



# Panuku Q3 summary

## Highlights, issues & risks for the quarter

### Highlights:

1. A conditional agreement for the sale of 35 Graham Street building for \$58 million was progressed throughout the quarter, following a marketing campaign in February. The agreement was executed in April and the sale is expected to be confirmed at the purchaser's shareholder meeting in June.
2. Three resource consents for the Waterfront projects were granted in April as a result of work carried out during the quarter - Cruise Ship Mooring Dolphin (subject to appeal), Westhaven Pile Moorings and Westhaven Promenade Stage 2.
3. Remaining AC36 enabling works are on track and the America's Cup Host Venue Agreement negotiations have been completed.
4. Work on the Northcote masterplan was progressed during the quarter enabling the publishing of the masterplan in April. The Public Works Act process is also progressing for the acquisition programme.

### Issues/Risks:

1. Delays to AC36 early works could impact on Wynyard Edge Alliance construction timeframes.
2. Evolving crown relationships and partnerships can impact on timing of projects and also delivery of property sales.
3. Challenging market conditions impact physical works delivery or property sales.

| Financials (\$million) | YTD actual | YTD budget | Actual vs Budget |
|------------------------|------------|------------|------------------|
| Capital delivery       | 59,100*    | 90,300     | 🔴 31,200         |
| Direct revenue         | 27,413     | 25,876     | 🟢 1,537          |
| Direct expenditure     | 32,923     | 34,413     | 🟢 1,490          |
| Net direct expenditure | 5,510      | 8,537      | 🟢 3,027          |

## Financial Commentary

**Capital delivery:** Total capex YTD is \$31.2m behind budget. The total annual capex (excluding SDF - a facility for funding acquisitions, but including development fund & renewals) is forecast to be \$78m against the total budget of \$129m, a variance of \$51m. This is a significant increase in capital project delivery compared to last year. Of the total, \$23m underspend relates to the Waterfront programme primarily due to consenting and other delays, and the remaining \$28m is spread over other Transform and Unlock locations.

(\*YTD Capex \$59.1m includes Waterfront \$11.3m, Transform/Unlock \$26.6m, SDF \$20.6m and Property Renewals \$0.6m).

**Direct revenue:** Slightly ahead of budget. Year end forecast is similar to budget.

**Direct expenditure:** Underspend to date is mainly due to timing differences. Year end budget is forecast to be met.

## Key performance indicators

(Refer to pg. 15 for complete list)

|  | Previous Quarter | FY 19 Quarter 3 |          | Status | Commentary  |
|--|------------------|-----------------|----------|--------|---|
|  |                  | Actual          | Target   |        |   |
| Net Surplus achieves budget for 2018/19. (Properties managed on behalf of Council)     | \$13.8m          | \$21.12         | \$18.58m | Met    | Year to date surplus targets met in the first 9 months. |
| Meet or exceed forecast property disposal annual target of \$24 million. (Asset sales) | \$40.3m          | \$42m           | \$24m    | Met    | General asset sales target met.                         |

| Key performance indicators<br><i>(Refer to pg. 15 for complete list)</i>                | Previous<br>Quarter | FY 19 Quarter 3 |        | Status | Commentary   |
|---|---------------------|-----------------|--------|--------|--|
|   |                     | Actual          | Target |        |  |
| List of properties recommended for disposal submitted to Council valued at \$30 million | \$4.8m              | \$9.4m          | N/A    | Met    | Annual target is forecast to be met. (The year-end target is \$30m). |

*\*All financials on this page include Commercial Property Portfolio which is owned by Auckland Council, but managed by Panuku*

## Strategic focus area – Waterfront development

### Key commentary

**For the nine months to 31 March 2019, a total of \$11.3m was spent towards Waterfront development against a budget of \$28.5m.**

#### Highlights

1. Cruise Ship Mooring Dolphin – following a hearings process the resource consent has now been granted subject to an appeal period ending mid-May.
2. Pile Moorings resource consent has been granted – a single appeal lodged in relation to mana whenua primacy issues is to be heard by the environment court. The court process is underway with an estimated hearing date in August. Due to the agreement with the appellant the appeal does not impact on the delivery of the project.
3. Resource consent has been granted for Westhaven Promenade Stage 2.
4. Panuku publicly announced the Wynyard Crossing project on 3 April.
5. The Host Venue Agreement negotiations have been completed for AC36 between Auckland Council, the Crown (MBIE) and America's Cup Limited.

#### Issues/Risks

1. Tight timeframes for AC36 early works, particularly negotiation with tenants and stakeholders. Any delays could impact on Wynyard Edge Alliance (WEA) construction timeframes.
2. Volume of work taking place in and around the waterfront involving a number of different agencies.
3. Wynyard Crossing Bridge replacement project timeframes for delivery prior to AC36 are tight.

### Strategic context

Panuku is leading the realisation of the Waterfront Plan's five goals, being:

1. A blue-green Waterfront
2. A public Waterfront
3. A smart working Waterfront
4. A connected Waterfront
5. A liveable Waterfront

Panuku leads the planning and implementation of the Waterfront Plan, facilitating residential and commercial development, enhancing public amenity and access, and managing the wide range of activities and requirements within the waterfront area including marine activity.

| Key programme of works | Status          | Description  | Outlook  |
|------------------------|-----------------|--|--|
|                        |                 | <p><b>Overall Waterfront programme is on track</b> with the delivery of physical projects but financial phasing is behind on a number of projects due to external dependencies, resource consents or commercial issues.</p>  |  |
| AC36 Enabling Works    | <b>On track</b> | <p>The key role of Panuku is to conclude commercial agreements with waterfront tenants enabling AC36 construction; facilitate resource consents and progress the subsequent project works including tenant relocations in line with agreed AC36 programme.</p>   | <p>The America's Cup tenant relocation/early works projects are progressing, although they all have their challenges with regard to smooth implementation. The key updates are:</p> <ul style="list-style-type: none"> <li>• The Auckland Seaplanes relocation project is time constrained and legal negotiations are underway. A resource consent for relocation has been lodged with Auckland Council.</li> <li>• Sealink relocation project is tracking well with detailed design coming to a conclusion and Wynyard Edge Alliance (WEA) mobilisations on site. This project has formally moved into the WEA scope.</li> <li>• For the BST site, designers have been engaged to consider the future of the tanks and what work is required to incorporate the design into the new public space adjoining Silo Park. Panuku will hand over the site to WEA in early October 2019.</li> </ul> <p>AC36 event preparation is underway, with the Events Business Case confirming capital works required to ensure Wynyard Quarter is ready for an international standard event. Panuku and ATEED are working closely on the costs associated with the event as one package, so that Auckland Council can direct resources appropriately.</p> |
| Wynyard Quarter        | <b>On track</b> | <p>In leading the transformation of the Wynyard Quarter from a former industrial area to a vibrant new waterfront city neighbourhood, Panuku facilitates significant outcomes for Auckland: new housing, business and employment opportunities, visitor and resident satisfaction, economic impact, enhanced public amenity and access, place activation and community engagement.</p> | <ul style="list-style-type: none"> <li>• Vos Shed construction has been affected by the discovery of asbestos. An asbestos remediation plan has been completed and the building is now wrapped prior to starting works on removal. Scheduled completion of this work will be the end of December 2019.</li> <li>• Construction works are on programme for the development of 30 Madden (90 residences). Work is programmed for completion in December 2020.</li> <li>• Westhaven Promenade Stage 2 resource consent awaited during the quarter and received early April, contractor has been engaged. Work continues on lease negotiations for the Marine Centre.</li> </ul>   |

| Key programme of works | Status   | Description   | Outlook  |
|------------------------|----------|---|--|
| Other e.g. Marinas     | On track | The key objectives are increasing access to the marina for Aucklanders and maintaining Westhaven as a premier marina, with a wider range of complementary businesses and services. This includes redevelopment of the pile mooring area, and completing the waterfront promenade to improve the profitability, quality, and public amenity of the marina. | Procurement for the civil works design and build contractor and the floating pontoon manufacturer and installer for the Marina Pile Moorings project commenced immediately post the settlement of the substantive Environment Court appeal on the consent. Auckland Council will be taking a leading role in the remaining appeal on mana whenua primacy issues, with Panuku participating only as necessary as applicant for the consent. The environment court process is expected to result in a hearing in August with a decision before Christmas. The remaining appeal does not impact upon the delivery of the project. |

## Strategic focus area – Other Transforms and Unlocks

### Key commentary

For the nine months to 31 March 2019, a total of \$26.6m was spent towards other Transforms and Unlocks against a budget of \$32.5m.

### Highlights

1. Transform Manukau – Ongoing discussions with the crown and further work undertaken on Panuku sites to ensure alignment. A large site has been conditionally sold for an expanded MIT campus in Manukau, thus freeing up its large Otara site.
2. Transform Onehunga – Panuku is progressing master planning on the Port and Waiapu Lane precinct to advance these for development and the first laneway project beside the Onehunga Police Station is underway. The laneway is the first of eight spaces in the town centre being upgraded with new paving, artwork, lighting and landscaping.
3. Unlock Takapuna – Marketing process has started for 40 Anzac Street and 30-34 Hurstmere Road to enable mixed use development and bring vitality to the area around the new town square.
4. Unlock Papatoetoe – The Papatoetoe Shopping Mall is about to be marketed for sale. It has been substantially upgraded as part of town centre plan.
5. Henderson, Avondale, Onehunga, Panmure, Papatoetoe and Manukau work to align programmes with Crown and Council.

### Issues/Risks

1. Evolving crown relationships and partnerships can impact on timing of projects and also delivery of asset sales.
2. Challenging market conditions impact physical works delivery or asset sales.
3. Supplier scarcity resulting in price escalations and or programme delays.

### Strategic context

Panuku plays a significant role in achieving the Homes and Places and Belonging and Participation outcomes in the Auckland Plan.

Panuku will lead the redevelopment of town centres, the creation of public spaces for the future and facilitate housing development which are fundamental elements of comprehensive redevelopment.

The priority location HLPPs, Precinct Plans and the LTP funded Priority Location Programme provides a redevelopment roadmap for priority locations.

| Key programme of works | Status   | Description   | Outlook   |
|------------------------|----------|---|---|
| Transform Manukau      | On track | Starting from the heart, the regeneration has a people focus driving social outcomes through partnerships and community participation. New education, training and employment opportunities, housing choices, government services and public amenity, building on a successful transport hub and retail centre, will restore the economic mana of Manukau and enable the local community to thrive. | <ul style="list-style-type: none"> <li>• Panuku's property marketing testing EOI process was completed in November 2018. Further negotiations will follow the development of a precinct strategy for central Manukau with the Crown.</li> <li>• The agreement with Hayden &amp; Rollett to develop 52-54 Manukau Station Road has been executed (MIT campus).</li> <li>• Panuku is working closely with Healthy Waters to plan the regeneration of the Puhinui Stream catchment area for amenity and environmental benefits.</li> <li>• Negotiations with CMDHB are underway for the walkway/cycleway to support the Puhinui stream project.</li> <li>• Panuku, Healthy Waters and Community Facilities are working together to develop a plan for the improvement of Hayman Park.</li> <li>• Panuku is progressing work with TSI and ATEED to enhance joint working. Approval is being sought for capital expenditure to replace a playground in Wiri.</li> </ul>  |
| Transform Onehunga     | On track | Planning the mixed use redevelopment of the wharf and advocating for integrated infrastructure solutions to better connect Onehunga Mall to the Onehunga wharf and Manukau Harbour. Enhancing public spaces with great design, facilitating new retail and housing choices and optimizing council service sites.  | <ul style="list-style-type: none"> <li>• The current planning focus is on the Onehunga Port. This includes the formulation of a draft plan change and masterplan in the first quarter of 2020 to enable the eventual redevelopment at the Port.</li> <li>• Laneway 7 beside the Onehunga Police Station is underway. This upgrades the public space and improves walkability and safety.</li> <li>• Waiapu Lane Precinct - Procurement of a Landscape Architect to lead the master plan underway.</li> <li>• DressSmart - Terms agreed with development partner including the development masterplan to improve connectivity to the main street and public space upgrade. Road closure progressing with AT including removal of a right of way requirement which improves the design.</li> <li>• Municipal Precinct - Needs assessment for the Onehunga indoor recreation facility requirement has been scoped by Council.</li> <li>• HLC / HNZ - Panuku are working in the Jordan and Oranga areas with these agencies and Council to reconfigure parks and road closures for an improved amenity and housing outcomes.</li> </ul> |



| Key programme of works | Status   | Description  | Outlook  |
|------------------------|----------|--|--|
| Unlock Takapuna        | On track | Engaging closely with the community to unlock the opportunity to create a new active public heart for Takapuna and to provide new housing choices, amenity and enhanced economic vitality.   | <ul style="list-style-type: none"> <li>• Construction of the Gasometer car park is progressing well and is on track for completion in mid-2020.</li> <li>• There is currently no developer interest in the Gasometer development site. The site will be marketed again after the adjacent new car park building is completed.</li> <li>• CBRE is marketing the development opportunities at 40 Anzac Street and 30-34 Hurstmere Road to enable mixed use development and bring vitality to the area around the new town square. The marketing process started 2 March 2019.</li> <li>• Isthmus Group has been appointed as the design team for the town square / public space at 40 Anzac Street and 38 Hurstmere Road.</li> <li>• Demolition of 38 Hurstmere Road is complete. The site is being used as temporary public space and to test and trial design and event ideas to guide the design of the permanent public space.</li> </ul>                  |
| Unlock Avondale        | On track | Facilitating a new multi-purpose community centre and development of vacant central sites in partnership with the Crown and private sector will bring Avondale to life, with more housing choices, people, activity and business prosperity. | <ul style="list-style-type: none"> <li>• The Panuku Unlock Programme is supporting the council led Community Services project to rebuild and relocate a new community centre and library in Avondale by providing specialist development expertise.</li> <li>• Panuku are leading the planned streetscape upgrade for Crayford Street West. This opportunity was proposed as a cornerstone to signal the overall integrated design and development with Unlock Avondale. It links train station with main street.</li> <li>• The Ockham SET apartment buildings at 24-26 Racecourse Parade have been completed.</li> <li>• Panuku has begun working with the Crown agencies that will be part of the proposed Housing and Urban Development Authority (HNZ, KiwiBuild, HLC) to develop shared objectives for Avondale and to enable development programmes to be aligned, in order to optimise the combined landholdings and leverage investment.</li> </ul> |

## Strategic focus area – Other Transforms and Unlocks Continued

| Key programme of works | Status   | Description  | Outlook  |
|------------------------|----------|--|--|
| Unlock Haumaru         | On track | Improving the quality, location and design of the Council's social housing stock for older residents, led by Haumaru, a partnership with the Selwyn Foundation. Panuku leads the multi-year, multi-location redevelopment programme. | <ul style="list-style-type: none"> <li>The 33 Henderson Valley Road development of a new 40 unit apartment is tracking on programme. Alaska Construction is making good progress on site and achieved critical milestone of completing third level structure and roof framing.</li> <li>The 21 Henderson Valley Road site sale was marketed in September 2018 and the tender closed on 6 November 2018. Panuku has entered into a Conditional Agreement with a selected development partner for housing. The developer has been actively working with Kiwibuild since November 2018 to secure underwrite for the site. In April 2019, Kiwibuild determined they will not proceed with the underwrite for the site. Panuku will be evaluating alternative development options for the site over the next six months to determine the preferred direction forward in current market conditions.</li> <li>Greenslade Court – Strategic partnership agreement negotiation is being progressed with Housing New Zealand Corporation to enable the redevelopment of the aged Greenslade Court into a new village that will deliver a minimum 28 net new units to increase the supply and quality of affordable homes in Northcote for older people.</li> </ul> |
| Unlock Henderson       | On track | To create an urban eco centre with a family focus, to enhance the mauri of the twin streams Wai o Panuku and Wai Horotiu, and to demonstrate sustainability and climate responses.   | <ul style="list-style-type: none"> <li>2-4 Henderson Valley Road site (former council building) - subdivision consent has been granted. Outlook is to target October 2019 for construction of subdivision. We are progressing negotiations for the sale of this site.</li> <li>Opanuku Link - A high level concept design has been approved. The project is moving into detail design phase for the road, play area and bridge to Corban Estate.</li> <li>C40 low carbon development bids have been received and is being reviewed for feasibility (Alderman car park site).</li> </ul>  |

| Key programme of works | Status          | Description   | Outlook   |
|------------------------|-----------------|---|---|
| Unlock Panmure         | <b>On track</b> | Reviving the town centre with new housing options, enhanced amenity, local connections and community facilities, building on the natural landscape (the Maunga and the Basin) and the great transport infrastructure.             | <ul style="list-style-type: none"> <li>• 3 Mountwell Crescent – The site was marketed for sale in November 2018 and the tender closed on 11 February 2019. Panuku has entered into a Conditional Agreement with the selected preferred development partner to enable a mixed-use development. The Unconditional Agreement date is scheduled for 31 May 2019.</li> <li>• Commercial Precinct – Conditional agreement negotiation is being progressed with a developer to enable a mixed-use development that will bring a new local supermarket, hotel, and housing as a western anchor into the Panmure town centre.</li> <li>• Community Hub – In collaboration with the Community Services team, Panuku is in the process of investigating the feasibility for a new multipurpose community facility in Panmure.</li> </ul> |
| Unlock Papatoetoe      | <b>Delayed</b>  | Developing new housing choices around the completed commercial developments of a shopping mall, supermarket and carpark, to enable the centre to flourish and the community to thrive.  | <ul style="list-style-type: none"> <li>• The market process for Tavern Lane, undertaken in 2018 did not achieve a development partner.</li> <li>• Panuku is in discussion with the crown to progress the sale of Tavern Lane for a mixed use development. However, possible legal challenge to the sale from the former preferred developer has the potential to impact the overall programme. The property sale is intended to include 7 St Georges Road, which was acquired to augment and improve the street frontage of the Tavern Lane property, and 17 St Georges St. Other site sales are awaiting the resolution of this deal.</li> <li>• Works on the carpark and supermarket (21 Wallace Road) have been completed and a market process on the redeveloped Papatoetoe Shopping Mall has commenced.</li> </ul>       |
| Unlock Hobsonville     | <b>On track</b> | Facilitating the creation of an employment hub “the airfields” to compliment the greenfields master planned community at Hobsonville Point led by HLC and the residential precincts facilitated by Panuku and currently underway. | <p>The Airfields is 20 hectare Council-owned site in the heart of Hobsonville Point is being transformed in to a new residential and mixed use development.</p> <ul style="list-style-type: none"> <li>• Airfields Stage 1 was sold to, and is being developed for residential purposes by AV Jennings. The development is running to programme.</li> <li>• Airfields Stage 2 was sold to the Avanda Group in February 2017 for housing (minimum of 510 homes). Housing construction is due to start, but market conditions may result in delays to this programme.</li> <li>• Airfields Stage 3 Employment Precinct - Work is underway with HLC to confirm the go to market strategy for this site.</li> </ul>   |

| Key programme of works | Status          | Description  | Outlook  |
|------------------------|-----------------|--|--|
| Unlock Northcote       | <b>Delayed</b>  | Regenerating the shopping centre into an accessible, modern mixed use town centre, where people can live, work, play and stay, and where cultures are celebrated and connected by the Awataha Stream.                          | <ul style="list-style-type: none"> <li>• The market process to identify a development partner for Northcote has been delayed while treaty settlement-related opportunity was explored with the Crown in late 2018.</li> <li>• Panuku has started the acquisition programme under the Public Works Act to acquire the remaining town centre interests required to start the urban renewal programme.</li> <li>• The Northcote Town Centre Benchmark masterplan has been published. Initial response to this has been positive. The Local Board has endorsed the masterplan and the Northcote Business Association has been supportive of the masterplan.</li> </ul> |
| Unlock Pukehohe        | <b>On track</b> | Completing the High Level Project Plan, working with the Local Board. Identifying development opportunities to strengthen the local economy and bring communities together. Piloting an exemplar partnership with Mana Whenua. | The Franklin Local Board endorsed the Draft High Level Project Plan to proceed to the Planning Committee to seek approval.   |
| Unlock City Centre     | <b>Delayed</b>  | Managing city centre redevelopment projects on behalf of Council, including the Civic Administration Building (CAB), Central Post Office (CPO) Station Plaza and others.   | Continued process to secure development partner for CAB project.   |

## Other statement of intent focus areas

### Working with Central Government

- Panuku is continuing to work closely with Central Government in our priority development locations. In Manukau we are in discussion with the crown on Panuku sites to ensure alignment. A large site has been sold for an expanded MIT campus.
- Several properties are also in discussion, in Henderson, Papatoetoe, Flat Bush and Avondale as part of precinct development planning.
- We are working with Housing New Zealand, KiwiBuild and HLC that will all be part of the future proposed Housing and Urban Development Authority (HUDA).
- Regular monthly meetings with KiwiBuild are continuing as an opportunity to discuss the pipeline and progress on projects.
- Exploring the concept of an umbrella agreement between the crown entities and Panuku to inform how we work collaboratively together in several locations.

### Contribution towards Māori outcomes

The council group programme to achieve improved outcomes for Māori is Te Toa Takitini. Adopted strategic priorities are:

- **Kaitiakitanga outcomes** – were achieved in the following projects, Unlock Northcote - Awataha Greenway, Manukau Puhinui stream and Westhaven Marina Pile Mooring project.
- **Māori Business, Tourism & Employment** – employment opportunities are being offered regularly via AC36 infrastructure build. Also increase in number of Maori staff employed at Panuku, regular support of Maori business via catering, provision of native plants, maintenance works, Maori consultancy, artists, and technical specialists to support mana whenua.
- **Realising Rangatahi potential** – the He Pia He Taurira pilot place project that supports the development of Rangatahi / youth is being extended in order to work in with AC36, as well as to provide more time for development.
- **Māori Identity and Culture** – of note this quarter is progression of a number of significant art and design opportunities for mana whenua artists to give effect to a gifted cultural narrative, Park Hyatt Pou Carving, 30 Madden St building design, Takapuna carpark design, Promenade projects, Opanuku playground and Onehunga mural to name a few.
- **Effective Māori participation** – we are co-designing partnership strategies with Mana Whenua for the Onehunga Wharf and Unlock Pukekohe.



### **Climate change**

- We have engaged closely with developers to advance Homestar, our low carbon residential tool. This has included championing innovations to increase uptake and market understanding.
- We have engaged with CCOs, industry, government and developers to create a low carbon framework for new commercial buildings. We are about to pilot this on three projects, including one that Panuku will develop directly. We are now using learnings from this to inform a low carbon framework for public realm projects.
- Panuku has advanced two Green Star Community projects, compiling evidence for projects in Henderson and Takapuna. This has included developing approaches to greenhouse gas modelling and climate resilience. We have provided significant input to adapt Green Star for New Zealand, which will benefit community projects beyond Panuku influence.
- Panuku has played a key role in supporting the emerging Auckland Climate Action Plan flagships, contributing to a zero emission city centre, and progressing blue-green infrastructure in Manukau.
- Panuku has leveraged its membership of C40 to drive low carbon initiatives in several locations. This includes the innovative Reinventing Cities proposal in Henderson, and behaviour research to support Fossil Fuel Free Streets in Wynyard Quarter.
- Panuku continues to progress its climate change response, working across Council and CCOs.
- After achieving a 4 star 'excellent' NABERSNZ rating for our corporate accommodation tenancy, Panuku has set a target of 4.5 stars and established a cross-tenant committee to address energy use. Panuku has set a target to reduce landfill waste by 20% by the end of 2019.
- As part of the Climate Leaders Coalition, Panuku is working towards reporting our overall carbon footprint this year.

### **Local board engagement**

- Panuku continues to engage with local boards on optimisation opportunities, asset sales and overall programme.
- Council approved Pukekohe as an additional location to the Panuku Priority Location Programme in November 2018. The Pukekohe High-Level Project Plan was completed following close engagement with the Franklin Local Board who endorsed the HLPP in April 2019.
- A joint political reference group was established to explore issues on divestment of council assets. This is a Council led initiative which Panuku supports. A report in March 2019 to Joint Governance Political Working Party set out recommendations for improvements to the divestment processes, policies and will inform a programme going forward.
- Local board and councillor interactions in the quarter included more than 40 workshops or meetings to consider proposals for rationalisation, optimisation, programme approvals and/or programme information sharing.
- Work has commenced internally with local board services, to provide local board members information/induction packs outlining Panuku's activity and remit across the city post-election.

# Panuku Q3 financials



## Direct operating performance

| \$(million)                               | Notes    | FY 18         | FY 19 Quarter 3 YTD |               |              | FY 19         |
|---|----------|---------------|---------------------|---------------|--------------|---------------|
|   |          | Actual        | Actual              | Budget        | Variance     | Budget        |
| <b>Net direct expenditure<sup>1</sup></b> |          | <b>7,759</b>  | <b>5,510</b>        | <b>8,537</b>  | <b>3,027</b> | <b>11,859</b> |
| <b>Direct revenue<sup>2</sup></b>         |          | <b>37,315</b> | <b>27,413</b>       | <b>25,876</b> | <b>1,537</b> | <b>34,774</b> |
| Fees & user charges                       |          | 3,023         | 1,455               | 1,384         | 71           | 2,295         |
| Operating grants and subsidies            |          | 0             | 0                   | 0             | 0            | 0             |
| Other direct revenue                      | <b>A</b> | 34,292        | 25,958              | 24,492        | 1,466        | 32,479        |
| <b>Direct expenditure</b>                 | <b>B</b> | <b>45,074</b> | <b>32,923</b>       | <b>34,413</b> | <b>1,490</b> | <b>46,633</b> |
| Employee benefits                         |          | 22,096        | 17,939              | 17,326        | (613)        | 23,684        |
| Grants, contributions & sponsorship       |          | 24            | 8                   | 11            | 3            | 15            |
| Other direct expenditure                  |          | 22,954        | 14,976              | 17,076        | 2,100        | 22,934        |
| <b>Other key operating lines</b>          |          |               |                     |               |              |               |
| AC operating funding                      |          | 17,880        | 12,728              | 12,728        | 0            | 17,962        |
| AC capital funding                        | <b>C</b> | 8,003         | 4,280               | 13,790        | 9,510        | 30,265        |
| Vested assets                             |          | 0             | 0                   | 0             | 0            | 0             |



## Financial Commentary

Overall the operating performance of Panuku is ahead of budget, net direct expenditure is projected to be ahead of budget at year end by \$1.7m.

**A:** Other direct revenue is \$1.5m ahead of budget due to Marina revenue at the Viaduct Marina not being impacted to the extent initially forecast by AC36 \$0.5m. Commercial Property income \$1.0m ahead of budget as the timing of lease exit of tenants affected by AC36 was pushed out later than budgeted and car park revenue is ahead of budget.

**B:** Direct expenditure is currently \$1.5m behind budget largely due to timing differences; this position is forecast to be on budget by year end.

**C:** AC Capital funding is behind budget \$9.5m due to external dependencies, resource consents or commercial issues.

|                      |       |       |       |     |       |
|----------------------|-------|-------|-------|-----|-------|
| Depreciation         | 7,939 | 6,289 | 6,402 | 113 | 8,534 |
| Net interest expense | (697) | (516) | (45)  | 471 | (618) |

## Commercial Property Portfolio Q3 financials

### Direct operating performance

| \$(million)                           | Notes    | FY 18         | FY 19 Quarter 3 YTD |               |              | FY 19         |
|---------------------------------------|----------|---------------|---------------------|---------------|--------------|---------------|
|                                       |          | Actual        | Actual              | Budget        | Variance     | Budget        |
| <b>Net direct revenue<sup>1</sup></b> |          | <b>28,860</b> | <b>20,412</b>       | <b>14,288</b> | <b>6,124</b> | <b>18,578</b> |
| <b>Direct revenue<sup>2</sup></b>     | <b>A</b> | <b>49,510</b> | <b>34,674</b>       | <b>31,053</b> | <b>3,621</b> | <b>41,143</b> |
| Fees & user charges                   |          | 0             | 0                   | 0             | 0            | 0             |
| Operating grants and subsidies        |          | 0             | 0                   | 0             | 0            | 0             |
| Other direct revenue                  |          | 49,510        | 34,674              | 31,053        | 3,621        | 41,143        |
| <b>Direct expenditure</b>             | <b>B</b> | <b>20,650</b> | <b>14,262</b>       | <b>16,765</b> | <b>2,503</b> | <b>22,565</b> |
| Employee benefits                     |          | 0             | 0                   | 0             | 0            | 0             |
| Grants, contributions & sponsorship   |          | 0             | 0                   | 0             | 0            | 0             |
| Other direct expenditure              |          | 20,650        | 14,262              | 16,765        | 2,503        | 22,565        |
| <b>Other key operating lines</b>      |          |               |                     |               |              |               |

### Financial Commentary

The Commercial Property portfolio is currently \$6.1m ahead of budget, net direct expenditure is projected to be ahead of budget at year end by \$4.7m.

**A:** Direct revenue is \$3.6m ahead of budget, the non-service property portfolio managed by Panuku for Council and Auckland Transport is \$2.2m ahead due to negotiation of new rent increases and back dated rent across the portfolio and a number of new acquisitions (Onehunga Wharf, Northcote Town Centre) that were not included in the budget. The Business Interest portfolio is \$1.5m ahead of revenue as there has been a greater share of revenue passed through from Waste Disposal Services.

**B:** Direct expenditure is \$2.5m behind phased budget spend as the operating costs spend in priority locations has been slower than anticipated.

|                      |   |   |   |   |   |
|----------------------|---|---|---|---|---|
| AC operating funding | 0 | 0 | 0 | 0 | 0 |
| AC capital funding   | 0 | 0 | 0 | 0 | 0 |
| Vested assets        | 0 | 0 | 0 | 0 | 0 |
| Depreciation         | 0 | 0 | 0 | 0 | 0 |
| Net interest expense | 0 | 0 | 0 | 0 | 0 |

## Panuku Q3 performance measures

| Key performance indicators  | Previous | FY 19 Quarter 3 |        | Status  | Commentary   |
|---|----------|-----------------|--------|---------|--|
|   | Quarter  | Actual          | Target |         |  |
| <p><b>Note: Panuku has a total of 6 LTP measures and 15 SOI measures.</b><br/> <b>For the nine months to 31 March 2019, 6 of a total of 15 measures have been measured against a quarterly target. The rest of the measures are only measured annually.</b><br/> <b>7 has been met / 1 has not been met</b></p> |          |                 |        |         |  |
| 1. Transform and Unlock location initiatives completed.   | -        | 3/14 completed  | N/A    | Not Met | Annual target. Actual result for the quarter is 3 out of 14 initiatives completed. There are 6 amber and 5 green statuses. The annual target is forecast not to be met at year end because the criteria for not met has a tolerance of only 2%. (The year-end target is 90%).<br><i>(Initiatives include key project milestones for the 2018/19 year such as taking sites to the market, unconditional sale of sites for development and other).</i> |
| 2. Percentage of attendees surveyed satisfied with key Transform and Unlock place programmes and activities   | -        | N/A             | N/A    | N/A     | No quarterly target, this performance indicator is measured annually. The year-end target is to set baseline.  |

| Key performance indicators  | Previous Quarter | FY 19 Quarter 3 |          | Status | Commentary  |
|---|------------------|-----------------|----------|--------|---|
|   |                  | Actual          | Target   |        |   |
| 3. Percentage of visitors surveyed satisfied with their experience of the public spaces on the city or town centres (LTP) | -                | N/A             | N/A      | N/A    | No quarterly target, this performance indicator is measured annually. The year-end target is 80%                                |
| 4. Percentage of Aucklanders surveyed who have visited the city or town centres in the past year (LTP)                    | -                | N/A             | N/A      | N/A    | No quarterly target, this performance indicator is measured annually. The year-end target is 73%                                |
| 5. Percentage of customers surveyed satisfied overall with marina facilities and services (LTP)                           | -                | N/A             | N/A      | N/A    | No quarterly target, this performance indicator is measured annually. The year-end target is 88%                                |
| 6. Number of significant Māori initiatives implemented or active per annum (LTP)  | -                | 57              | 50       | Met    | Annual target achieved in the quarter.  |
| 7. % Mana whenua groups satisfied with quality of engagement  | -                | N/A             | N/A      | N/A    | No quarterly target, this performance indicator is measured annually. The year-end target is to set baseline % from the survey. |
| 8. Written evidence that opportunities have been identified and assessed, to be progressed or not.                        | 46               | 72              | 70       | Met    | Annual target is forecast to be met. (The year-end target is 100).  |
| 9. Net Surplus achieves budget for 2018/19. (Properties managed on behalf of Council)                                     | \$13.8m          | \$21.12         | \$18.58m | Met    | Annual target is forecast to be met.  |



| Key performance indicators  | Previous Quarter | FY 19 Quarter 3 |        | Status | Commentary   |
|---|------------------|-----------------|--------|--------|--|
|   |                  | Actual          | Target |        |  |
| 10. The average of monthly % occupancy for the year is 95% or more                          | 98%              | 97%             | 95%    | Met    | Annual target is forecast to be met.   |
| 11. ROI on properties on a like for like basis (LTP).                                       | -                | N/A             | N/A    | N/A    | No quarterly target, this performance indicator is measured annually. The year-end target is 2.25% |
| 12. Return on Equity on commercial assets and services (LTP) at Waterfront.                 | -                | N/A             | N/A    | N/A    | No quarterly target, this performance indicator is measured annually. The year-end target is 8.25% |
| 13. List of properties recommended for disposal submitted to Council valued at \$30 million | \$4.8m           | \$9.4m          | N/A    | Met    | Annual target is forecast to be met. (The year-end target is \$30m).                               |
| 14. Meet or exceed forecast property disposal annual target of \$24 million. (Asset sales)  | \$40.3m          | \$42m           | \$24m  | Met    | General asset sales target met.  |
| 15. Acquisitions are delivered within the timeline agreed with Auckland Council             | 100%             | 100%            | 80%    | Met    | Met acquisitions delivery timeline.  |