

Board Report

Date

Wednesday
13 December 2023

Time

9.00am

Venue

Eke Panuku Development Auckland
Ground Floor
82 Wyndham Street
Auckland



Board Agenda

Where: Eke Panuku offices, Ground Floor, 82 Wyndham Street, Auckland

When: Wednesday 13 December 2023 | 9.00am - 12.00pm

Board members: Paul Majurey, Chair; David Kennedy, Deputy Chair; John Coop Kenina Court; Steve Evans; Susan Huria

Apologies: Jennifer Kerr

		Time
	Public meeting open	9.00am
1.	Welcome / Acknowledgements 1.1 Apologies	
2.	Chief Executive's report (open items)	
3.	Health and Safety report	
4.	Information papers 4.1 Quarterly Risk Report	
5.	Decision papers (open items) 5.1 Te Ara Tukutuku – Vision & Framework Plan 5.2 Northcote Central – Expressions of Interest 5.3 Revised scope of Edinburgh Superblock – Go to Market Strategy 5.4 4 Melview Place, New Lynn – Go to Market Strategy 5.5 Amended Statement of Intent 2023 -2026	
6.	Governance matters (open items) 6.1 Out of Cycle Decisions 6.2 Director interests 6.3 Director meeting attendance 6.4 Minutes meeting held – 22 November 2023	
	Public meeting close and confidential meeting open	
7.	Chief Executive's report (confidential items)	
8.	Decision papers (confidential items) 8.1 Te Ara Tukutuku – Vision & Framework Plan 8.2 Northcote Central – Expressions of Interest 8.3 Revised scope of Edinburgh Superblock – Go to Market Strategy 8.4 4 Melview Place, New Lynn – Go to Market Strategy 8.5 Land acquisition – Avondale	

9.	Governance matters (confidential Items) 9.1 Director interests' projects 9.2 Board action list 9.3 Board work forward programme 2024 9.4 Minutes meeting held - 22 November 2023 9.5 Audit & Risk Committee Minutes meeting held - 18 September 2023	
10.	General business	
	Meeting close	12.00pm

Information paper: Chief Executive's Report

Author: David Rankin, Chief Executive

December 2023

Whakarāpopototanga matua | Executive summary

1. This is a public report which incorporates a range of material on current and emerging issues. Some information contained in this report should be treated as confidential. In terms of Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to the withholding of information as necessary to:
 - protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of a third party (s7(2)(b)(ii))
 - enable any local authority holding the information to carry on, without prejudice or disadvantage commercial negotiations (s7(2)(i))
 - maintain the effective conduct of public affairs through the free and frank expression of opinions by or between or to members or officers or employees of any local authority in the course of their duty (s7(2)(f)(i))
 - maintain legal professional privilege (s7(2)(g)).

Matapaki | Discussion

Board Strategy Day – Next steps

2. The board strategy session 2023 was held on 22 November and covered the following:
 - overview and state of the nation
 - update on the Long-term Plan (LTP) process
 - future urban regeneration programme discussion of selection criteria
 - a small group discussion of strategic issues including strengths, weaknesses, opportunities.
 - climate integration and disclosure workshop led by Mark and Melanie Baker-Jones, Te Whakahaere Āhuarangi Ltd.
3. A range of themes were discussed. These included:
 - skills (urbanist, sociology, future) and capability
 - brand awareness and clarity of narrative
 - city challenges such as safety, homelessness, antisocial behaviour and social cohesion
 - our relationships strength along with ability to piece things together, expertise and leadership (lead agency lever)
 - opportunities relating to technology and to champion mixed use urban regeneration as a critical social infrastructure
 - in choosing locations, building on the existing villages to create amazing places and considering transport, deprivation, need for intervention, existing relationships
 - maintaining identity and culture in the new office

- maintaining momentum, purpose and reputation.
4. Fuller notes of the discussion are appended/or are provided at **Attachment A**. The executive will consider the ideas and direction from the strategic session in the preparation of the Corporate Business Plan for FY24. The future urban regeneration programme and the process of selecting new locations will come back to the board once the level of funding in the LTP is better understood. Next steps in relation to climate change disclosure and action are detailed below/separately in this report.

Dominion and Valley Roads Development Site, Mt Eden

5. The development opportunity was taken to the open market in September 2023, [REDACTED]
6. [REDACTED]
7. [REDACTED]
8. [REDACTED]
9. [REDACTED]

City Centre Action Plan

10. The City Centre Action Plan has received endorsement in principle from the Planning, Environment, and Parks Committee at its 30 November meeting. This marks the completion of a thorough governance process across the CCOs and the council, which began with the Eke Panuku Board's approval in July.
11. The endorsements and approvals we have secured are as follows:
 - Eke Panuku Board: Approval
 - Auckland Transport ELT: Endorsement
 - Tātaki Auckland Unlimited ELT: Endorsement (and noted by their board)
 - Waitematā Local Board: Endorsement
 - Planning, Environment, and Parks Committee: Endorsement.
12. These endorsements provide a strong foundation for implementation of the Action Plan priorities across the council group, in partnership with stakeholders. This achievement reflects the dedication and hard work of many individuals who contributed to the

development of the Action Plan and its successful navigation through governance channels.

13. Moving forward, we will review the feedback received through the governance process and implement necessary adjustments in a minor update to the Action Plan. We aim to complete this process early next year. An updated version will be provided to the board for its approval. Following this minor review, the Action Plan will remain as updated through the current LTP process until our planned annual refresh in August 2024 following finalisation and approval of the LTP, including confirmation of funding status. The board will be updated as part of the annual refresh process.

Downtown Car Park

14. At the Auckland Council Governing Body meeting on 23 November 2023, the Governing Body considered key decisions relating to the sale and redevelopment of the Downtown Car Park. The Governing Body resolved to note that the Development Agreement with Precinct Properties (Precinct) materially achieved the required development outcomes and confirmed the approval of the final terms and conditions of the Development Agreement remained the responsibility of the Eke Panuku Board. The Governing Body also made some key decisions regarding the Micro Mobility Facility and funding of the transport outcomes.
15. The Micro Mobility Facility was removed as an outcome as recommended by Auckland Transport and funding of the wider transport public realm outcomes and bus facility will form part of the 2024-2034 Long-term Plan process.
16. The Development Agreement was executed on 23 November 2023, is conditional and Eke Panuku will work with Precinct and Auckland Transport to satisfy the various conditions over the following six months.
17. Both prior to and following the Governing Body meeting, there have been threats by third parties regarding legal action against Auckland Council if the Development Agreement with Precinct is executed. Eke Panuku is working with Auckland Council and Precinct legal teams to respond to queries from third parties' legal representatives. The board will be kept informed of any legal challenge that may eventuate.
18. At the time of writing, proceedings had been initiated with a hearing set for next August.

First Quarter Report to Auckland Council

19. The Quarter 1 report to the council is provided to the board for information. It includes company activity, project highlights and progress made on our SOI targets. Much of the information has been presented to the board in monthly dashboards and CE reports. A new template provided by the council has been used for this report. While the format is different, the information is largely the same.
20. Highlights in the Quarter 1 report include the completion and opening of Waiwharariki Anzac Square in Takapuna and the Hayman Park playground in Manukau. We have completed work to take the Northcote Central development block to the market and the Avondale town square to be funded and delivered by us is now progressing after confirmation of funding for Te Hono Avondale Community Hub. A concept design for Manukau Hayman Park wetland has also been completed.
21. Good progress has been made on a number of SOI targets this quarter, including the completion of over 6,000 sqm of public realm works and completion of 18 of the 40 initiatives to support Māori outcomes.

- 22. We continue the trend of good occupancy rates across the residential and commercial properties. The net surplus from the Property Portfolio and Marina is ahead of YTD budget.
- 23. We are currently on track to deliver the asset sales targets in the later quarters of the year. We are making good progress against our capital programme reflected in our capex spend actual and forecast.
- 24. For more details, the Quarter 1 report is included as **Attachment B**.

Avondale Central

- 25. [Redacted]
- a) [Redacted]
- b) [Redacted]
- c) [Redacted]
- d) [Redacted]

26. [Redacted]

27. [Redacted]

28. [Redacted]

North Wharf RFDP

29. [Redacted]

30. [Redacted]

31. [REDACTED]

32. [REDACTED]

LTP consultation on strategic assets

33. Section 97 of the LGA provides that a decision to transfer the ownership or control of a strategic asset to or from the local authority must be provided for in the LTP. This enables the proposal to be consulted on as part of the LTP process. It has been agreed that council will consult on the sale of a long-term leasehold interest in 22-32 Jellicoe Street. Eke Panuku is working through legal advice to determine if a second matter, the transfer of water rights under a management agreement within the Viaduct Basin, requires consultation under the LTP.

22-32 Jellicoe Street

34. This site currently operates as a fish processing plant. Sanfords has recently sold its fishing rights and has marketed its leasehold interests in 22-32 Jellicoe Street. The land is currently owned by Auckland Council and leased to Sanfords. The leases comprise four separate agreements which are renewable on 21-year terms, in perpetuity.

[REDACTED]

By including this site in the LTP this will avoid future delays when the request, which is likely, comes in.

[REDACTED]

35. [REDACTED]

36. [REDACTED]



Climate Change Governance workshop

37. The strategy day included a workshop with Te Whakahaere on climate change integration and disclosure. The workshop provided background to the disclosure regime, outlined the importance of integration, and set out the role of governance. Eke Panuku has an existing TCFD (Taskforce on climate-related financial disclosures) work programme. The provision of training for ELT and the board on the role of management and governance in the TCFD process was a priority action. The presentation included a number of questions for the board to consider. Should directors wish to discuss any of these or provide any feedback to staff around information needs, there is an open invitation to do so. Staff are currently working on a more detailed list of actions which is being developed based on a gap analysis of the disclosure requirements and discussion with council. This will result in some initiatives to improve processes and systems that will facilitate better record keeping. This will improve consistency and be useful for audit purposes, for example updating of templates to specifically incorporate climate risks. In 2024 the draft TCFD statement will be brought to the board for approval once it has been developed with the rest of the council group.
38. As mentioned at the strategy day, the council has obtained external legal advice on the question of who the council's directors are for the purposes of its climate-related disclosures obligations under Part 7A of the Financial Markets Conduct Act 2013. That advice confirms that the Council needs to produce a group climate statement in relation to the group (and so cover CCO activities). However, the advice confirms that CCO directors are not the council's directors for the purposes of Part 7A of the FMCA, and so CCO directors do not have obligations under the CRD regime at this stage.

Selecting Development Partners Policy – Iwi Feedback

39. At the October board Meeting, the Māori Outcomes team presented an information paper to the board that reviewed the impact the policy has had for Māori across our business.

40. The internal review noted that several partnerships between mana whenua and developers were formed and greater accessibility to purchasing our properties was provided.
41. This paper did not consider the views of mana whenua. Following the board meeting, a scheduled meeting was held with iwi to seek their views and feedback on the policy's impact.
42. Two pieces of feedback were provided:
 - i. How Eke Panuku can support risk to iwi when entering into these types of partnerships.
 - ii. An in depth review does not need to be held, and a high-level update every 12 months to iwi governors would suffice.
43. Eke Panuku acknowledges iwi have their own autonomy when approaching a joint venture with developers. Eke Panuku will advocate for and support iwi, however, in a limited capacity when iwi form external partnerships.
44. Eke Panuku will continue to operate under the current policy and will provide a high-level update to iwi chairs annually.

Key Performance Indicators for the Achieving Mana Whenua Outcomes Framework

45. At the June board meeting, Eke Panuku staff presented the Achieving Mana Whenua Outcomes plan for endorsement. This was a culmination of work developed in partnership with iwi mana whenua.
46. The feedback provided by the board was that it was an excellent document and that there needed to be internal KPIs that provided measureable outputs.
47. Thirty-eight actions have been confirmed to be delivered over a 2.5 year period. Of these actions, five key performance indicators have been established against five actions in the plan.
48. The actions and key performance indicators are outlined below:


Key Deliverables (actions/tasks)	Key Performance Indicators
6. Implement targeted development opportunities for potential Māori leaders.	At least 20% of Māori staff will be offered leadership development opportunities per year
10. Support targeted mentorship and career coaching opportunities for Māori employees.	All Māori staff will be engaged with to access career coaching opportunities
18. Where appropriate, Eke Panuku engage directly with mana whenua who are interested in partnering with our projects instead of inviting all mana whenua groups to our projects.	Offer all iwi the opportunity of 1 to 1 engagement
22. Eke Panuku will appoint an independent survey company to discuss with mana whenua governors and operational staff the quality of our relationship.	We will formulate agree and implement an action plan that delivers on recommendations.
33. Eke Panuku to work internally with project managers to identify future opportunities to engage with mana whenua businesses	Total spend to Māori businesses is 4.5%

Table 1. Action and correlating Key Performance Indicators


TAG Review update

49. As previously noted to the board the executive is undertaking a formal review of TAG. The first phase of the review was to undertake a survey of those that have had experience with TAG. The survey for TAG has recently been completed.
50. The survey was undertaken by independent consultants Bison and Wolf during October. It was circulated to 213 people. This included TAG members, Eke Panuku staff, council staff, development partners and external consultants that have attended TAG. 102 responses were received which was an excellent response.
51. Due to the high level of response additional analysis was commissioned to theme responses and add comparisons of rated questions between different groups such as council staff, Eke Panuku staff and developers.
52. Telephone interviews are being finalised with up to 10 respondents that agreed to be contacted through the survey. The telephone interviews are to provide deeper insights to the standard online questions that were asked.
53. A report will be prepared by Bison and Wolf on the results of the survey. This is expected the first week of December.
54. A working group has been set up as a discussion forum to review the responses and act as a forum to consider areas of change that might be needed. It consists of Eke Panuku staff members from the Design, Strategy and Development teams, a Priority Location Director, and a TAG member.
55. Auckland Council was invited to the forum but has declined to take part.
56. Any changes that are identified will be recommended to ELT for approval. The executive will keep the board informed as this progresses.

Media Report Quarter 3 - 2023

57. High-quality coverage focused on our neighbourhood and developments work, combined with a decrease in the amount of neutral or negative reporting, saw our media impact score increase to 2.1 this quarter.
58. While the overall volume of coverage was lower this quarter, down 27% to 104 reports, almost three quarters was focused on our neighbourhood work. Primarily this was in the South; Te Aka Raataa, Hayman Park Playground and Eke Panuku's role in the regeneration of Pukekohe. Positive reporting continued around Waiwharariki Anzac Square, and the continued media focus on sponge cities further shone a light on our work in Northcote.
59. The mayor's plans for the future of the POAL land featured heavily, with positive coverage relating to our involvement.
60. The NZ Herald carried the most coverage of our work this quarter, with Anne Gibson writing the majority of these articles.
61. Timely responses helped to balance most of the negative themes this quarter, such as asset sales.
62. For more details, the report is included as 

Ngā tāpirihanga | Attachments

Attachment A	Eke Panuku November Board Strategy Day notes
Attachment B	Eke Panuku Quarter 1 Report to Auckland Council
	
	
Attachment E	Board Dashboard

Eke Panuku Board Strategy Day

November 2023

Notes of discussion about the Eke Panuku future programme - criteria and locations

(Slides in board books)

Criteria/principles suggested:

- Access to transport
- Growth
- Need for affordable housing
- Deprivation, lower income communities
- Inequality of experience – some town centres have lost purpose, poor amenity and services
- Market won't go there
- Finish what we have started
- Community readiness for change/likelihood of local support

Locations mentioned as meeting the criteria: Glen Innes, Mangere, Otara. Have different opportunities and challenges.

Organizational considerations:

- Match the challenge of new locations with what team can cope with it and will keep them engaged. Don't make too hard. Many of our team are purpose driven - fulfilment and progress are important.
- Make sure we have mix of things so can keep momentum and retain reputation for getting things done.
- Neighborhoods vs supporting development around transport projects.
- Focus on places where we can relatively quickly assemble the parts needed to bring about change, with community, council group, landowners, CHPs, stakeholders, using our 'lead agency' lever and relationships strength. Opportunity to leverage and amplify others.
- Lead not worker bee.

Narrative

- Auckland is a city of villages.
- Build on existing network of villages which have the history, stories, layers and richness. Contrast to new centres in Greenfields that are developer driven.
- All communities have hope for their suburbs to live in safety and security with access to local quality jobs, schools, medical services, supermarket, entertainment, to be able to get around easily.
- Focus on the Forgotten Town Centres, areas that are not amazing to live in.....our vision being creating amazing places.

- Rehabilitate, revitalize, supporting existing and growing communities.

Advocacy

- Mixed use regeneration is a form of social infrastructure, as important as a road, train or school ... we need to communicate this. The 'healing powers' of mixed-use regeneration.
- Working with government and opportunities through city deals: Opportunity to lay the vision for longer term regeneration. Consider with government areas for future regeneration based on long-term acquisition plan and use of PWA, where the benefits can be captured in part by the public sector. Working with government agencies beyond Kainga Ora.
- How much is political rather than a decision based on analysis? There is strong support from many councillors for their locations to be included, so their advocacy is useful overall.
- Strong feedback from LBs currently that we finish what we have started.





Quarterly Performance Report

Eke Panuku Development Auckland

2023/2024 Quarter 1

For the 3 months ended 30 September 2023



Q1 - At a glance

Executive Summary

Quarter one highlights include the completion and opening of Waiwharariki Anzac Square in Takapuna and the Hayman Park destination playground in Manukau. Both have received a significant positive response from the community. Apart from community value, it helps support the development strategy to increase housing in the area over time.

We have completed the work to take the Northcote Central site to the market, a major step in the redevelopment of Northcote Town Centre. Work on the Avondale town square is now progressing following confirmation of funding for Te Hono Avondale Community Hub. A concept design for Manukau Hayman Park wetland has been completed.

We have made good progress across a number of SOI targets this quarter, including the completion of over 6,000 sqm of public realm works. 18 of the 40 initiatives to support Māori outcomes have been delivered. We continue the trend of good occupancy rates across the residential and commercial properties.

Property sales to date are \$1.5m. We forecast sales totalling \$133m to be completed by end of year. The net surplus from the Property Portfolio and Marina is \$4.5m, \$1.3m ahead of year to date budget.

Financial Performance

A steady start to the year, direct revenue is favorable to budget as a small number of properties expected to be sold or vacant being currently tenanted. Direct expenditure is tracking behind phased budget in most areas. There is currently a \$1.8m saving in rates and people cost savings from some positions yet to be filled. We are on track to deliver the asset sales targets in the later quarters of the year as noted above. We are making good progress against our capital programme reflected in our capex spend actual and forecast.

Note: for more details on financials, please refer to Financials section - Pages 12 - 17

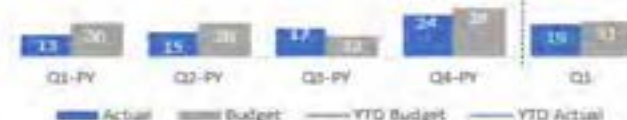
Previous Year Direct revenue QTR1



Direct expenditure



Capital expenditure



Asset Sales & Long-term Leases





Highlights

- **Takapuna's Waiwharariki Anzac Square** is now complete with the official opening held in September. The beautiful space is open for the community to use and has received positive feedback. A new Sunday market operator is also up and running, and has been well received by the community.
- **Hayman Park** - South Auckland's destination playground with a 12.8 metre high play tower had its grand opening in September.
- **Avondale** - Funding for the **Te Hono Avondale community hub** has now been secured, enabling the community hub and town square projects to progress. As an integrated community facility located in the heart of the town centre, Te Hono is an important part of the Eke Panuku Avondale regeneration programme. Construction of the adjacent town square and outdoor areas will be managed by Eke Panuku, with its own confirmed funding. Both joint with Auckland Council, 1.6 ha development site.
- **Northcote Central** will be going to the market in the next step of the large-scale redevelopment of Northcote Town Centre which will include new dwellings, shops, eateries, offices, laneways, and a new town square.
- **Waterfront** - Westhaven seawall has been granted resource consent and contractor procurement is underway. The existing seawall is prone to overtopping during high tides and storm events. The seawall improvements will protect the existing property assets and roading infrastructure.
- **Hayman Park Wetlands** - A project to enhance and upgrade the current stormwater ponds. Concept design is complete with resource consent lodgement targeted for December 2023.
- **Marinas** - The Silo and Viaduct marinas have become the first marinas in New Zealand to be accredited with Superyacht Ready status.
- **Climate change & sustainability** - Environmental guidelines for public realm projects, adopted in FY22 are being implemented with mapping of urban ngahere coverage across our neighbourhoods, collaborative work with Healthy Waters on catchment planning, and preparation for several deconstruction projects.
- **Māori outcomes** - We have received three requests for development proposals that includes partnering with iwi mana whenua for the North Wharf mixed-use development site in Wynyard Quarter.



Issues/Risks

- **Longer time to attract partners with capacity to meet Eke Panuku's outcomes, especially for town centre developments** - Property market demand and supply is affected by economic factors such as higher inflation and cost of debt and tighter lending requirements. This is affecting the delivery of our asset sale targets, regeneration outcomes and new dwelling units.
- **New programme of acquiring storm damaged properties puts pressure on existing resources and programmes** - This is a new programme of work funded by council as part of the Auckland Recovery Plan. We are working closely with the Auckland Recovery Office (ARO) to clarify roles, activities, resourcing and budgets. Communication with affected parties is to be led by the ARO.

- **Failure of development partners given market conditions** - We continue to monitor arrangements with existing development partners and carry out due diligence as part of development partner selection process.
- **Structural failure of public assets** e.g Wynyard Crossing replacement bridge - The age of the portfolio, asset wear and tear; impact of weather events and poor asset information to inform decisions. We continue to manage this through the review of asset conditions, asset management plans, funded maintenance and renewals programme.
- **Extreme weather events** disrupting development, property and marina management activities. We are updating our business continuity plans and carrying out risk assessment of our properties to mitigate impacts of flooding and storm damage.

Key Performance Measures

Of the 12 SOI performance measures, 9 performance measures are on track to be met by year end based on year to date results, 2 are measured at the end of the year (surveys) and one is not measured (GFA).

We have substantially completed the public realm square metres measure achieving 6,176 sqm out of a target of 7,000 sqm. This includes the final stages of Manukau Hayman Park Playground (basketball court 1,809 sqm) and Waiwharariki Anzac Square in Takapuna (2,084 sqm).

Strategic performance priorities	On track/ met	Not on track/ Not met	Not reported this quarter	Total
Urban regeneration	5		1	6
Property and marina management	2		1	3
Sector leadership	2		1	3
TOTAL	9		3	12

Note: for details on performance measures, please refer to the Performance measures section - Pages 10 - 11

Trends

Information on relevant longer-term trends across the urban regeneration and portfolio management activities will be prepared for future reports.

Strategic alignment and key policies

Climate change and sustainability

- **Environmental guidelines for Eke Panuku public realm projects adopted in FY22 are being implemented.** Covering urban ngahere and biodiversity, water sensitive urban design, waste, heat resilience, transport and carbon, the guidelines reflect Eke Panuku and Council group priorities. Eke Panuku is mapping urban ngahere coverage across our neighbourhoods and working with Healthy Waters to develop an agreed approach to catchment planning.
- **Eke Panuku has progressed planning for several deconstruction projects in FY23.** We have conducted salvage surveys of buildings to be removed in Northcote and the project is currently out to tender. A deconstruction approach ensures materials of value are identified and can be salvaged for reuse.
- **Auckland Climate Festival placemaking initiatives** included a launch event at the Botanic Gardens hosted in partnership with Ngaati Te Ata. This had a Puhinui focus and several of our iwi partners spoke at the event. Festival events were also hosted at the Waterfront and Northcote including a Te Ara Awataha Regeneration event.
- **Zero waste Northcote continues to grow impact and outreach.** Implementation of the action plan is now supported and funded by a range of partners, under the leadership of Eke Panuku and Kaipātiki Project. Q1 activity included Matariki environmental activations at local schools with a focus on waste. The Zero Waste Hub was closed in August 2023 to make way for a more integrated approach within the local community including ongoing education and engagement with local schools, kindy, library and businesses.
- **The Avondale Open Streets Activation** took place with a Night Ride and Street Festival on 1 July. This collaboration with AT and Whau Local Board demonstrates a commitment to creating a greater balance in transport options in Avondale. The Avondale mainstreet was temporarily car-free with public zones where people can walk, cycle, socialise and celebrate - transforming ideas around community engagement in urban areas.
- **Te Whakaoranga o te Puhinui (Puhinui Regeneration Programme)** continues to deliver and plan for several climate resilience and sustainability initiatives. The Hayman Park Integration Framework was approved by the Ōtara Papatoetoe Local Board. It outlines a coordinated approach to development of this key open space which includes integration of critical green infrastructure. The concept design for Te Aka Raataa was also approved by the Manurewa Local Board – a key next step in the development of this new green space in South Auckland which will increase urban ngahere, improve walking and cycling connections and reduce flood risk and water quality issues.

Māori outcomes

Commercial opportunities

- Eke Panuku has not presented any new commercial development opportunities to mana whenua in Q1.
- North Wharf, Wynyard Quarter - Request for Development Proposal – of the four shortlisted developers, three are partnered with iwi mana whenua to take advantage of the Selecting Development Partners Policy and deliver greater Māori outcomes through the development.

Engagement

- Eke Panuku has engaged with iwi mana whenua on the Maungarei Connection, Station Precinct and Lagoon Edge Reserve projects in Panmure. Through these engagements, an expression of interest seeking a mana whenua mandated artist or designer to join the design team has been sent to iwi.
- A high level of engagement with Mana Whenua on the Waterfront's Te Ara Tukutuku continues. The Vision and Framework phase of the design process has now been completed. This phase outlined the intent of the development and the spatial mapping of the headland.
- Our annual survey of mana whenua representatives to understand their perspectives on Eke Panuku's engagement with iwi has been contracted.
- Eke Panuku asked iwi to meet directly with our Chief Executive and Board in our Quarterly Governance Forum and Bi-annual Rangatira ki te Rangatira hui. This provides governor to governor opportunities for discussion.

Culture and identity

- Eke Panuku has been working with mana whenua to understand how we apply Take Mauri Take Hono – Cultural Wellbeing Framework to our projects - Onehunga Wharf Public Realm Upgrade and Northcote Community Centre and Cadness Reserve Upgrade.
- Eke Panuku in partnership with Mana Whenua developed a set of engagement guidelines with artists that outlines key considerations for Eke Panuku to consider when procuring artists for our projects.

Statement of performance expectations

Urban Regeneration

Other Highlights

- **North Wharf development site** - The Request for Development partner (RFDP) for North Wharf has been released to the short-listed parties. Parties have until 16 November to submit their proposals. This is a prime location receiving interest and progressing the development will be challenging due to the slow property market.
- **Papatoetoe** - Construction works on the **St George Street Lanes development Pikotoetoe** has started, construction began in October 2023. This project will create 120 new homes on two sites on St George Street near the town centre. The first stage has 85 terrace houses.
- **Devon Lane road upgrade** in Pukekohe is completed, improving access and safety for pedestrians and creating improved streetscape for future development block as part of development strategy.
- **Manukau Puhinui Regeneration** - The acquisition of 7.6ha of land to enable the future walkway and cycleway along the Puhinui Stream was settled in July 2023 and the project is now progressing to developed design. The initiatives are all progressing well.

Issues and Risks

- A slow property market has affected several property sales (65 Haddington Drive Ormiston, 9 Hall Street Pukekohe and Waiapu Precinct Onehunga)
- Progress has also slowed on two key Henderson public realm projects (Opanuku Link and the Te Horotiu connection) due to storm/ flood events earlier in the year.
- Progress on the Avondale Central development has been delayed while Master Plan issues are being worked through with our development partner.
- In Manukau, the subdivision, consenting and release of land for 14 Davies Avenue, a residential and commercial development is at risk due to legal matters being worked through.

Programmes

Key Programme	Status	Progress towards key deliverables set out in the SOI (pages 20-27)
Northcote	On track	All 5 deliverable targets are on track. The town centre deliverables, including the sale of the Northcote Town Centre mixed-use development site at 115 Lake Rd; Ernie Mays Street extension and the Northcote community hub are both on track. The two deliverables relating to the reserve upgrades of Cadness and Jesse Tonar are also on track.
Takapuna	On track	1 deliverable has been achieved and the other 2 deliverables are on track. The Waiwharariki Anzac Square construction deliverable is now complete. Northcroft streetscape works are due to take place in January 2024. The concept design for Huron Street is also on track and will be finalised once Healthy waters have approval for their stormwater network improvements.
City Centre	On track	5 of the deliverable targets are on track, and 1 is at risk. The Karanga-a-Hape station neighbourhood and bus improvements is approximately 3-4 months behind the timeline set at the start of detailed design. The City Centre Action Plan which guides the council group's investment and programme of activity was approved by Eke Panuku Board in July.
Waterfront	On track	All 7 deliverable targets are on track. The North Wharf commercial/retail development site sale is progressing with interested parties having until 16 November 2023 to submit their proposals. The sales of the Lysaght building and Precinct Stage 3 (for commercial buildings, basement carparking, public open space and laneways) are also progressing. Public realm works are all on track. The Water Edge response works are expected to be completed late November 2023, Pile berth development is expected to be completed for late 2023 and the Westhaven Seawall upgrade works now has resource consent and procurement is underway. The Te Ara Tukutuku (Wynyard Point) developed design is also progressing with the Vision and Framework document nearing completion and on track for Eke Panuku Board endorsement in November 2023. This collaborative project in partnership with mana whenua will guide the evolution of the Wynyard Point from its industrial past to a resilient, vibrant and attractive waterfront space.
Avondale	On track	2 deliverable targets are on track and 1 is at risk. The Avondale Central development is delayed whilst we work through Master Plan issues with the development partner.
Henderson	At risk	2 of the deliverable targets are at risk and 1 target is on track. The Opanuku Link will improve connectivity between Corban Estate and the Henderson train station and town centre. Resource consent processing is delayed due to storm related issues which may impact the delivery of the project. Draft resource consent conditions have recently been received. The Te Horotiu (Oratia link cycleway and bridge connection) project final business case has been delayed. Project is being reassessed due to land changes from the impacts of the storm. Catherine Plaza public realm works are on track with consenting now underway.
Onehunga	At risk	3 of the deliverable targets are at risk and 1 is on track. The 3 deliverables relating to the sale and acquisitions are at risk due to protracted negotiations with the supermarket operator for the Waiapu Precinct and slowed negotiations for the Onehunga Mall site acquisitions. The remaining deliverable for Paynes Lane streetscape enhancement is on track with consent application expected to be lodged in early 2024.
Panmure	On track	2 deliverables are on track. The Lagoon Edge Reserve enhancement project to expand and enhance the park space at the Panmure Domain is on track for consent lodgment by the end of 2023. Negotiations are underway with the preferred purchaser of the mixed-use development site at 535 Ellerslie Panmure Highway.

Key Programme	Status	Progress towards key deliverables set out in the SOI (pages 20-27)
Maungawhau	On track	The marketing of the development sites surrounding the Maungawhau Station is on track. However, delays with obtaining property information are delaying the due diligence process.
Manukau	On track	<p>5 of the deliverables are on track, and 1 is at risk. Streetscape works in Osterley Way are on track for consent lodgment in June 2024. We are progressing the preferred concept option for Cavendish Drive & Sharkey Street AUT Link which will then be agreed with Auckland Transport. The link is part of Manukau's walking and cycling network works.</p> <p>We are also working with potential development partners for sites at 9 & 10 Putney Way and 33 Manukau Station Road to progress sales.</p> <p>The completed acquisition of 7.6ha of land in Manukau/Wiri will enable the future walkway and cycleway along the Puhinui stream.</p> <p>The Hayman Park Wetlands concept design is now complete and consent lodgment targeted for December 2023.</p> <p>The subdivision progression, consenting and release of land from Auckland Transport of 14 Davies Avenue for a residential and commercial development is at risk due to the legal matters still being worked through.</p>
Papatoetoe	On track	All 3 deliverable targets are on track. Resource consent application is being prepared for Cambridge Terrace extension and carpark project which will provide streetscape upgrades, laneways and a shared path/cycleway. Consenting processes are underway for the Stadium Reserve Road extension. The St George Street residential development works started in October 2023.
Pukekohe	On track	<p>4 of the deliverable targets are on track, and 1 is at risk. The design of the Roulston Park upgrade is nearing completion, with the next step being lodgment of consent. The Market Precinct Concept Plan is being prepared for the Franklin Local Board for endorsement. The project will enhance the town centre with new or upgraded streetscape / laneways.</p> <p>The Edinburgh Superblock central mixed-use development site was approved to be taken to the market in September 2023. Expressions of interest are now open. 174-184 Manukau Road will be taken to the open market in November 2023. The double traffic light upgrade at East, King, Manukau and Massey roads is progressing with the business case being approved and the co-funding agreement is with Auckland Transport for signing.</p> <p>The one deliverable at risk is the site sale of 9 Hall Street, Pukekohe which may be delayed due to a lack of market interest in the site.</p>
Regional programmes	On track	<p>2 of the deliverable targets are on track and 1 is at risk.</p> <p>The Own Your Own Home portfolio sale is progressing, a recommendation paper was approved by the Eke Panuku Board in September 2023.</p> <p>The 198 Dominion Road, Mount Eden site is on the open market and includes the option to utilise the current resource consent for 92 apartments and retail space.</p> <p>65 Haddington Drive, Ormiston is at risk as it will not be marketed for sale until the market improves, which may not be in this financial year.</p>

Note: for more details, please refer to Appendix – Urban Regeneration Spatial Delivery Plans – Pages 18 - 23

Property and marina management

Highlights

- The property portfolio has made good progress year to date with net surplus currently tracking \$1.8m ahead of budget.
- Silo and Viaduct marinas have become the first superyacht marinas in New Zealand to be accredited with Superyacht Ready status. Superyacht Ready is an accreditation available to marinas that have the minimum capacity and capabilities required to provide safe and adequate berthing for superyachts. The Superyacht Ready criteria are based on the suitability of the marina's infrastructure to accommodate superyachts, security measures and service availability.

Issues and Risks

- With market conditions impacting some customers and tenants, we will continue with debt monitoring and follow-ups.

Programme

Key Programme	Status	Progress towards key deliverables
Renewals	On track	Four priority renewals underway. The health and safety work on the Bascule bridge in the waterfront has started and is expected to be completed in December 2023. The Westhaven Marina fire alarm system upgrades will start once building consent is received. At this stage they are expected to complete works early next year. The scope and cost of works for the renewal of the channel navigation markers in the Manukau Harbour/Wairoa channel are currently being prepared.

Performance measures

Performance measure	Previous year result	Target	Q1 Actual	Status	Commentary
Urban regeneration programmes and projects					
Net new dwellings (housing units) – LTP performance measure	364	60	1	On track	1 dwelling completed with CCC being issued in July.
Commercial / retail gross floor area (GFA) or net lettable area (square metres) – LTP performance measure	-	Nil	-	N/A	Not measured as per SOI. The timing of construction projects meant there were no projects planned for the year.
Public realm – square metres	14,952 sqm	7,000 sqm	6,176 sqm	On track	Total public realm completed YTD is 6,176 sqm. This includes 1,809 sqm for the final stage of the Hayman Park Playground (half basketball court) in Manukau, and 1,333 sqm for the Devon Lane upgrade in Pukekohe completed in July. The completion of the remaining 2,084 sqm area of Waiwharariki Anzac Square in August and the Waterfront’s Market Square works 950 sqm.
Capital project milestones approved by the board achieved – LTP performance measure	67%	80%	7%	On track	One target was met in August with construction being completed on the Waiwharariki Anzac Square in Takapuna. The remaining 14 targets are on track.
Achieve board approved budgeted Transform and Unlock (T&U) sales for the financial year through unconditional agreements	\$13.7m	\$40m	\$0.6m	On track	\$600k of sales have been achieved YTD. One unconditional sale in Pukekohe was completed in September.
The asset recycling target agreed with Auckland Council	\$86.4m	\$115m	\$0.9m	On track	\$900k of sales have been achieved YTD.

Property portfolio and marina management					
Annual property portfolio net operating budget result agreed with the council achieved - LTP performance measure	\$25.4m	\$17.3m	\$1.8m	On track	The net operating surplus for the property portfolio at the end of September is \$1.8m, this is \$1.8m ahead of budget.
Monthly average occupancy rate for tenanted properties - LTP performance measure	Commercial 94.0% Residential 97.1%	Commercial 90% Residential 95%	94.7% 97.1%	On track	Occupancy rates continue their stable trend.
Percentage of marina customers surveyed who are satisfied with marina facilities and services	90%	88%	-	Reported end of year	The Marina customers survey will be measured at the end of year.
Sector leadership					
Creating positive outcomes for Māori Deliver ongoing or new initiatives that support Māori Outcomes	51	40	18	On track	18 initiatives were delivered YTD to support Māori outcomes. Examples of initiatives carried out in Q1 include the Mana Whenua Outcomes Framework Review, the Manukau Public Art Strategy, Engaging Mana Whenua Mandated Artist Guidelines, Panmure Station Precinct hui, Matariki FY23 Report, Te Komititanga Place Pilot and the Property Pipeline Update.
Enhancing the relationship between Eke Panuku and mana whenua Increasing the percentage of satisfaction with the support they receive from Eke Panuku	56%	5% increase on previous year	-	Reported end of year	This survey will be completed at the end of the financial year.
Percentage of complaints received by Eke Panuku resolved within 10 working days	100%	80%	57%	On track	In Q1 we received 7 complaints. Four complaints met target and one did not. Two complaints are awaiting customer response.

Financials – Eke Panuku company

Overall, the operating performance of Eke Panuku is favourable to budget, and the drawdown of funding from Council for Eke Panuku is \$1.1m less than budgeted.

A: Other direct revenue is unfavourable to budget, most of this revenue is generated through Eke Panuku staff charging time to capital sales projects. This is a timing difference and will be corrected by year end.

B: Employee benefits is favourable to budget. Vacant positions account for most of this variance to date and there is a timing difference to date in training costs.

C: Other Direct expenditure is favourable to budget. There are timing differences to phased budget in consultants and communications costs, these are expected to be on budget by year end.

Direct operating performance

(\$ million)	Notes	FY 23	FY 24 Quarter 1 YTD			FY 24
		Actual	Actual	Budget	Variance	Budget
Net direct expenditure		(17.9)	(4.6)	(5.8)	1.1	(24.2)
Direct revenue		16.3	4.5	4.6	(0.2)	17.6
Fees and user charges		0	0	0	0	0
Operating grants and subsidies						
Other direct revenue	A	16.3	4.5	4.6	(0.2)	17.6
Direct expenditure		34.2	9.1	10.4	1.3	41.8
Employee benefits	B	28.6	7.6	8.2	0.7	33.3
Grants, contributions and sponsorship		0	0.0	0.0	0.0	0.1
Other direct expenditure	C	5.6	1.5	2.1	0.6	8.4
Other key operating lines						
Vested assets						
Non Direct Revenue						
Depreciation and amortisation		0.3	0.1	0.1	(0.0)	0.3
Finance costs						

Managed activities for Auckland Council

The financials in the table represent the Auckland Council portfolio managed by Eke Panuku. These exclude the net direct revenue that Eke Panuku has generated for properties managed for Auckland Transport and is ahead of budget. In addition, a \$2.0m on budget dividend has been paid to Council's Solid Waste team from the Waste Disposal Services investment, managed by Eke Panuku.

Net direct revenue is tracking \$2.3m favourable to budget year to date.

A. \$11.8m direct revenue, is favourable to budget. A property in the Wynyard Quarter was expected to be sold in FY23 and this is still being negotiated with unbudgeted revenue to date. There was also a one-off back payment of rental increase for a tenant.

B. Direct expenditure \$1.7m favourable to budget. To date actual rates charges received are \$1.1m less than phased budgeted, it is possible that additional charges will continue to be received in year. Across all other expense types there are some minor timing differences to budget.

Direct operating performance						
(\$ million)	Notes	FY 23	FY 24 Quarter 1 YTD			FY 24
		Actual	Actual	Budget	Variance	Budget
Net direct revenue		7.3	(1.4)	(3.7) [▼]	2.3	1.1
Direct revenue		49.5	12.2	11.6	0.6	45.3
Fees and user charges		1.8	0.4	0.5	(0.1)	1.9
Operating grants and subsidies						
Other direct revenue	A	47.7	11.8	11.1	0.7	43.4
Direct expenditure		42.2	13.6	15.3	1.7	44.2
Employee benefits		0.1	0.0	0.0	0.0	0
Grants, contributions and sponsorship		0	0.0	0.0	0.0	0
Other direct expenditure	B	42.1	13.6	15.3	1.7	44.2
Other key operating lines						
Vested assets						
Non Direct Revenue						
Depreciation and amortisation		22.0	5.6	5.7	0.1	23
Finance costs						(0.1)

Financial breakdown by key activities

Eke Panuku Cash Flows

	YTD Actual	YTD Budget	YTD Variance	Full year budget	
Capital Inflows					
Selling Council's surplus property	0.9	-	0.9	115.0	Still on track to meet this target.
Selling or long leasing property to reinvest in our urban regeneration locations	0.6	-	0.6	40.0	Still on track to meet this target.
Third part capital contributions	-	1.3	(1.3)	3.8	No revenue received to date as the capital project that it relates to is still in the procurement process, construction is still expected to start this financial year.
Capital Outflows					
Investing in council group assets to support regeneration and asset renewals	19.1	20.5	(1.4)	76.7	Capital spends to date on track and expected to be on budget.
Operational Inflows					
Revenue from property interests for Council group	17.8	17.3	0.5	68.7	Small increase in revenue received to date from a small number of properties that have been held for longer than expected.
Operational Outflows					
Managing council group properties	3.8	4.5	0.7	21.4	Savings in year due to staff vacancies.
Utilities and leases for council group owned assets we manage	2.1	2.2	0.1	6.3	
Rates on council group owned assets	6.8	7.9	1.1	7.9	Rates expenses received to date are \$1.1m less than full year budget. There is potential for this to be a saving in year however historically we have continued to received charges until at least the half year.
Maintenance of council properties	2.8	2.9	0.1	13.0	
Consultation, negotiation and sales processes to sell council property	0.7	0.7	-	3.5	
Leading regeneration of town centres, city centre and waterfront.	4.4	5.6	1.2	22.5	Savings in year due to staff vacancies and timing of external spend on consultants.

Operating expenditure

Urban regeneration

	Notes	Previous year Actual	Actual	2023/24 YTD Budget	Variance	Full year Budget
Transform and Unlock Locations						
Net direct expenditure		12.3	2.3	3.2	0.9	11.8

Capital expenditure

	Notes		2023/24 YTD			Full year
			Actual	Budget	Variance	Budget
Property renewals		10.0	1.5	1.2	(0.3)	8.0
Transform and Unlock Locations						
<i>Isthmus</i>		3.7	0.7	0.8	0.1	4.2
<i>North</i>		14.2	1.6	2.2	0.6	7.3
<i>South</i>		10.8	5.6	6.1	0.5	13.9
<i>West</i>		2.6	0.2	0.1	(0.1)	15.5
<i>Waterfront</i>		22.8	8.5	8.4	(0.1)	17.8
Regional		4.9	1.0	1.7	0.6	10.1
Total		69.0	19.1	20.5	1.4	76.8

Asset sales and long-term leases

	Notes	2023/24 YTD			Full year
		Actual	Budget	Variance	Budget
General Asset sales for the group		0.9	0	0.9	115.0
Reinvestment - Transform and Unlock		0.6	0	0.6	20.0
Total		1.5	0	1.5	135.0
Waterfront long leases		0	0	0	20.0

Property and marina management

	Notes	Previous year	2023/24 YTD			Full year
		Actual	Actual	Budget	Variance	Budget
Auckland Council Properties						
Direct revenue		34.9	9.1	8.3	0.8	33.0
Direct expenditure		12.8	7.1	7.8	0.7	16.3
Net direct expenditure		22.1	2.0	0.5	1.5	16.7
Waterfront Public Space						
Direct revenue		0.6	0.1	0.1	0	0.3
Direct expenditure		4.5	1.9	1.3	(0.6)	5.0
Net direct expenditure		3.9	1.8	1.2	(0.6)	(4.7)
Marina Operations						
Direct revenue		13.6	3.8	4.0	(0.2)	16.1

	Notes	Previous year Actual	Actual	2023/24 YTD Budget	Variance	Full year Budget
Direct expenditure		5.1	1.5	1.6	0.1	6.5
Net direct expenditure		8.5	2.3	2.4	(0.1)	9.6
Marina Trusts						
Direct revenue		5.7	1.7	1.7	0	6.8
Direct expenditure		5.5	1.5	1.7	0.2	6.9
Net direct expenditure		0.2	0.2	0	0.2	(0.1)
Auckland Transport Properties						
Direct revenue		8.0	1.6	1.6	0	6.4
Direct expenditure		3.0	1.8	2.1	0.3	5.8
Net direct expenditure		5.0	(0.2)	(0.5)	0.3	0.6
Business Interests						
Direct revenue (includes share of JV Profit)		8.1	2.1	2.1	0	8.6
Direct expenditure		0.6	0.2	0.3	0.1	0.7
Net direct expenditure		7.5	1.9	1.8	0.1	7.9

Activity based financials commentary:

Variances are immaterial.

Appendix – Urban Regeneration Spatial Delivery Plans

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

We will present five location programmes per quarter reporting cycle.

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

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

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

NORTHCOTE

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

Projects completed

- 1 Te Ara Awataha - schools edge
- 2 Acquisitions
- 3 Greenlake Reserve (Healthy Waters)

FY 24

- 4 Jesse Tonar Scout Reserve upgrade
- 5 Kāinga Ora housing development

FY25

- 6 Street upgrades or extensions
- 7 Community Hub and Cadness Reserve upgrade
- 8 Te Ara Awataha - town centre edge
- 9 115 Lake Road - Town Centre Development

Long-term projects (FY26+)

- 10 123 Lake Road development (Countdown site)
- 11 College Road development
- 12 Town Square

Jesse Tonar Scout Reserve - Construction is underway and progressing well. We are working in partnership with Healthy Waters, who is contributing funding to the project. The name Papa ki Awataha was approved in August 2023 by the Kaipātiki Local Board and signage and wayfinding design works are being finalised. The Project is on track to meet SOI target.

Community Hub and Cadness Reserve upgrade - A preferred building layout has been discussed with Auckland Council, The Kaipātiki Local Board, Technical Advisory Group (TAG) and mana whenua. The preferred layout sees the extension to the existing building into Cadness Reserve along the back of the College Road property boundaries. This creates the most open and welcoming public space area in Cadness Reserve and enables the most visual connection from the new Ernie Mays Street into the reserve.

Following positive conversations with community provider companies and a workshop with the Kaipātiki Local Board on 20 September 2023, local board approval for providers who will be given space within the new community hub will be sought in October 2023. This will enable the concept design to progress. Another key consideration of the design of the hub is making sure that sufficient library and public space is available.

Northcote Town Centre development - Marketing of Northcote Central will commence in October 2023. The EOI stage will be open for 6 weeks. We expect to get approval in December 2023 from the Eke Panuku Board on the shortlisted parties to take the site forward to the next stage.

Street upgrades or extensions - Following stormwater modelling, the final concept design of Ernie Mays Street is being completed. It will then be reviewed and approved by Auckland Transport and Healthy Waters.



TAKAPUNA

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

Projects completed

- 1 Toka Pua car park
- 2 Huzwari Road upgrade (AT)

FY24

- 3 Waiwharariki Anzac Square
- 4 Northcroft Streetscape upgrade
- 5 RTB & T2A Huzwari Road development

FY25+

- 6 Auburn Street developments
- 7 14 Huron Street development
- 8 Anzac Street development site
- 9 Huron Streetscape upgrade



Waiwharariki Anzac Square (Town Square) – A project to strengthen connections within Takapuna and through to the beach and create a welcoming space for the community to relax and spend time in, and provide a much-needed social, cultural and economic anchor for Takapuna. Construction is now complete, and the new space is open for the community to use. A mana whenua-led karakia whakawātea (dawn blessing) took place on 1 September 2023. The new space has received lots of positive feedback from the public. These works were also one of our SOI targets. A new Sunday Market operator has been in place since the start of September. We have received good feedback on the new operator and how the market is being run.

Auburn Street developments is a high-density high-rise residential and commercial project – McConnell Property obtained resource consent on 18 September 2023. Once Overseas Investment Approval (OIA) is received, land transfer and settlement will follow.

Northcroft streetscape upgrade – A project to improve the walking/cycling connection to Takapuna town centre and enhance the quality of street furniture, planting and lighting. The final design of Northcroft Street is complete. Engineering Plan Approval and approval from Auckland Transport Traffic Control Committee is currently being sought.

In late September 2023 the innovating Streets for People (ISFP) components along the road were removed and the road corridor restored to its permanent state. The remaining works in Northcroft Street are due to take place in January 2024. The design of Huron Street will continue once Healthy Waters have approval for their stormwater network management improvements for the town centre.

HENDERSON

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

Projects completed

- 1 Te Ara Pōhēke (new road)
- 2 Haumira Housing Henderson (Haumira)
- 3 23-27 Henderson Valley Road (Henderson Green)
- 4 Falls Carpark, 14 Edmonton Road (future development)
- 5 2-6 Henderson Valley Road (future residential development by Lairdlaw College)

FY24

- 6 Opanuku Link
- 7 Henderson Valley Road enhancement

FY25

- 8 Catherine Plaza upgrade
- 9 Wai Horotu (Oratia Link) - Cycleway and bridge
- 10 19 Alderman Drive carpark (C40)
- 11 Oratia Precinct (Trading Floor)
- 12 City Rail Link Platforms (CRL)

Long-term projects (FY26+)

- 13 Corban Estate Masterplanning (Community Facilities)



Henderson faces a range of challenges due to climate impact, consenting difficulties and project cost escalations. In response to this, in August 2023 the Henderson team took the Henderson-Massey Local Board, the Eke Panuku Board of Directors and the Eke Panuku Executive Leadership Team on a walking tour. A workshop style presentation of the Henderson programme was also given, which had a focus on momentum, community and playing to our strengths.

19 Alderman Drive carpark (C40) - A project to support the vitality of the town centre businesses. Steps to secure title for the site are progressing in the face of multiple consenting and title condition challenges.

Catherine Plaza upgrade - A project to support the vitality of the town centre businesses. Resourcing and consultant team procurement is underway the project to proceed towards a consenting milestone before the end of FY24.

Opanuku Link - This project includes a new bridge for walking and cycling, a new playground and a shared cycleway, improving the connectivity between the Corban Estate and the Henderson Train Station and town centre. Resource consent was lodged with Auckland Council on 18 August 2022 and draft conditions have recently been received. Processing timeframe has been extended due to storm water related issues.

AVONDALE

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

Projects completed

- 1 Crayford Street West
- 2 Public car parking facility to support the Avondale Library & Community Hub
- 3 24-26 Racecourse Parade (Set Apartments, Cockham Residences)
- 4 Tent Street/Wakefield Loop (Paving Foundation/Eke Panuku)
- 5 Arona Apartments (Cockham Residences & Masulaha two)
- 6 Waterview shared path (Auckland Transport)

FY24

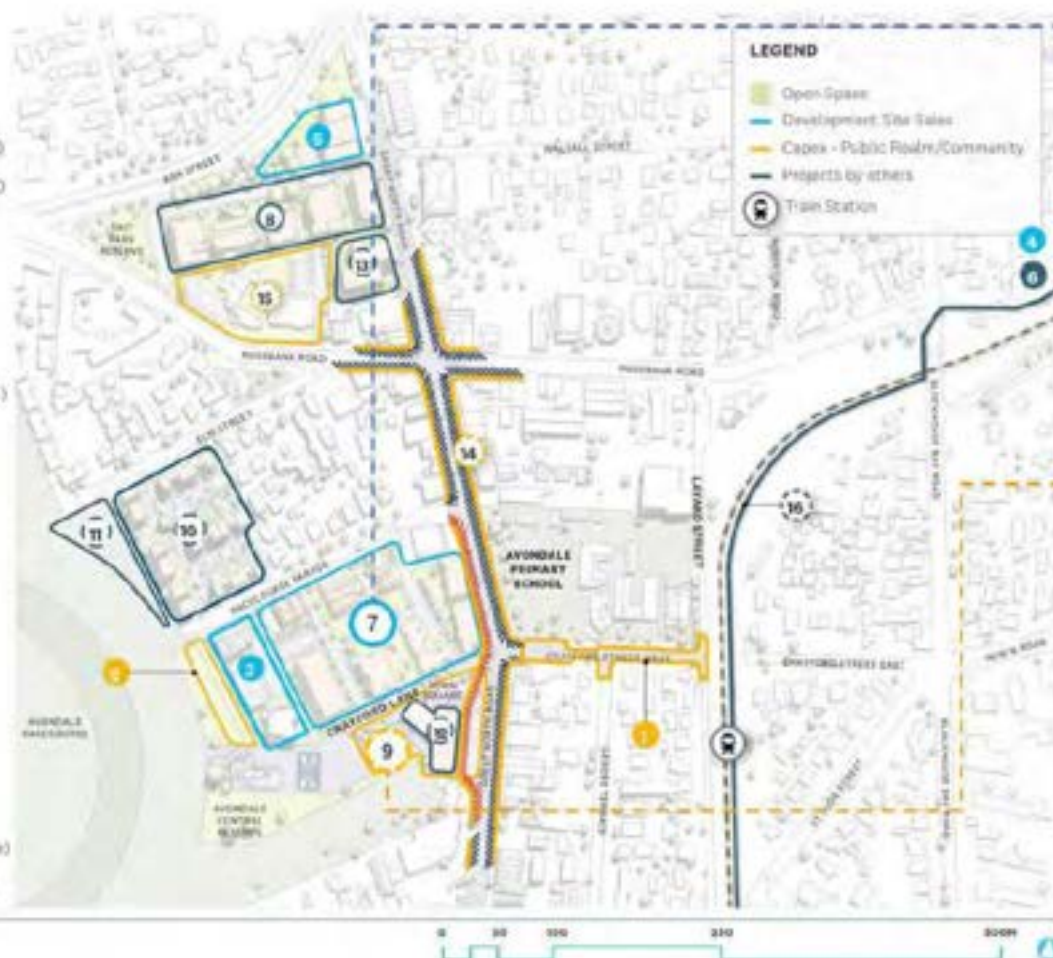
- 7 Avondale Central, 6 & 10 Racecourse Parade
- 8 Highbury Triangle - housing for older people (Kāinga Ora)

FY25

- 9 Town Square & outdoor spaces upgrade
- 10 18 Ely Street (Kāinga Ora)
- 11 26 Elm Street (Anson housing development)
- 12 Avondale Library & Community Hub (Auckland Council)
- 13 1843 Great North Road (Nordic Apartments)

Long-term projects (FY26+)

- 14 Great North Road Paving Project
Auckland Transport
Eke Panuku
- 15 93-96 Rowbank Road (Current Library & Community Centre)
- 16 New Lynn to Avondale shared path (Auckland Transport)



Special Delivery Plan | July 2023

Avondale Central, 6 & 10 Racecourse Parade -
A significant mixed-use residential development on a critical site that has been vacant for many years. Negotiations continue with the development partner to resolve master plan issues.

The acquisition of 10 Racecourse Parade from Kāinga Ora is due to settle in June 2024. The purchase of this site will enable the development of Avondale Central.

Town square and outdoor spaces upgrade -
Avondale Civic Precinct open space integrating with the Multi-Purpose Community Facility (MPCF) led by council's Service Strategy and Integration (Community Facilities) team.

On 27 September 2023, the Whau Local Board approved the preliminary design for the Te Hono community hub and recommended to the Governing Body to reallocate \$15M from the Whau Aquatic and Recreation Centre to Te Hono.

On 28 September 2023, the Governing Body approved the reallocation of funding for the community hub project. We now have funding certainty for Te Hono. The construction of the adjacent town square and outdoor areas will be managed by Eke Panuku, with its own confirmed funding. Eke Panuku is working closely with council to ensure a well-integrated outcome.

MAUNGAWHAU

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

Long-term projects (FY25+)

- 1 Maungawhau Station development sites
- 2 14-22 Boston Road development site
- 3 1-3 Fenton Street development site
- 4 New North Road development site
- 5 Basque Park upgrade (Auckland Council)



Monthly reporting pack

Period ending 30 November 2023

Executive summary

Programme

- A capex budget of \$76.7 has been agreed with Auckland Council. This has been distributed across our programmes and projects in line with the reprioritisation work completed earlier in the year. Year to date spend is tracking well to budget with \$30.3m spent to date against a budget of \$30.5m.
- Regeneration opex is budgeted at \$12.5m. To date, \$11.7m has been distributed across our programmes and projects leaving an unallocated portion of \$0.8m. Opex spend in year has been a bit slow currently tracking \$1.6m behind phased budget but this is expected to increase in the coming months and utilise the budget.
- Sales target for this year is \$155m, made up of \$115m from general asset sales and \$40m from the Transform & Unlock programmes. To date \$8.1m in sales has been achieved.

Company wide financials

- Expenditure to date is tracking \$2.2m behind phased budget, savings in people costs due is largely due to vacant roles and general consultants spend.
- There has been a positive start to the year with the managed property surplus being \$3.7m ahead of phased budget.

People and Culture

- Our overall FTE is 225.6. This includes our actual FTE of 206.5, 5 contingent workers in FTE roles and 14.1 vacancies.
- Of the 14.1 vacant roles, 7 are being actively recruited, 4.1 positions are being held, 2 positions are being rescoped and 1 position is awaiting the new employee start date.
- Staff turnover has decreased slightly this month from 12.6% to 12%.
- The average occupancy for the month was 59%.



Regeneration summary

The programmes include transform & unlock and support regeneration programmes



In November, capital spend was \$4.1m. Year to date spend of \$27.9m and is tracking very well. It is only slightly behind phased budget by \$0.4m.

Major expenditure this month was on:

- \$1.0m in Westhaven on the land side construction works of the Pile Berth redevelopment project.
- \$0.2m contamination payment to Precinct Properties for stage 3 of it's Wynyard development.
- \$0.1m on continued construction on Te Ara Awataha Stage 2 in Northcote.
- \$1.5m on the continued progress on construction projects in the Wynyard Quarter
 - \$0.9m Water edge response
 - \$0.2m Interim activation
 - \$0.3m Te Ara Tukutuku design consortium costs
 - \$0.1m Market Square redevelopment

Regeneration opex is budgeted at \$12.5m, to date \$11.7m has been distributed across our programmes. Programme Leads can apply through the Project Steering Group to utilise the remaining unallocated portion of \$0.8m if required.

November spend was \$0.9m. Spend year to date totals \$4.0m, which is \$1.6m behind phased budget.

Isthmus - \$0.4m behind phased budget mainly in design, placemaking and strategic planning. The full budget is expected to be utilised in year.

South - \$0.3m behind phased budget, the full budget is expected to be utilised in year.

Waterfront - \$0.5m behind phased budget. Placemaking spend was expected to be \$0.2m to date, however the majority of costs in relation to the Live, Laugh, Love activation held in August were expensed in FY23. An additional project relating to the Legacy Space activation had \$0.2m set aside for this year, however this is no longer being forecast as required. The programme is currently forecasting a saving in year.

City Centre makes up \$0.5m of the phasing difference as it was assumed that spend would start as soon as the financial year began. The team is continuing to build momentum and circa \$0.3m of spend has been contracted to date.

Regeneration summary

Sales



There were no transform and unlock sales this month.

Programme RAG status

The RAG status will change to amber/red when the delivery of a programme is put at risk from either a single significant issue or where multiple issues, when combined, pose a risk to the programme.

- Corporate Property Disposal Programme
- City Centre
- Property Optimisation
- Regional Renewals
- Supports programme
- Transform Manukau
- Transform Onehunga
- Unlock Northcote
- Unlock Ormiston Town Centre
- Unlock Papatoetoe
- Unlock Pukekohe
- Unlock Takapuna
- Waterfront programme
- Haumaru Housing Portfolio
- Maungawhau
- Unlock Avondale
- Unlock Henderson
- Unlock Panmure

Avondale is at amber due to design issues that are being worked through with our development partner for the Avondale central site.

Haumaru Housing is at amber

Henderson is at amber due to a range of challenges that have arisen due to the impacts of the recent storms, which may change the scope of some projects. A stagnant property market is also affecting the programme. A process is underway to agree any adjustments to the programme.

Maungawhau is at amber due to the risks to the programme schedule. These risks arise from continued delays in obtaining key due diligence information which is required to progress any of the development sites, and in progressing the transfer of land to Auckland Council to enable the public work delivery of urban renewal.

Panmure is at amber due to a combination of risk and issues within the programme. These include delays with a number of key development and public realm projects. We are also working with Auckland Transport on an integrated transport strategy for the town centre.

Companywide financials

Expenditure



Expenditure year to date is \$15.5m, which is \$2.2m behind phased budget. Savings are made up of:

People costs \$1.3m – the saving to date is made up of \$0.2m in training costs, \$0.2m in timing of annual leave expense and \$0.9m of people savings due to 13 vacant roles and recruitment delays.

In addition, there was a budget contingency built into people costs which is \$0.6m to date. It is expected that this will be required to be utilised elsewhere in this year's expenditure.

Other management costs \$1.0m - timing differences to budget in communication and marketing costs \$0.3m, and consultants of \$0.7m. This should correct by year end.

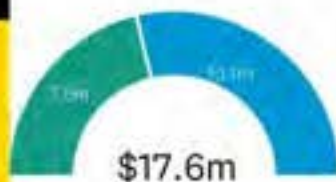
Managed Property Surplus



Managed Properties net surplus year to date is \$12.7m, which is \$3.7m ahead of phased budget.

- **Commercial Property Portfolio** is \$3.5m ahead of budget. Revenue is ahead of budget \$1.8m, \$0.6m from unbudgeted rent due to properties held for longer than expected – mainly Lysaght Building and the shops in Avondale. \$0.4m from back dated rent increases, [REDACTED] Expenditure recoveries are \$0.8m ahead of budget. Expenditure is \$1.7m less than phased budget, in November \$0.7m was phased for a roof replacement at 49 Station Rd which is an Auckland Transport (AT) property with a total budget \$1.4m for the project. After the budget was set, AT gave approval for this to come out of its capital budget and not the opex budget that we manage, this will be a saving in year.
- **Business Interests** are ahead of budget \$0.5m with a \$2.6m surplus.
- **Marinas** are \$0.3m ahead of budget. Revenue to date is a little behind budget by \$0.1m but this is expected to correct over summer. Expenses are tracking \$0.4m being phased budget but this is a timing difference that will correct in year.
- **Public activities in the Wynyard Quarter** is \$0.6m unfavourable to budget due to a higher than anticipated level of maintenance costs to date of \$0.5m. The facilities management team are aware of this overspend and will be looking closely at all expenditure going forward.

Revenue



Revenue year to date is \$7.5m which is slightly behind phased budget by \$0.2m. Recharges are tracking just under budgeted level, but this is expected to correct by year end.

Capital Renewals



Capital renewals are tracking well to budget. Spend year to date is \$2.4m, \$0.2m ahead of phased budget.

People and Culture



Our overall FTE is 225.6, this includes our actual FTE of 206.5, 5 contingent workers in FTE roles and 14.1 vacancies.

Of the 14.1 vacancies:

- 7 are being actively recruited via our Auckland Council recruitment team, external agencies or internal EOI process.
- 4.1 positions are being held
- 2 positions are being rescoped.
- 1 position is awaiting the new employee start date.

Our overall non-FTE is 17.6. This consists of 13 contingent workers in non-FTE roles and 4.6 contingent workers covering leave. These have not been included in the current FTE count.

Staff turnover decreased slightly this month from 12.6 in October to 12 in November.

Average occupancy has increased slightly this month from 58% in October to 59% in November.

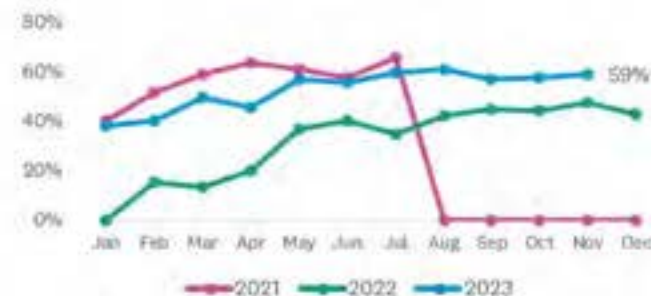
This month, we held two new Self-Leadership Habits workshops covering new topics - Complex Collaboration and Inclusive Leadership. Both topics received positive feedback. We also launched our Te Ao Māori for Professionals Programme, a programme to support staff to build cultural awareness which was provided by Education Perfect. An initial pilot group of 49 staff members have started the programme.

Recruitment timeframes continue to reduce with additional resourcing. We expect recruitment to slow as we approach the end of the year.

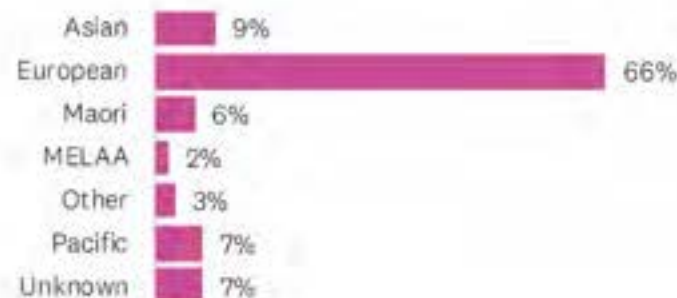
FTE Figures

FTE			Non FTE		
FTE Actual	Contingent in FTE	Vacant roles	Contingent in non-FTE positions	Contingent covering employee leave	Vacant non-FTE positions
206.5	5	14.1	13	4.6	0
225.6			17.6		

Office occupancy



Ethnicity



Training budget \$371k
\$49k
13% spent YTD

Spatial delivery plans

Activity on our programmes is updated each quarter.

The plans currently show activity from quarter 1 (1 July to 30 September 2023).

Locations

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

Regional Programmes

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



NORTHCOTE

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

Projects completed

- 1 Te Ara Awataha - schools edge
- 2 Acquisitions
- 3 Greenslade Reserve (Healthy Waters)

FY 24

- 4 Jesse Tonar Scout Reserve upgrade
- 5 Kāinga Ora housing development

FY25

- 6 Street upgrades or extensions
- 7 Community Hub and Cadness Reserve upgrade
- 8 Te Ara Awataha - town centre edge
- 9 115 Lake Road - Town Centre Development

Long-term projects (FY26+)

- 10 123 Lake Road development (Countdown site)
- 11 College Road development
- 12 Town Square

Jesse Tonar Scout Reserve - Construction is underway and progressing well. We are working in partnership with Healthy Waters, who is contributing funding to the project. The name Papa ki Awataha was approved in August 2023 by the Kaipātiki Local Board and signage and wayfinding design works are being finalised. The Project is on track to meet SOI target.

Community Hub and Cadness Reserve upgrade - A preferred building layout has been discussed with Auckland Council, The Kaipātiki Local Board, Technical Advisory Group (TAG) and mana whenua. The preferred layout sees the extension to the existing building into Cadness Reserve along the back of the College Road property boundaries. This creates the most open and welcoming public space area in Cadness Reserve and enables the most visual connection from the new Ernie Mays Street into the reserve.

Following positive conversations with community provider companies and a workshop with the Kaipātiki Local Board on 20 September 2023, local board approval for providers who will be given space within the new community hub will be sought in October 2023. This will enable the concept design to progress. Another key consideration of the design of the hub is making sure that sufficient library and public space is available.

Northcote Town Centre development - Marketing of Northcote Central will commence in October 2023. The EOI stage will be open for 6 weeks. We expect to get approval in December 2023 from the Eke Panuku Board on the shortlisted parties to take the site forward to the next stage.

Street upgrades or extensions - Following stormwater modelling, the final concept design of Ernie Mays Street is being completed. It will then be reviewed and approved by Auckland Transport and Healthy Waters.



TAKAPUNA

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

Projects completed

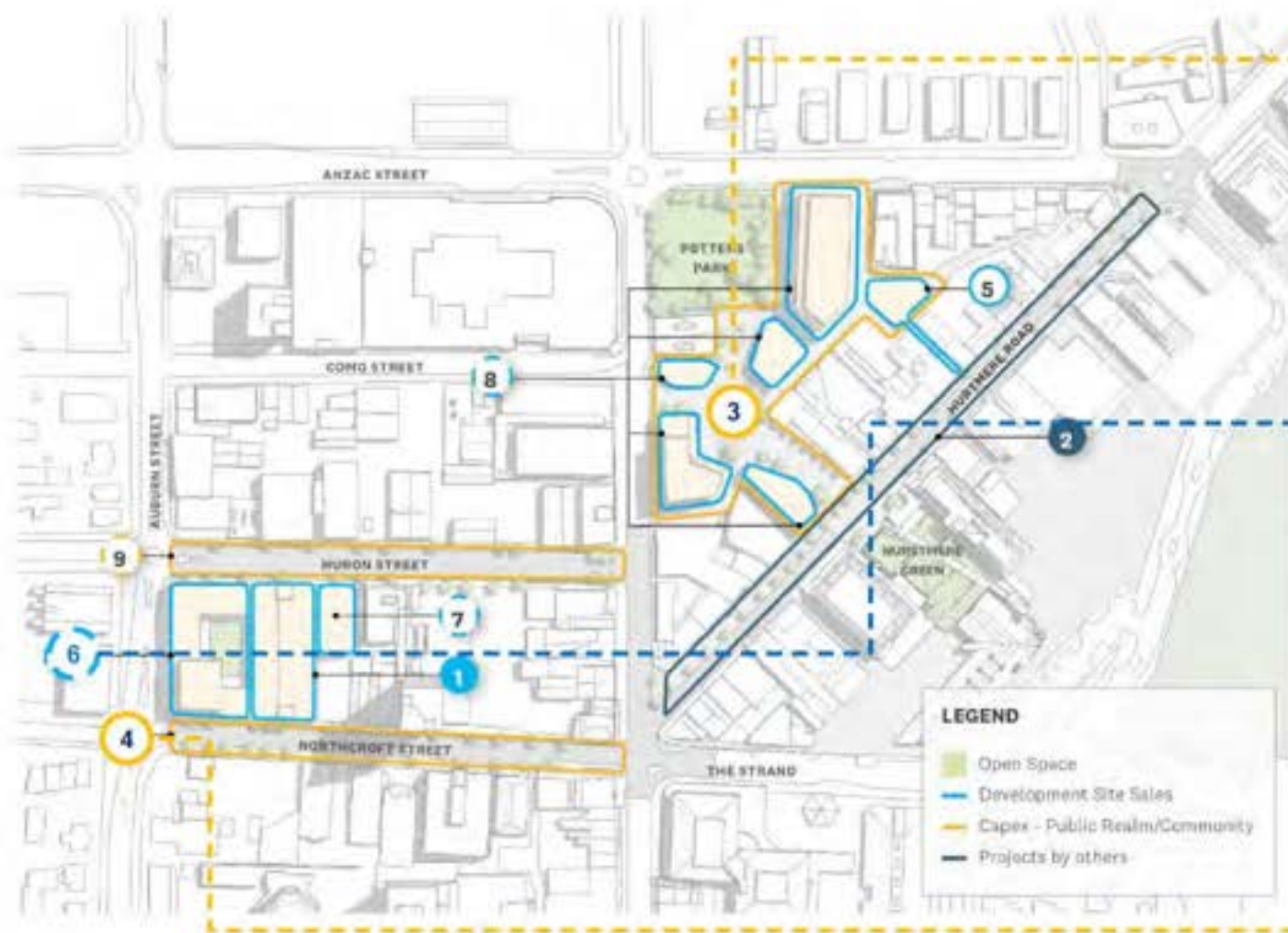
- 1 Toka Pua car park
- 2 Hurlmere Road upgrade (AT)

FY24

- 3 Waiharariki Anzac Square
- 4 Northcroft Streetscape upgrade
- 5 R7B & 72A Hurlmere Road development

FY25+

- 6 Auburn Street developments
- 7 14 Hiron Street development
- 8 Anzac Street development site
- 9 Hiron Streetscape upgrade



Waiharariki Anzac Square (Town Square) - A project to strengthen connections within Takapuna and through to the beach and create a welcoming space for the community to relax and spend time in, and provide a much-needed social, cultural and economic anchor for Takapuna. Construction is now complete and the new space is open for the community to use. A mana whenua-led karakia whakawātea (dawn blessing) took place on 1 September 2023. The new space has received lots of positive feedback from the public. These works were also one of our SOI targets. A new Sunday Market operator has been in place since the start of September. We have received good feedback on the new operator and how the market is being run.

Auburn Street developments is a high-density high-rise residential and commercial project - McConnell Property obtained resource consent on 18 September 2023.

Northcroft streetscape upgrade - A project to improve the walking/cycling connection to Takapuna town centre and enhance the quality of street furniture, planting and lighting. The final design of Northcroft Street is complete. Engineering Plan Approval and approval from Auckland Transport Traffic Control Committee is currently being sought.

In late September 2023 the Innovating Streets for People (ISFP) components along the road were removed and the road corridor restored to its permanent state. The remaining works in Northcroft Street are due to take place in January 2024. The design of Huron Street will continue once Healthy Waters have approval for their stormwater network management improvements for the town centre.

HENDERSON

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

Projects completed

- 1 Te Ara Pihake (new road)
- 2 Haumaru Housing Henderson (Haumaru)
- 3 23-27 Henderson Valley Road (Henderson Green)
- 4 Falls Carpark, 14 Edmorton Road (future development)
- 5 2-6 Henderson Valley Road (future residential development by Laidlaw College)

FY24

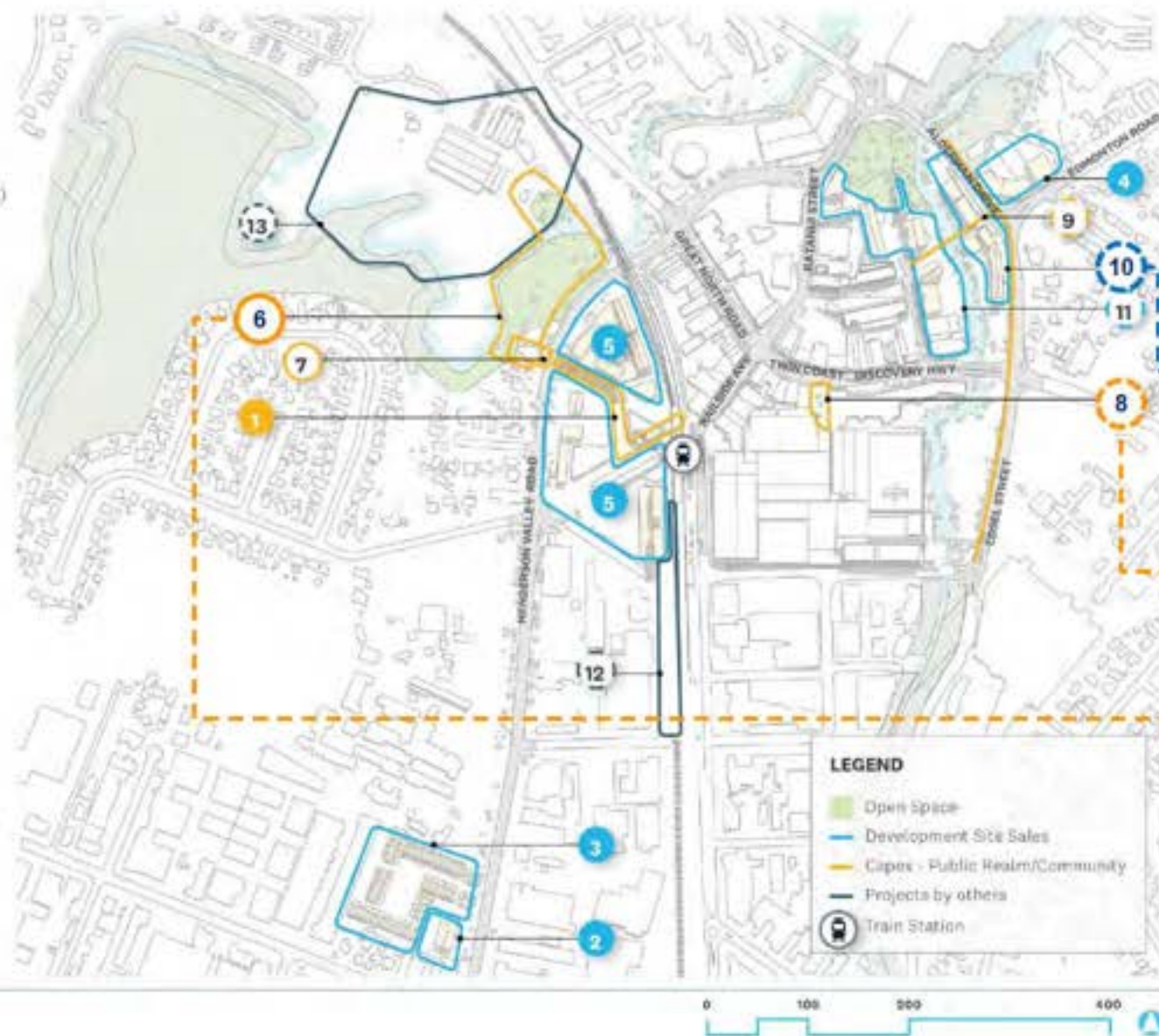
- 6 Opanuku Link
- 7 Henderson Valley Road enhancement

FY25

- 8 Catherine Plaza upgrade
- 9 Wai Horotiu (Oratia Link) - Cycleway and bridge
- 10 19 Alderman Drive carpark (C40)
- 11 Oratia Precinct (Trading Place)
- 12 City Rail Link Platforms (CRL)

Long-term projects (FY26+)

- 13 Corban Estate Masterplanning (Community Facilities)



Henderson faces a range of challenges due to climate impact, consenting difficulties and project cost escalations. In response to this, in August 2023 the Henderson team took the Henderson-Massey Local Board, the Eke Panuku Board of Directors and the Eke Panuku Executive Leadership Team on a walking tour. A workshop style presentation of the Henderson programme was also given, which had a focus on momentum, community and playing to our strengths. There will be a paper submitted to the October board meeting summarising the programme and areas of focus.

19 Alderman Drive carpark (C40) - A project to support the vitality of the town centre businesses. Steps to secure title for the site are progressing in the face of multiple consenting and title condition challenges.

Catherine Plaza upgrade - A project to support the vitality of the town centre businesses. Resourcing and consultant team procurement is underway the project to proceed towards a consenting milestone before the end of FY24.

Opanuku Link - This project includes a new bridge for walking and cycling, a new playground and a shared cycleway, improving the connectivity between the Corban Estate and the Henderson Train Station and town centre. Resource consent was lodged with Auckland Council on 18 August 2022 and draft conditions have recently been received. Processing timeframe has been extended due to storm water related issues. A Detailed Business Case which includes the Henderson Valley Road enhancement works is underway and targeting PSG approval in October 2023.

AVONDALE

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

Projects completed

- 1 Crayford Street West
- 2 Public car parking facility to support the Avondale Library & Community Hub
- 3 24-26 Racecourse Parade (Get Apartments, Cockham Residential)
- 4 Trent Street/Whakawhiti Loop (Housing Foundation/Eke Panuku)
- 5 Archa Apartments (Cockham Residential & Marutūāhu iwi)
- 6 Waterview shared path (Auckland Transport)

FY24

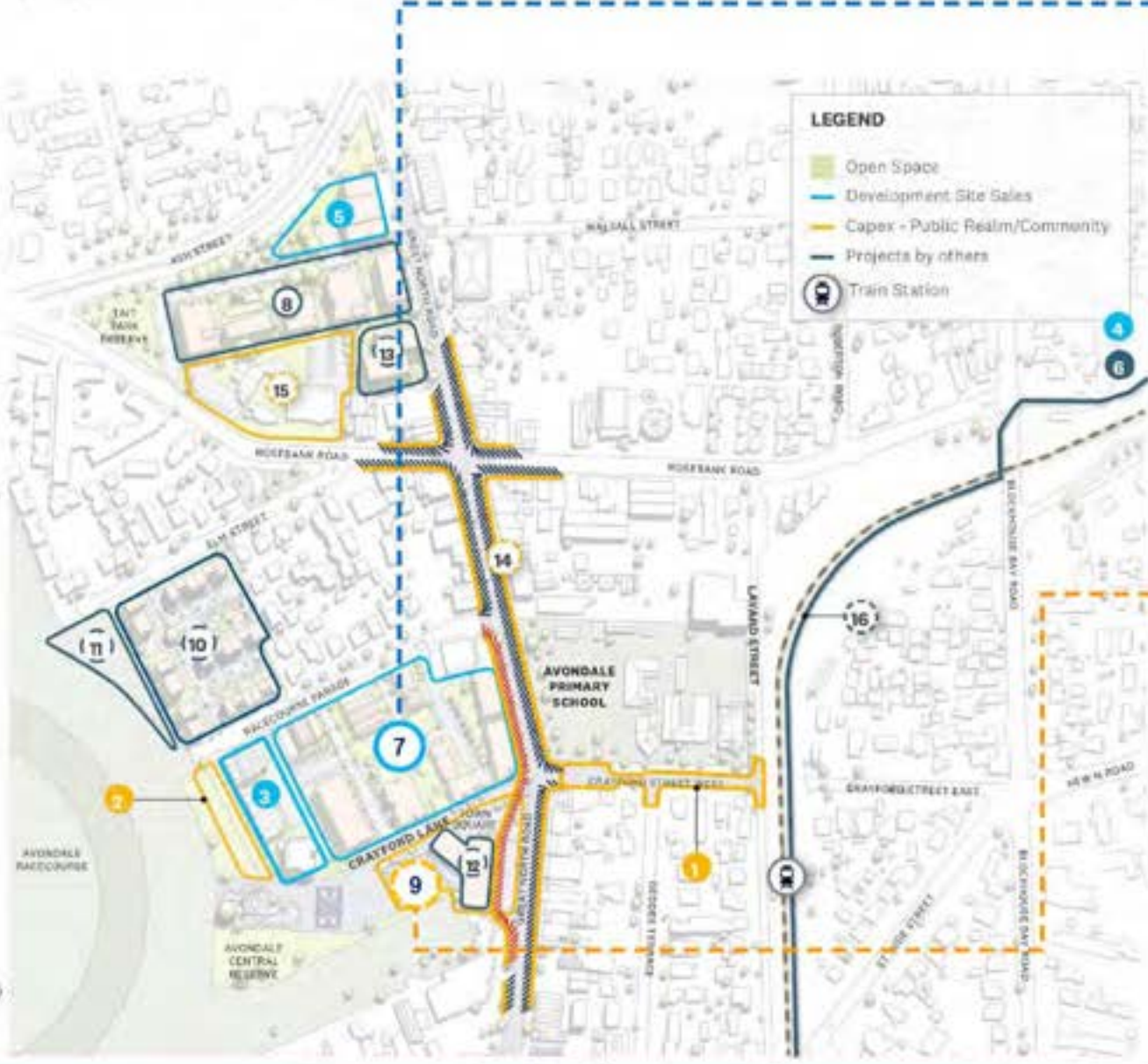
- 7 Avondale Central, 6 & 10 Racecourse Parade
- 8 Highbury Triangle - housing for older people (Kāinga Ora)

FY25

- 9 Town Square & outdoor spaces upgrade
- 10 18 Elm Street (Kāinga Ora)
- 11 26 Elm Street (Anson housing development)
- 12 Avondale Library & Community Hub (Auckland Council)
- 13 1843 Great North Road (Nordic Apartments)

Long-term projects (FY26+)

- 14 Great North Road Paving Project
 - Auckland Transport
 - Eke Panuku
- 15 93-99 Rosebank Road (Current Library & Community Centre)
- 16 New Lynn to Avondale shared path (Auckland Transport)



Avondale Central, 6 & 10 Racecourse Parade -
A significant mixed-use residential development on a critical site that has been vacant for many years. Negotiations continue with the development partner to resolve certain issues.

Town square and outdoor spaces upgrade -
Avondale Civic Precinct open space integrating with the Multi-Purpose Community Facility (MPCF) led by council's Service Strategy and Integration (Community Facilities) team.

On 27 September 2023, the Whau Local Board approved the preliminary design for the Te Hono community hub and recommended to the Governing Body to reallocate \$15M from the Whau Aquatic and Recreation Centre to Te Hono.

On 28 September 2023, the Governing Body approved the reallocation of funding for the community hub project. We now have funding certainty for Te Hono. The construction of the adjacent town square and outdoor areas will be managed by Eke Panuku, with it's own confirmed funding. Eke Panuku is working closely with council to ensure a well integrated outcome.

MAUNGAWHAU

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

Long-term projects (FY25+)

- 1 Maungawhau Station development sites
- 2 14-22 Boston Road development site
- 3 1-3 Fenton Street development site
- 4 New North Road development site
- 5 Basque Park upgrade (Auckland Council)



CITY CENTRE PROGRAMME

Projects completed

- 1 Civic Administration Building Redevelopment
 - 2 Bledisloe House Redevelopment
- ### FY24
- 3 CRL Over Station Development: Symphony Centre
 - 4 Downtown Carpark Redevelopment
 - 5 Myers Park Underpass
 - 6 Te Waihorotia CRL Station
 - 7 Te Ha Nira - Victoria Street Linear Park
 - 8 Albert Street Upgrade
 - 9 Hubson Street NZICC
 - 10 Upper Mercury Lane
 - 11 Pitt St, Canada St, East St, Cross St, Beresford Sq and Mercury Ln multi-modal improvements
 - 12 Karanga-a-hape Station
 - 13 Lower Queen Street Upgrade
 - 14 Wellesley Street Bus Improvements Stage 1
 - 15 Nelson Street Slip Lane

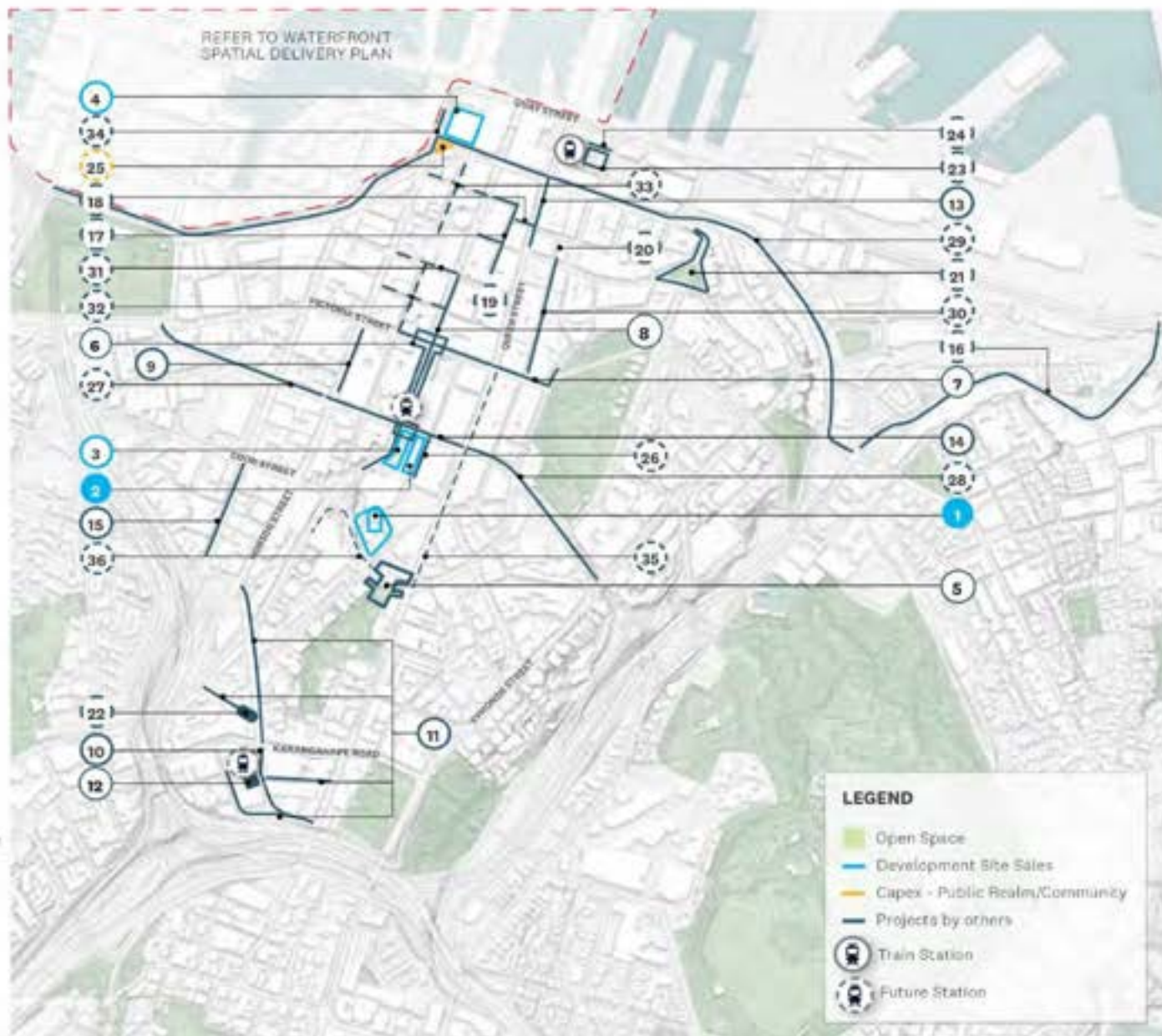
FY25

- 16 The Strand - T2 Freight Lane Investigation
- 17 Mills Lane & Swanson Streets Upgrade
- 18 Exchange Lane Upgrade
- 19 City Centre Wayfinding Programmes (City wide)
- 20 Jean Batten Place Public Art
- 21 Emily Place Upgrade
- 22 Beresford Square Reinstatement
- 23 Station Plaza
- 24 Tyler Street Upgrade

Long-term projects (FY26+)

- 25 Sturdee Street Park
- 26 Bledisloe Lane Upgrade
- 27 Wellesley Street Bus Improvements Stage 3
- 28 Wellesley Street Bus Improvements Stage 2
- 29 Fanshawe St, Custom St and Beach Rd Bus Improvements
- 30 High Street Upgrade
- 31 Wyndham Street Upgrade*
- 32 Federal & Kingdon Streets Upgrade*
- 33 Federal Street Northern Precinct*
- 34 Hobson Street Flyover removal
- 35 Watercare Queen Street Diversion
- 36 Watercare Mayoral Drive Diversion

(*): Timing subject to adjacent development



The City Centre Action Plan (Action Plan), which gives effect to the City Centre Masterplan, has been approved by the Eke Panuku Board. Endorsement of the Action Plan is being sought from across the Council Group, ensuring there is ownership of actions and the mandate to progress. Action Plan programmes and Programme Leads are being established to ensure that there is a focus on implementation.

City centre priorities agreed through the development of the action plan will be used to help inform the LTP & RLTP processes. Analysis is underway to determine whether the current funding profile responds to the city centre priorities and whether the desired outcomes for the next 1-10 years are achievable.

Key programmes supporting the integration of CRL into the city centre, and ensuring good urban regeneration outcomes are achieved are progressing well. The Karanga-a-Hape station neighbourhood and bus improvements programme which has been delayed has recently had funding confirmed, enabling the programme to progress to consultation and the next phases of design.

WATERFRONT

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



29 A Te Ara Tukutuku - Engagement continues with presentations to Councillors Dalton, Hills, Lee and Darby. The Vision and Framework document is nearly complete and is on track for Eke Panuku Board endorsement in November 2023. A soft launch of material for the public will be provided through hoardings and our website. A major stakeholder event is being planned for October 2023 alongside mana whenua representatives and Toi Waihangā the design collective.

17 North Wharf - The Request for Proposal (RFP) for North Wharf was released in September 2023 to the short-listed parties. Parties have until 16 November 2023 to submit their proposals.

14 Queens Wharf - Resource consent for the continued use of Queens Wharf for events for the next 10 years has been granted. A range of issues are currently being worked through in relation to the condition, use and operation of the wharf.

5 Waters edge response works - Progress has been made around the swimming improvements. Work is progressing on the installation of Wynyard Wharf south balustrades, with completion expected in late November 2023.

9 Westhaven Seawall Upgrade - Resource consent has been granted by Auckland Council. Contractor procurement is underway, and the team are working through a staged delivery process particularly to accommodate the Sail GP event in March 2024. Engagement with mana whenua on the design and ecological opportunities associated with new rock placements is also being undertaken as part of the project.

10 Pile berth development - The construction of the car park and open space are underway. The installation of underground services is complete and forming of the rain gardens is close to complete. Works on the cantilevered promenade are progressing well with the piling works completed and precast substructure close to complete. Works completion is scheduled for late 2023.

8 Market Square public realm enabling works - The enabling works for Market Place have been completed. These works included the removal of the 90's style canopy, re-leveling pavers to address trip hazards, relocation of nikaus, removal of cabbage trees, improved planting responses and installation of new furniture and lighting upgrades.

Port Precinct Future Development project - To date, three workshops have been held with the governing body. Eke Panuku is working towards a Framework Plan in December 2023.

ONEHUNGA

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

Projects completed & underway

- 1 Laneway 7
- 2 38 Neilson Street acquisition
- 3 Onehunga Port acquisition
- 4 DressSmart 3 Paynes Ln Site Sale
- 5 Onehunga Mall Club (Lament & Co.)
- 6 Fabric development (Lament & Co)
- 7 Ngā Hau Māngere Bridge (Waka Kotahi NZTA)

FY24

- 8 Waiapu Lane Precinct Public Realm
- 9 Town Centre to Wharf Link Stage 1

FY25

- 10 Paynes Lane Streetscape Upgrade (Laneway 18)
- 11 Te Pūmāwea Precinct Public Realm
- 12 Onehunga Wharf Building upgrades
- 13 Waiapu Precinct Commercial Site Sale
- 14 Waiapu Precinct Residential Site Sale
- 15 Waiapu Precinct Supermarket
- 16 Te Pūmāwea Church Street upgrade

Long-term projects (FY26+)

- 18 Onehunga Wharf Public Realm
- 17 Onehunga Wharf to Taumaru Walking & Cycling
- 16 Town Centre to Wharf Link Stage 3
- 15 Te Pūmāwea Precinct Development
- 20 3-21 Waller Street Development
- 21 38 Neilson Street Development
- 22 Train Station Precinct
- 23 Auckland Light Rail (Waka Kotahi / AT)
- 24 East West Link (Waka Kotahi NZTA)



1 Waiapu Lane and 61-65 Selwyn Street – Negotiations with [redacted] to agree the development agreement for a new supermarket in the Waiapu precinct are ongoing.

Onehunga Mall site acquisitions – Negotiations continue with the [redacted] property owners [redacted]. Each owner is assessing the implications of the project for their respective properties. [redacted]

Paynes Lane streetscape upgrade – A project to create a pedestrian friendly thoroughfare which ties the new Dress Smart precinct into the Onehunga Mall mainstreet. The concept design is now complete with detailed design to be completed once engineering reports are done. We are on track to lodge consent in early 2024. This will achieve our SOI target.

PANMURE

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

Projects completed & underway

- 1 Streetscape Improvements Stage 1 (Clifton Court)
- 2 AMET1 - Eastern Busway - AT
- 3 Panmure Station Upgrade

FY24

- 4 Streetscape Improvements Stage 2 (Queens Road)
- 5 535 Ellerslie Panmure Highway Site Sale

FY25

- 6 Lagoon Edge Reserve Upgrade
- 7 3 Kings Road Site Sale
- 8 11-13 Lagoon Drive, Panmure Site Sale
- 9 10 Basin View Lane Site Sale
- 10 9 Jellicoe Road Site Sale

Long-term projects (FY26+)

- 11 Basin View Pedestrian & Cycle Connection
- 12 Maungarei to Town Centre Connection
- 13 Streetscape Improvements Stage 3
- 14 486-492 Ellerslie Panmure Highway Site Sale
- 15 Basin View Precinct Staged Site Sales
- 16 Gateway West 13-27 Queens Rd Site Sale
- 17 59 & 59a Mountain Road Site Sale
- 18 Station Precinct Staged Site Sales
- 19 28-30 Pilkington Road Site Sale
- 20 7-13 Pilkington Road Redevelopment Feasibility
- 21 Maumains Upgrade (TRC)
- 22 Pleasant View Road Development (TRC)



3 Kings residential development site - JLL will commence marketing the site in late October 2023.

The Panmure Historical Society, St. Patricks School, and a nearby medical centre have voiced their reservations about the removal of carparking. We have met twice with these parties to discuss their concerns and to seek possible mitigations.

The Maungakiekie-Tāmaki Local Board is supportive of the site going to market.

535 Ellerslie Panmure Highway mixed-use development site - The tender process concluded in July 2023 and commercial negotiations are currently underway with the preferred purchaser.

Lagoon Edge Reserve upgrade - A project to create an urban waterfront park adjacent to the existing lagoon pools as an anchor destination at one end of the proposed pedestrian and cycle link between the maunga and the basin.

Developed design is underway and consent application is on track for lodgement by the end of 2023. The renewal of the skatepark is complete and a community celebration day is scheduled for November 2023. We have received a lot of positive feedback from the skating community about the changes and upgrade to the skatepark.

MANUKAU

Vision: Thriving heart and soul for the south

Projects completed

- 1 Westfield Mall Carpark Site Sale
- 2 Vodafone Events Centre Carpark (partial sale)
- 3 52-54 Manukau Station Road (MIT) Site Sale
- 4 20 Barrowcliffe Place Site Sale
- 5 Barrowcliffe Pond Shared Path
- 6 Barrowcliffe Bridge Works
- 7 Puhinui Wiri playground Works
- 8 Putney Way Stage 1
- 9 Wiri Bridge Capital Works

FY24

- 10 Leases and Covenants Progressed
- 11 Hayman Park Playground Works
- 12 Parking Management Solutions (across the programme)

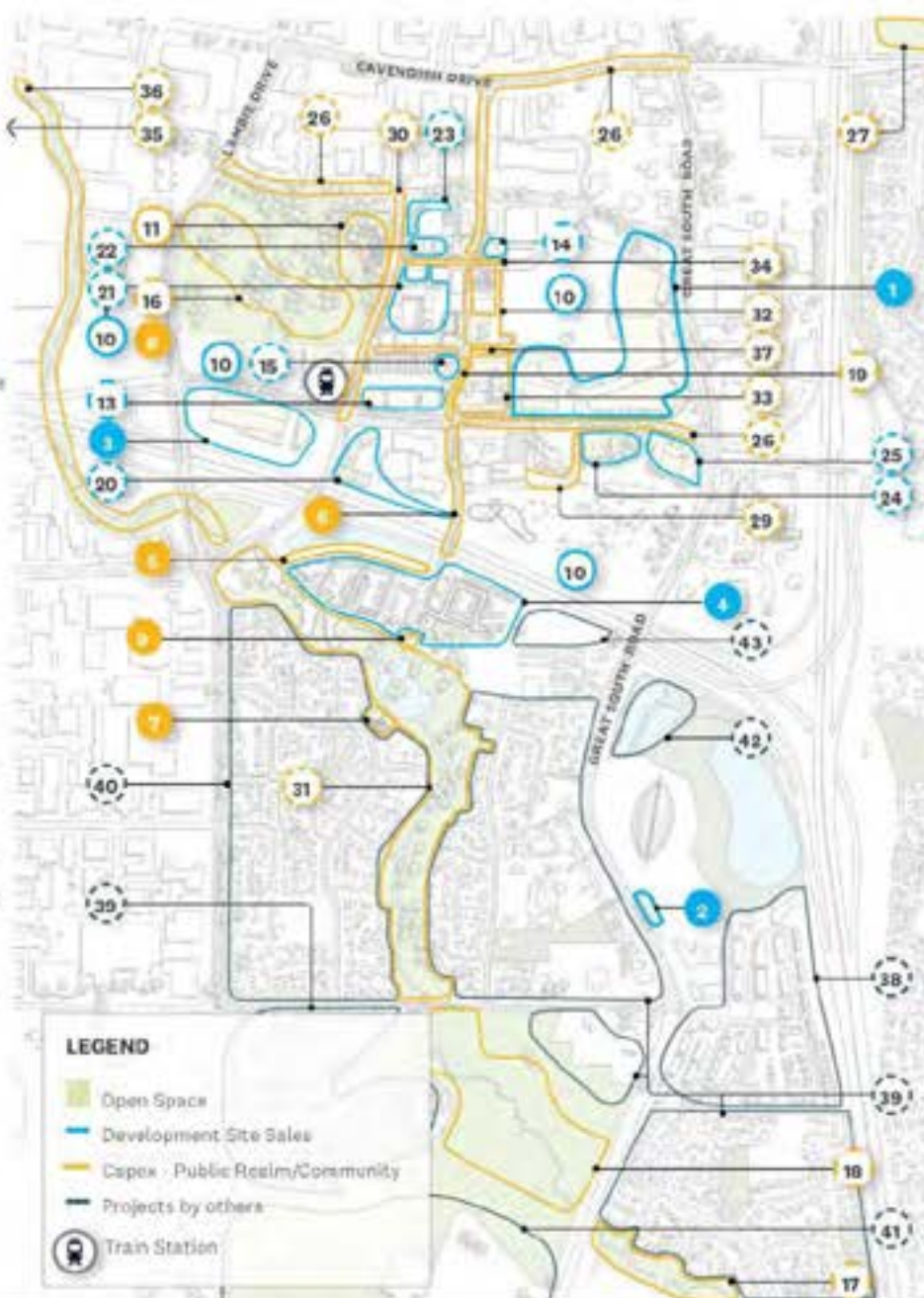
FY25

- 13 33 Manukau Station Road Site Sale
- 14 9 Osterley Way Site Sale
- 15 10 Putney Way Site Sale
- 16 Hayman Park Wetland Works Contribution
- 17 Puhinui Stage 1 - Ratavine Reserve Works
- 18 Puhinui Stage 2 - CMDHB Walkway Works
- 19 Osterley Way at Civic Streetscape Works

Long-term projects (FY26+)

- 20 50 Wiri Station Road Site Sale

- 21 14 Davies Avenue Site Sale
- 22 8 Davies Avenue Site Sale
- 23 2 Davies Avenue Site Sale
- 24 12 Manukau Station Road carpark Site Sale
- 25 2 Clist Crescent carpark Site Sale
- 26 Walking and Cycling Network Works
- 27 Manukau Sports Bowl investigation
- 28 Manukau Public Art contribution (across the programme)
- 29 Karna Williams Way Extension Works
- 30 A2B Streetscape Contribution
- 31 Puhinui Stage 3 - Wiri Reserve Works
- 32 Manukau Square Works
- 33 Manukau Civic & Putney Way Contribution
- 34 Osterley + Amersham Way Works
- 35 Puhinui Stage 4 - Manukau Industrial Area Works
- 36 Puhinui Stage 5 - Puhinui Park Works (Punklet Ave)
- 37 Putney Way Stage 2
- 38 Pacific Gardens Residential Development
- 39 Wirihana Residential Development
- 40 Kāinga Ora Investigations
- 41 Manukau Health Park development
- 42 Healthy Waters Upgrades
- 43 Ngati Tamaho development



21 14 Davies Avenue – A project to enable residential and commercial development. The High Court ruled in Council's favour, negotiations with appellants are ongoing. We are yet to get Auckland Transport approval to release the site.

19 Osterley Way civic streetscape works including streetscape upgrades with landscaping, new surfacing, lighting, wayfinding and separated cycleway – Consultant procurement is now complete, and we are moving to developed design phase. Resource consent is targeted for the last quarter of FY24.

16 Hayman Park wetland works – The concept design and the wider park framework is complete. Eke Panuku is now preparing for resource consent lodgment which is targeted for December 2023.

15 10 Putney Way– A Heads of Agreement is currently being negotiated with [redacted] and their commercial partner.

11 Hayman Park playground works – Works on the park are now complete and opened on 2 September. The park has received great feedback from the community and good media coverage.

13 33 Manukau Station Road – The Government Property Group (GPG) continue to progress the business case to deliver one integrated building for multiple crown users.

26 Cavendish Drive & Sharkey Street AUT Link – Consultant procurement phase underway. Scheme and preliminary design is scheduled for September 2024.

18 Puhinui Regeneration Strategy initiatives – Construction of new walkway and cycleway along stream corridor connecting central Manukau to the Botanic Gardens. - The acquisition of 7.6ha of land in Manukau/Wiri is now complete. Stages 1 & 2 of the walkway/cycleway concept design have been approved by the Manurewa Local Board. We are now progressing with the developed design phase.

OLD PAPATOETOE

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

Projects completed

- 1 29 Cambridge Terrace
- 2 Supermarket and carpark
- 3 Papatoetoe Mall
- 4 31 Cambridge Terrace - The Depot

FY25

- 5 Cambridge Terrace Extension+carpark
- 6 Chambers Laneway
- 7 St George's Lanes Integration Works
- 8 3 St George Street - St George's Lanes
- 9 98 St George Street and 15 Kilmear Road Site Sale + Intersection

Long-term projects (FY26+)

- 10 Papatoetoe Stadium Reserve Works
- 11 Community Hub - Allan Brewster Leisure Centre
- 12 Town Hall & Chambers Works
- 13 86 Cambridge Terrace Optimisation
- 14 27 St George Street (netball and gardens)
- 15 Papatoetoe Library Precinct Optimisation
- 16 86 Cambridge Terrace Optimisation (site sale)



3 St George Street (St George's Lane) – Known as Pikotoetoe, this project will enable the development of 120 new homes on two sites on St George Street, near the town centre. Works on the Pikotoetoe development started on the 2 October 2023.

Cambridge Terrace extension and carpark – a project which includes upgraded streetscape, laneways and shared path / cycleway. The resource consent application is now being prepared. The reserve revocation details are also being discussed and progressed in parallel.

The **Stadium Reserve upgrade** project to create a new accessible playground and additional parks infrastructure to encourage visitation from a wide range of age groups. The concept design was approved by the Ōtara-Papatoetoe Local Board in June 2023. Developed design, and consenting processes are currently underway for the road extension.

ORMISTON

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

Projects completed

- 1 Ormiston Town Centre (Blocks F and J)
- 2 Lot 1, 66 Flatbush School Road

FY24

- 3 Bellingham Road works (Auckland Transport)



PUKEKOHE

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

Projects completed

- 1 Small T projects (across entire programme)
- 2 Site Sales w/o Development Outcomes
- 3 82 Manukau Road

FY24

- 4 Intersection Capital Works 1
- 5 Small T projects (across entire programme)
- 6 9 Hall Street
- 7 174, 175b, 182 Manukau Rd
- 8 176a, 180 Manukau Rd

FY25

- 9 Roulston Park Upgrades
- 10 Intersection Capital Works 2
- 11 Edinburgh Street Superblock

Long-term projects (FY26+)

- 12 Market Precinct: Devon Lane, Roulston Street, Market Hall (1 Roulston Street) and Town Square Enhancements
- 13 Parking Management Solutions (across entire programme)
- 14 Roulston Lane Upgrade
- 15 Civic Hub Enhancements
- 16 Train Station to Carrire Connections
- 17 4 Tobin Street
- 18 7 Massey Avenue
- 19 24 Hall Street
- 20 22 Edinburgh Street
- 21 9 Tobin Street



The **Unlock Pukekohe Masterplan** which was endorsed by the Franklin Local Board on 27 June 2023, has now been communicated to the wider community.

9 Hall St site sale – the tender process for this site has now closed and no offers were received.

Roulston Park Upgrade – a new all-age-friendly play opportunity in the park and pedestrian crossing on Stadium Drive. The developed Design phase is nearly complete, and preparations are being made to lodge the resource consent application with Auckland Council.

Double traffic light upgrade at East, King, Manukau and Massey roads - The business case has been approved and the co-funding agreement is with Auckland Transport for signing.

Market Precinct – A flagship development which will attract and catalyse new life in and around the town square and add vibrancy to the centre. The Indicative Business Case is close to being finalised. A business paper on the Market Precinct Concept Plan is also being prepared. This will be presented to the Franklin Local Board for their endorsement.

Edinburgh superblock – A large central development site. The site was approved to go to market by the Eke Panuku Board in September 2023. Expressions of interest from potential development partners opened in October 2023.

174-184 Manukau Rd site sale – The site will be taken to the open market in November 2023.

37 Tobin Street site sale – This site went unconditional in September 2023

EASTERN BUSWAY TODs PROGRAMME

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

There are three key strategic areas for TOD and regeneration within the Eastern Busway corridor:

Strategic Opportunity 1: Pakūranga

Strategic Opportunity 2: Tī Rākau Drive

Strategic Opportunity 3: Burswood

Eke Panuku is working with Auckland Transport and the Eastern Busway Alliance to align and integrate high-quality regenerative Transit-Oriented Developments with the Eastern Busway. Eke Panuku to leverage and divest for development Council-owned property within the Busway corridor, and land acquired for the Busway and associated transport infrastructure that becomes residual on its completion. Future development to be focussed on key strategic locations within walkable catchment of proposed bus stations at Pakūranga, along Tī Rākau Drive and Burswood. The busway is a major catalyst for sustainable urban growth and integrated development will enable more people to live and work close to transport options.

FY 24 Site Sales

- 1 9 Marriott Road, Pakūranga
- 2 9 Chevys Place, Pakūranga
- 3 21 Millen Avenue, Pakūranga
- 4 1/1 Snell Place, Pakūranga
- 5 2/1 Snell Place, Pakūranga

FY 26

- 6 Pakūranga
- 7 Tī Rākau Drive (Edgewater)
- 8 Tī Rākau Drive (Gossamer)

FY 27+

- 9 Burswood



Eke Panuku initiated the process to revoke the reserve status of the Council-owned car park land surrounding Pakuranga Plaza in October 2023. This is to enable future divestment and development of the land as part of the urban regeneration proposed for Pakuranga. This was accompanied by wider communications detailing the Eke Panuku urban regeneration programme being undertaken in connection with the Eastern Busway project.

1 2 Kāinga Ora has confirmed that it does not wish to purchase two residual Pakuranga properties at 9 Chevys Place and 9 Marriott Road. Mana whenua have not expressed an interest in their purchase. The properties are to be offered for open-market sale in late October 2023.

SERVICE PROPERTY OPTIMISATION

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

Projects completed

- 1 19 Jervois Road, Herne Bay

FY24

- 2 2 Pompallier Terrace, Ponsonby
- 3 39R Pohutukawa Road, Beachlands
- 4 17W Hawke Crescent, Beachlands

FY25+

- 5 Orakei Service Optimisation (confidential)
- 6 Red Hill, Papakura
- 7 6 Clonbern Road, Remuera
- 8 22 Tahapa Crescent, Meadowbank
- 9 587R Papakura, Clevedon Road, Ardmore
- 10 238R Great South Road, Manurewa
- 11 177 Burnside Road, Ardmore
- 12 Tadmore House, 1/190 Great South Road, Manurewa
- 13 39-41 Glenmall Place, Glen Eden
- 14 29-31 St Johns Road, Meadowbank
- 15 3 Gibbons Road, Takapuna
- 16 Papatoetoe Service Optimisation (confidential)

Service Property Optimisation - Eke Panuku, Community Services and local boards work together to identify and release value from underperforming service assets in order to fund local services while supporting urban regeneration. Projects must proceed on a cost neutral basis and any net proceeds are reinvested locally to advance approved projects.



2 Pompallier Terrace, Ponsonby – Easement documentation is being prepared. New titles are expected by November 2023 with construction forecast to commence by December 2023.

3 Gibbons Avenue, Takapuna – Disposal of the Mary Thomas Centre was approved by the Devonport-Takapuna Local Board at its July 2023 business meeting.

39R Pohutukawa Road, Beachlands – The reserve revocation has now been completed.



LEGEND

- Open Space
- Development Site Sales

CORPORATE PROPERTY

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

Projects completed

- 1 Kotuku House, 4 Osterley Way, Manukau - sold July 22
- 2 35 Graham Street, CBD
- 3 50 Centreway, Orewa
- 4 82 Manukau Station Road, Manukau
- 5 6 Henderson Valley Road, Henderson

FY24

- 6 Symphony House, 4 - 10 Mayoral Drive, Auckland City

FY25+

- 7 35 Coles Crescent, Papakura

A Corporate Property Portfolio Strategy has been developed by Eke Panuku and Auckland Council's Corporate Property team. That strategy was approved by Finance and Performance Committee in May 2018 and will contribute to a more efficient and operationally effective Corporate Property network. This is a self-funding programme of works which utilises the capital receipts from the divestment of seven properties that are no longer required for the Corporate Property office network and reinvests the sale proceeds to undertake a programme of works that delivers a more efficient hub and bespoke Corporate Property model.



Symphony Centre, 4-10 Mayoral Drive – [REDACTED]

[REDACTED] as part of the capital costs to deliver the development agreement requirements assurance and project management services have been identified. [REDACTED]

[REDACTED]

35 Coles Crescent – Legalisation of the building encroachment in the form of an encumbrance on the title is expected in Q2 of FY24. The site will be taken to the market when market conditions improve, this is anticipated to be FY25 at the earliest.

HAUMARU SCOPE

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

Projects Completed

- 1 21 Henderson Valley Road, Henderson
- 2 16 Handley Road, Narrow Neck
- 3 27-31 Greenstade Crescent, Northcote

FY 24

- 4 81a Godley Road, Green Bay

FY 25+

- 5 18 Crawford Avenue, Māngere Bridge
- 6 22-24 Mame Road, Papakura
- 7 7 Coronation Road, Māngere Bridge
- 8 18 Inverell Avenue, Wiri
- 9 25 Kolmar Road, Papatoetoe
- 10 100 West Coast Road, Glen Eden
- 11 140 Lake Road, Northcote
- 12 33 Vauxhall Road, Devonport
- 13 14 Mame Road, Papakura
- 14 36 Taharoto Road, Takapuna
- 15 72 Dominion Street, Takapuna
- 16 33a Alma Road, Milford

Haumaru Housing - facilitating social housing and the long-term redevelopment of the network of homes for older people, raising the quality and increasing the number of properties in the portfolio



SUPPORTS SCOPE

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

Projects completed

- 1 Civic Administration Building, Auckland City Centre
- 2 34 Moore Street, Howick
- 3 16 Fencible Drive, Howick
- 4 18 Totara Ave, New Lynn
- 5 84a Morrin Road, St. John's
- 6 Bledisloe House, Auckland City Centre

FY24

- 7 Pump station 6, Launch Road, Hobsonville
- 8 187 Flat Bush School Road, Flat Bush
- 9 132 Greenlane East, Greenlane
- 10 Hobsonville Airfields stage 2 - lots 5b
- 11 Downtown Carpark, Auckland City Centre

FY25+

- 12 198 Dominion Road, Mount Eden
- 13 Hobsonville Airfields stage 3 - 6a & 6b
- 14 10 Ambrico Place, New Lynn
- 15 84-100 Morrin Road, St. John's
- 16 41 McCrae Way, New Lynn
- 17 Hobsonville Airfields Stage 2 - Avanda
- 18 65 Haddington Drive, Flat Bush
- 19 78 Merton Road, St. John's
- 20 26-32 O'Shannessey Street, Papakura

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.



Airfields Stage 3, Lots 5B, 6A & 6B Hobsonville - Negotiations have recommenced on the sale of Lot 5B and an unconditional agreement is expected this calendar year. Lots 6A & 6B will be taken to the market when the prevailing market conditions improve.

Pump station 6, Launch Road, Hobsonville (a new wastewater pump station to accommodate future residential and commercial development) - Resource consent has been granted.

Downtown car park - An information paper and business case were approved by the AT and Eke Panuku Board's at their respective September 2023 meetings.

84 - 100 Morrin Road, St. John's -

Lot 3 187, Flatbush School Rd - Earthworks are nearing completion with stage 1 construction of 24 homes forecast to commence by October 2023.

198 Dominion Road, Mt. Eden - (council owned property) - The property is on the open market, and includes an option to utilise the current consent that provides for 92 apartments with circa 900 sqm of retail floor area, across four multi-level buildings.

Own your own home (OYOH) portfolio - A paper was approved by the Eke Panuku Board its September 2023 meeting.

10 Ambrico Place, New Lynn - Final as built plans have been received from Healthy Waters contractors.

REGIONAL RENEWALS PROGRAMME

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

Projects completed

- 1 21 Princes Street, Auckland City - Roof Replacement
- 2 Wintergarden Pavilion - Cafe - Phase 1: Roof, window and minor H&S upgrades
- 3 Onehunga Wharf Renewals - Roading, Sheds, Admin Building and Dredging Works

FY24

- 4 Manukau Harbour / Wairopu Channel - Beacon / Channel Marker / Buoy
- 5 73R Selwyn Road, Howick (Shamrock Cottage) - Seismic Strengthening Asbestos Roof & Toilet Upgrades
- 6 City Centre Renewals:
 - 21 Princes Street, Auckland City - External refurbishments and internal fit-out
 - 27 Princes Street Seismic Strengthening and Refurbishment
 - 313 Queen St - Canopy refurbishment
- 7 Onehunga Renewals:
 - Onehunga Wharf - Replace Access Ladders and Utilities Upgrades
 - CCTV Systems Rationalization and Upgrade - Onehunga Port
 - Onehunga Wharf - Shed C & D Priority Works
- 8 - 7 Hill Road, Manurewa - Cladding and roof replacement, minor internal works

Long-term projects (FY26+)

- 9 313, 315-317, 319, 321 Queen Street - Seismic Upgrades
- 10 Onehunga Renewals 2:
 - Onehunga Wharf Renewals - Buildings, Toilets, Kiosks and other assets
 - Onehunga Wharf Renewals - Structure



21 Princes Street, CBD - The project has been initiated with the aim of maintaining the historical aspects and condition of the building whilst creating a leasable asset that maximises its market rental value.

313 Queen Street - Canopy refurbishment - Works to replace the canopy have commenced. Following its disassembly, the canopy structure was found to be in a worse condition than anticipated. Re-design work is currently underway to ensure the reconstruction remains in accordance with heritage requirements. Despite this delay, the canopy is on track to be completed in November 2023.

73R Selwyn Road (Shamrock Cottage) - The Code Compliance Certificate (CCC) has been approved and is forecast to be issued in October 2023. The site will be handed over to the tenant in October 2023.

313,315,317, 319 & 321 Queen Street, Auckland City - Geo tech investigations have been initiated and valuations sought for the sites.

WATERFRONT RENEWALS PROGRAMME

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



Projects completed

- 1** Viaduct Precinct renewals:
 - Viaduct Tiling Upgrade - Phase 1
 - Viaduct - Angled Handrails Upgrades
 - Viaduct - Lighting Upgrade Works
 - EV Barcode Renewal
- 2** Wynyard Wharf North Toilet Refurbs and Demo Works

FY24

- 3** Westhaven Marina renewals:
 - Westhaven Pier Replacement (G, H and J)
 - Westhaven T-Pier Ablution Renewals
 - Westhaven Marina Fire Alarm System upgrades
 - Westhaven Pier Renewal (K and L) - funded by WML Trust
 - Z Pier Building Refurbishments
 - Z Pier Watermain Renewal (Stages 1 & 2)
 - CCTV Systems Rationalization and Upgrade - Westhaven

- 4** Silo Park renewals:
 - Silo 6 Temporary Disabled Ramp
 - Silo 6 & 7 Renewals to Steel and Concrete
 - CCTV Systems Rationalization and Upgrade - Silo
- 5** CCTV Systems Rationalization and Upgrade - Wynyard Quarter & Viaduct
- 6** North Wharf West - Structure, Wetlands, Foul Odour & Contamination Investigations and remediation
- 7** Bascule Bridge - Health & Safety Works
- 8** Queens Wharf Electric Box Upgrades

FY25

- 9** Shed 10 Structural Upgrades
- 10** Queens Wharf Renewals - Wharves Structure

Long-term projects (FY26+)

Westhaven Marina

Fire alarm system upgrades - Works are planned to start once building consent is received. Works are on track to be completed in January 2024.

137 Westhaven Drive (Westhaven Marina Office) - A new project has been initiated to provide a fit for purpose facility for Westhaven Marina staff.

CCTV systems rationalisation and upgrade - The Westhaven and Bridge Hut upgrades were completed in September 2023. Planning is now underway to implement the Milestone software system in the Wynyard Quarter / Viaduct and migrate the Westhaven and Onehunga cameras in October 2023. The replacement Wynyard Quarter / Viaduct CCTV cameras have been installed and those in Westhaven are scheduled to be replaced in November 2023.

Z Pier building at 31 Westhaven Drive - Works will commence in October 2023 including resolving health and safety issues and re-instating three leasable units in order to maximise its market rental value.

Westhaven Piers G, H & J - Remaining works including the removal of the old G, H and J gates and reinstatement of the abutment are on track to be completed by January 2024.

Bascule bridge, Te Wero (deck renewals and H&S works) - Construction began in late May 2023 and is progressing well. Works are on track to be completed in December 2023.

LEGEND

- Open Space
 - Capex - Public Realm/Community
- The Renewals programme has multiple low value initiatives across Auckland which are not included in the spatial plan

Information paper: Health and Safety report October & November 2023

Author: Paul Brown, Head of Health, Safety and Wellbeing

December 2023

Whakarāpopototanga matua | Executive summary

1. This month's report combines October and November data.
2. A total of ten workplace health and safety events were reported into Noggin, Eke Panuku's health and safety reporting system, during October and November. The events involved employees, tenants, contractors, or members of the public where Eke Panuku has influence and control.
3. The ten workplace events reported into Noggin included two incidents where security guards hit a parked car with a golf cart, one incident where a fence fell on a construction site, one incident where a mini dumper tipped over, two events where asbestos was identified, one incident where a door fell at a tenant's property, two medical events and one member of the public falling from a scooter.
4. There were no high-risk events reported, two medium-risk events and three low-risk events reported in October and November. Both medium-risk events occurred in October.
5. One medium-risk event occurred when a security guard, driving a golf cart, hit a parked vehicle in Westhaven. Another medium risk event occurred when a temporary fence fell on a construction site due to poor weather.
6. During October and November, contractor monitoring and contractor reports were reviewed to provide an overview of contractor performance. Contractor monitoring occurred on three construction sites and reports from contractors identified 14 near misses and observations, all of which were low risk and actioned within the month. No critical risk issues or notifiable events were reported on any construction sites during October.
7. Four events involving members of the public, outside the influence and control of Eke Panuku were reported during October and November. Security contractors and Māori Wardens raised 214 safety observations during October and November, all of which involved members of the public outside Eke Panuku's influence or control.

Matapaki | Discussion

Head of Health, Safety and Wellbeing Manager actions

8. Animals at work policy

Following the recommendations in the September incident at Westhaven office, where a dog bit an Eke Panuku employee, a policy was created providing direction on Eke Panuku's position on bringing pets into any Eke Panuku office or workplace. The policy replaces the working animals guidance and was approved by the ELT.

9. Dog bite incident

Further to the recent incident with respect to a staff member's dog biting another staff member at the Westhaven Marina office, the Executive understands that the dog owner has been fined \$500 by Auckland Council's Animal Control unit. The dog owner has been requested to provide an animal management plan. This plan must outline to Auckland Council's Animal Control unit how the dog will be handled around people going forward. The staff member that was bitten by the dog has now returned to work after 39 working days lost to the injuries and related infections.

Health and safety key performance indicators

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

	Measure	Performance October	Performance November	Critical or high risks	Previous month (September)
Lead	Safety concerns	0	2	0	0
	Near misses	0	1	0	1
	Near Misses from Contractor reports	7	7	N/A	11
LAG	Lost time injuries	0	0	0	0
	Medical treatment injuries	0	0	0	0
	Other incidents	3	4	0	2
	Total recordable injury frequency rate	0.5	0.5	N/A	0.5
	Total incidents	3	4	0	2
	Total events	10	14	0	14

Figure 1 – Health and Safety Key Performance Indicator Table

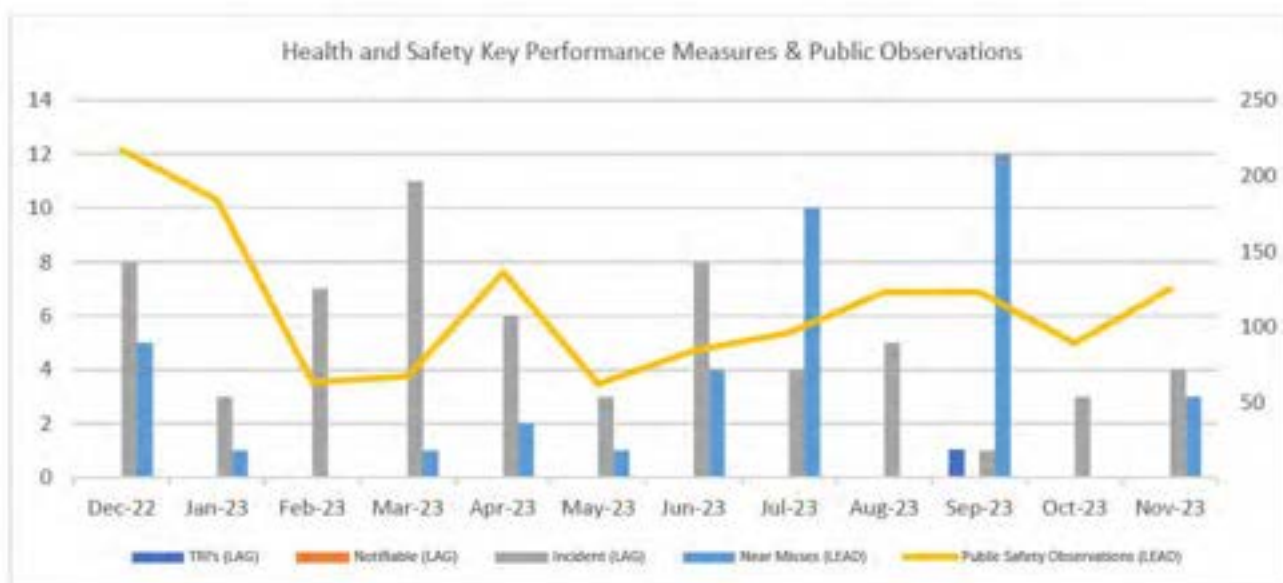


Figure 2 – 12 Month rolling H&S performance measures

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

11. Workplace incident themes and trends

There were ten safety events reported into Eke Panuku's Health, Safety and Wellbeing system, Noggin, in October and November. Three events were reported in October and seven reported in November. One safety incident resulted in damage to a Westhaven Marina golf cart. Two incidents occurred on a construction site, four events were reported at tenanted properties managed by Eke Panuku and one event occurred in a public space. No injuries were reported during October or November

In addition to the ten incidents reported into Noggin, contractors reported 14 minor near misses and observations. The 14 events raised were all actioned within the month and are too minor to report into Noggin.

There were no high-risk safety events in October or November, two medium-risk event and eight low-risk events reported.

Medium-risk event

15 October, Westhaven Drive – Security guard hit a parked car with a golf cart.

A security guard hit a parked car in the early hours of the morning, whilst driving a golf cart during a patrol of Westhaven Marina. The security guard was driving alone when the incident occurred and the vehicle appeared to drift towards the parked car over quite a distance, suggesting that the guard was either distracted or fatigued when driving. The security guard did not have his mobile phone with him during the time of the incident.

Initial investigation findings highlighted that the security guard was an agency worker and as such, the main contractor had less control over checks regarding the worker and other work patterns. The initial investigation also identified the lack of clarity over whether security patrolling in the golf cart should include two security guards or not.

Initial recommendations include not permitting agency workers to drive Eke Panuku vehicles and to ensure that security patrols in golf carts during the night and early morning patrols include two guards.

A further incident occurred in November when a security guard backed the golf cart into a vehicle. This incident was more minor in nature and therefore low risk.

29 October, Brigham Street (construction site) – Temporary fencing fell over in high wind.

During high wind, temporary fencing fell on Brigham Street. The fencing was reinstalled, and footings doubled. The fencing was also reconfigured to create more stability. The fencing has now been removed upon the completion of the project.

Notable low-risk events

- 10 October, 20 Kaka Street, Northcote (construction project) – Mini dumper rolled over.
A mini dumper rolled over after a contractor attempted to turn the dumper after offloading material. The dumper is a similar device to a mechanically driven wheelbarrow. There was very little risk of the dumper rolling over on to the operator, due to the position of the operator. The operator was able to lift the dumper back into position.
- 10 November, 2 Ormiston Street, Otara (Tenanted) – Scaffolding Yard.

An incident occurred in an Eke Panuku property where a large trifold door fell whilst the tenant attempted to open it. The door appeared to be insufficiently maintained, and the issue was compounded by the improvised nature of alterations that are believed to have occurred pre- Eke Panuku stewardship. The Tenant was responsible for full maintenance and management of the site. No injuries were sustained. The incident was rated low as Eke Panuku had little influence over the maintenance and control of the site. Had this been a site under the control of Eke Panuku, then this incident would have been rated higher.

Low-risk events

- Two medical events reported. Both events were outside Eke Panuku's influence or control.
 - One event occurred on a boat in Westhaven Marina, where a vessel owner suffered cardiac arrest. The Westhaven team responded. Unfortunately, the vessel owner later passed away. The Westhaven team received wellbeing support following the incident.
 - A tenant was found unresponsive in one of Eke Panuku's properties, after attempts to contact him. The tenant was taken to the hospital to get checked out.
- Member of the public fell from a scooter on a temporary bridge beside Bascule Bridge. Signs instructing people to dismount bikes and scooters were prominently displayed. The temporary bridge has now been removed.
- Two reports of loose material suspected to contain asbestos identified in Eke Panuku properties. Subsequent investigation revealed no asbestos present.

12. Public health, safety and wellbeing events

	Measure	Performance October	Performance November	Previous Month (September)
Public Realm	Security and Māori Warden observations	89	125	123
	Public Injuries	0	1	0
	Public incidents or observations	2	1	0

*Figure 3 - Public realm incident and observation table
Data provided for information purposes and are not key performance indicators as Eke Panuku has very little influence or control over the outcome of these events.*

Four public incidents were reported into Noggin, Eke Panuku's reporting system, in October and November.

The first incident occurred when two dockmasters responded to a person who was in trouble in the water below the harbour bridge. The incident was not a result of anything that Eke Panuku had influence or control over, however the actions of the Eke Panuku dockmasters potentially helped save the person's life. The two dockmasters were both recognised in the Eke Panuku CE awards.

The second incident related to an observation of dangerous driving on Westhaven drive. The Police were notified of the incident.

The third incident involved the theft of a vehicle in Westhaven Marina.

The fourth incident occurred on 25 November during a Christmas Parade in Avondale. A car provided by a sponsor coasted into a group of attendees. The incident was caused by engine failure. This resulted in an altercation where the driver and his children were attacked. The mechanical cause has not yet been established but the media did cover the story. Eke Panuku did not have any influence or control over this incident.

During October and November, 214 observations were raised by security guards and Māori Wardens. All the observations occurred in the public realm and were outside the direct influence or control of Eke Panuku. All issues were also reported through to other agents, responsible for dealing with the identified issues, such as NZ Police and emergency services, Auckland Transport and parking enforcement.

The security guards patrolled the waterfront seven days per week. The Māori wardens patrolled the waterfronts on Friday and Saturday nights.

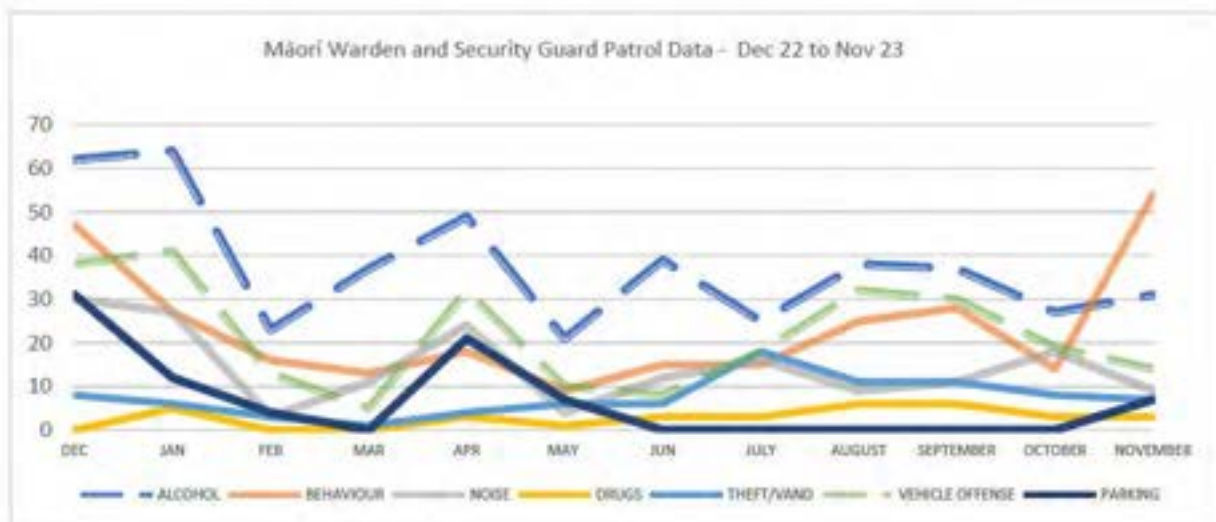


Figure 4 - Combined public observation data by category

The top three most common observations are highlighted below in Figure 5.

Rank	Issue	No. of observations
1	Behaviour	68
2	Alcohol	58
3	Vehicle	33

Figure 5 - Top three issues raised through Waterfront Patrols in October and November 2023

Ngā tāpirihanga | Attachments

No attachments

Information: Corporate Risk Register Report

Document author: Kingsha Changwai, Corporate Reporting and Risk Manager

December 2023

Whakarāpopototanga matua | Executive summary

1. The Corporate Risk Register was reviewed and updated by the ELT on 7 November.
2. The Corporate Risk Register was also presented to the Eke Panuku Audit Risk Committee (ARC) on 27 November for information.
3. This report covers significant changes to the Corporate Risk since the last Board review, largely around resources.
4. A copy of the Corporate Risk Register is included as attachment A of this report.

Matapaki | Discussion

Audit and Risk Committee (ARC) recommendation for the next ELT Corporate Risk Register review

5. The ARC recommended that as part of the February 2024 ELT review, the ELT consider the overarching risk of additional workload from council family new significant property related projects. This should include consideration of the impact on Eke Panuku's focus on delivering its urban regeneration programmes. Recent examples of significant / strategic projects include supporting the Auckland Recovery Office (ARO) in acquiring flood affected properties and the work on port precinct framework plan.

Enhanced wording of top risk.

6. We have reworded the top risk to "Lack of funding for credible urban regeneration programme", from prior wording "Inability to secure enough funding for future programmes". We acknowledge the constrained financial position of the council and that this can have an impact on the programmes, but emphasise that Eke Panuku needs a certain level of funding to deliver a credible programme of works. We have also updated the mitigations to reflect the LTP activities that contribute to achieving credible funding for the programmes.

Expanded the risk of inadequate change preparedness.

7. We expanded the risk on "inadequate change preparedness" to include changes to other CCOs and Council departments affecting Eke Panuku programme delivery. Prior risk wording only covered the review of shared services and the property management review that is led by the council and involves input from Eke Panuku.
8. The other CCOs' and Council departments, such as Healthy Waters, which we work closely with to support infrastructure changes in our locations, are also going through

change. Change in personnel in these organisations can impact our delivery momentum. Key mitigations identified include establishing contacts, building relationships with new staff and maintaining existing arrangements or agreements with other CCOs and council departments.

Two new risks were added to the corporate risk register.

The first is a new risk on development partners with existing development agreements, delaying development, until financial viability improves, due to current market conditions.

9. At the ARC meeting on 18 September, the ARC discussed the Mainzeal case in relation to director obligations in the context of development agreements. Some development agreements with longer settlement periods can expose Eke Panuku and the Council in terms of outcomes not being delivered or potential financial loss as a result of development partner failure.
10. The ELT assessed this risk and key mitigations. These include flexibility given to development partners, such as extended settlement and terms to reflect slower market conditions for the developer to achieve presales, funding and resource consent.
11. The ELT also discussed other controls such as due diligence in the partner selection process, working with partners which have an existing successful track record, development monitoring arrangements including development agreement clauses for return of land upon development partner default, and provision of sunset clauses in development agreements.
12. The ELT concluded that considering all the controls and mitigations in place, the likely risk is "development partners with existing development agreements delaying development until financial viability improves due to current market conditions", impacting timing of programme delivery. This risk has been included in the corporate risk register replacing the risk of development partner failure.
13. The risk assessment was also extended to include physical works contractor failure. The assessment noted that there is a small number of large physical works projects in the FY24 programme. These include Hobsonville Pumpstation, Westhaven Pile Berth development and the Opanuku Link. The risk to Eke Panuku of contractor failure is different from development partner failure. Contractor failure would result in project delay affecting our reputation and impact budgets via cost of restarting the project with a new contractor.
14. Controls considered when evaluating residual risk of contractor failure include:
 - Council pre-qualifying contractors/suppliers and due diligence during selection process.
 - Retention, 5% of contract value is held by the council.
 - Staged payments - Engineer monthly certificate of completion is reviewed by Eke Panuku's Quantity Surveyor before payment is made, 2 weeks in arrears. This lessens the impact of any losses.
15. It was assessed that the risk of physical works contractor failure is low, taking into account significant projects in the current programme and the impact of existing controls in place. This risk is not included in the corporate risk register. This risk will be reviewed again in the future.

The second risk on programme of acquiring storm damaged properties.

16. A new risk on "the programme of acquiring storm damaged properties putting pressure on existing resources and programmes" has been included in the corporate risk register. This is a new programme of work funded by council as part of the Auckland Recovery Plan. We are working closely with the Auckland Recovery Office (ARO) to clarify roles, activities, resourcing, and budgets. This new programme has high public interest, especially within affected communities. Communication with affected parties is to be led by the council ARO.

Updated mitigations on risk of structural failure of public assets

17. We have updated the controls to include Council's recently formed coastal assets team that will lead Shoreline Adaptation Plans for the Auckland region and interventions for the council group over the next 30+ years. This includes Seawalls, Wharves, and other coastal assets under Eke Panuku control, and coastal assets under other CCOs and Council departments. This work also covers the long-term effect of sea level rise and mitigations such as managed retreat and associated cost to the council group.

Climate change risk wording change.

The risk of " Eke Panuku does not adequately prepare to manage risks of climate change on its business" is wider than the previous risk wording allowed, focusing on climate standard and disclosures that has a shorter timeframe. The risk now covers how Eke Panuku integrates climate change in its business including managing climate risks and opportunities.

Updated mitigations on risk of extreme weather events disrupting business activities.

18. Work is progressing to improve Eke Panuku business continuity plans (BCPs) to minimise the impacts of acute and chronic weather events and incidents to business assets and activities. The Eke Panuku Crisis Management Team Plan and Corporate Business Continuity Plan have been refined to align with the memo and group guidance from the Auckland Emergency Management unit (AEM).
19. Work is also progressing with the Marina and Property Management team to improve response plans and standard operating procedures for hazard risks and incidents.
20. A report on the draft Corporate BCP (CBCP) and Crisis Management Team Plan (CMT Plan) was discussed by the Eke Panuku ARC 27 November 2023. The ARC provided feedback on adding guidance to the CMT plan on the trigger for communication with the Board during a crisis and recommendations on the CBCP such as alternate accommodation once we move to Auckland House. .
21. Work is progressing to improve Eke Panuku business continuity plans (BCPs) to minimise the impacts of acute and chronic weather events and incidents to business assets and activities.

Ngā tāpirihanga | Attachments

Attachment A - Eke Panuku Corporate risk register November 2023

Ref ID #		Risk Description and Cause	Impact	Risk Category	Current Assessment (Controlled)		Residual Rating		Risk Owner		
					Existing Mitigations		Consequence	Likelihood		Risk Score	Risk rating
					Review	Corporate Risk Register	Attachment A				
Date	November 2023										
Compiled by	Kingsha Changwai										
1	<p>Lack of funding for credible urban regeneration programme</p> <p>While support for an ongoing urban regeneration programme is included in the strategic direction for the LTP, the council group financial situation is challenging and this will require prioritisation and savings across the group. New budget requirements may mean that current programmes cannot be continued or new programmes developed.</p>	<ul style="list-style-type: none"> • Council does not support its growth strategy or leverage its investment in transport and other services • Opportunities in town centres are not unlocked for the private sector to deliver housing and commercial development • Current urban regeneration programmes are further delayed • Revenue from the sale of council property is not optimised • Greater intensification is not supported by local planning and investment • Amenity and prosperity of town centres continues to decline. • Council and Eke Panuku reputation are impacted. 	Delivery of Commitments	<ul style="list-style-type: none"> • Submissions we make to the LTP and engagement with the budget committee and council teams is well prepared, comprehensive and articulates the benefits of urban regeneration. • Clearly articulate the budget required to maintain a credible urban regeneration programme and how the benefits could be spread overtime, with new locations added as budget becomes available. • Take opportunities to showcase completed projects and the work that is underway. • Build awareness and understanding of why urban regeneration is a typical role of government and why, where and when intervention is required. 	4	3	12		Brenna		
2	<p>Inadequate change preparedness impacts on effectiveness of future service delivery models and our programme delivery momentum.</p> <p>Effectiveness of future delivery models - the work on shared services and property case does not achieve intended outcomes and efficiencies if rushed and not properly communicated to teams consistently and accurately. Factors that can have an impact include trade off between time, savings, cost and effectiveness of solutions. There could be conflicting views. This leaves an adverse impact on related staff, teams and effectiveness of future service delivery. (Shared services and Property case are led by Council).</p> <p>Impact on programme delivery momentum - Changes to other CCOs and Council department's key personnel can affect agreements or arrangements in place to progress regeneration in town centres.</p>	<ul style="list-style-type: none"> • Ineffective service model and future work, post change to make improvements • Loss of productivity • Inefficiencies/wastage • Staff morale and wellbeing • Time required to re-establish agreements or approaches and build relationships cause delays to projects and programmes 	Business Process	<p>Effectiveness of future delivery models:</p> <ul style="list-style-type: none"> • ELT and Board updates and awareness of options, including Board approval of future models <p>Workstream communications of issues:</p> <ul style="list-style-type: none"> • Clarity on decision points • Cases for change are reviewed at CE Forum and CFO Group Forum ensuring change proposal deliver outcomes and ensuring communication and change management. • Group Service Programme Lead • Staff timely communication and formal change management process. • Staged change implementation • Staff wellbeing mitigations. <p>Changes to other CCOs and council departments:</p> <ul style="list-style-type: none"> • Re-establish contacts and maintain existing agreements and arrangements with CCOs and council departments going through change to minimise impact on delivery momentum. 	4	3	12		Carl and Marian (Change support mitigation - Alaina)		

Ref ID #	Risk Description and Cause	Impact	Risk Category	Current Assessment (Controlled)				Residual Rating	Risk Owner
				Existing Mitigations					
3	<p>Longer time to attract development partners with capacity to meet Eke Panuku's outcomes, especially for town centre developments.</p> <p>Property market demand and supply is affected by economic factors such as higher inflation, cost of debt and tighter lending requirements. This impacts the delivery of future regeneration outcomes (new dwelling units) and asset sales targets.</p> <p>Developments going through Marketing stage or conditional contract negotiation, unconditional contract taking longer to achieve.</p>	<ul style="list-style-type: none"> Current market condition demand has impact on the delivery of the Asset Sales target. above sale. Increase cost of development making it less viable. Lower SOI and LTP asset sales targets for the council group. More difficult to meet investment requirements including outcomes. 	Delivery of Commitments	<ul style="list-style-type: none"> Extended settlement and terms to reflect slower market conditions for developer to achieve presales, funding and resource consent. Active engagement with potential and current development partners Ongoing feedback and relationship building - selection of development partners, annual research to understand partners' perceptions of Eke Panuku to address any issues Regular updating and review of divestment strategy - carefully chosen to suit market Monitoring and reviewing market conditions in respect of partnership opportunities with developers for mutually beneficial outcomes - anticipated 12-18 months rebalancing of the market Good developers will have greater choice of partner and available opportunities 	4	3	12		Allan Young
4	<p>Development partners with existing development agreements delaying development until financial viability improves due to current market conditions.</p> <p>Eke Panuku has existing development agreements with partners that can be affected by the property market slow down.</p> <p>Causes:</p> <ul style="list-style-type: none"> >Market conditions affect viability of the development. > Disagreement on outcome after unconditional sale/ mitigation is arbitration 	<ul style="list-style-type: none"> Slow property market affects development presales by developers. Increase borrowing and increase cost of debt affects viability of developments Development partner default on debt payments Not meeting the current SOI Asset sales target for June 2024. Delay in delivering outcomes or delivering reduced outcomes. 	Financial	<ul style="list-style-type: none"> Development monitoring and enforcement of development agreement terms and conditions, and extending settlement period. Policy and process for selecting development partners including due diligence Development negotiation process (including arbitration) Development partner due diligence at partner selection process and Eke Panuku working with certain development partners with track record. DA terms - Eke Panuku taking land back after partner breach of agreement and loss of partner deposit. For multistage developments, there are rights of cancellation if milestones or sunset dates are not met, settling the land in stages on separate titles as development progresses. Eke Panuku keeping performance bond for delay in delivery, and the development partner still has to complete the development. Tripartite agreement terms and conditions. Lender screening process, some reliance is placed on lender's tighter screening of development partners under the current environment when seeking finance and the property title does not pass until funding is approved. Development monitoring meetings, we can view publicly available information, for example with listed entities and request information. Monthly PSG monitoring, covering when developments commencement and monitoring development programme 	4	3	12		Allan Young

Ref ID #	Risk Description and Cause	Impact	Risk Category	Current Assessment (Controlled)		Residual Rating		Risk Owner	
				Existing Mitigations	Consequence	Likelihood	Risk Score		Risk rating
5	Structural failure of public assets such as wharves and seawalls due to the age, asset wear and tear; impact of weather or hazard events and poor asset information to inform decisions.	<ul style="list-style-type: none"> • Serious injury • Poor reputation • Legal consequences • Financial, increase cost of maintenance 	Assets	<ul style="list-style-type: none"> • Programme of condition surveys will be undertaken on a cyclical basis to ensure currency of data/information. Note: Onehunga Wharf survey completed, Queens Wharf and Silo-6/7 in progress. (Part of condition surveys by specialists) • Ongoing, structural and engineering reviews/ assessments are undertaken as needed. • Queens Wharf facilities close to end of design life. Functional life extended via condition surveys and asset maintenance and renewal programme. • [REDACTED] • [REDACTED] • [REDACTED] • [REDACTED] • Asset management plans, funded maintenance and renewals programme. • Working with the new Council Coastal assets team who is leading Shoreline Adaptation Plans for the Auckland region and interventions for the council group over the following 30+ years. This includes Seawalls, Wharves and other assets. • Register of Earthquake Prone buildings and programme being developed. Working with Auckland Council Earthquake Prone Building team. 	4	3	12		Marian Webb
6	Pressure of unbudgeted new work Unbudgeted work arising from our external environment, such as changes in political direction, priorities and partnerships, Council or government- led projects/ activities, policy or legislative changes. This impacts Eke Panuku resources, priorities and ability to deliver agreed programmes. Anticipated new work included in the Corporate Business Plan and increases in scope due to external influences.	<ul style="list-style-type: none"> • Impact on reputation with stakeholders or communities. If unable to manage new work or delays to other work; or if the new work is perceived to be outside current role/mandate • Stakeholder pressures do not reduce even though budgets are reduced • Work delays and rephasing. • Future programme and funding model may not be satisfactorily resolved, due to other council priorities and workload pressures • Staff wellbeing and higher stress levels including loss of focus 	Delivery of Commitments	<ul style="list-style-type: none"> • Corporate Business Plan Environmental scan as part of business planning - visibility, as far as possible of what is coming. Watching brief of key changes. • New work identified in the Letter of Expectation to go via project planning process including resource and budget assessment, prioritisation and Corporate Business Plan and programme approval. • LTP work with the council on future regeneration programme and funding model. • Ensure consistent and aligned responses to requests via Mayoral office and council • Full review of Eke Panuku programme in FY23 ahead as part of the LTP process. • Staff wellbeing measures and actions (see mitigations under Staff Wellbeing Risk) 	3	4	12		Brenna Waghorn
7	New programme of acquiring storm damaged properties puts pressure on existing resources and programmes. This is a new programme of work funded by council as part of the Auckland Recovery Plan. >Council dependencies e.g. decisions., information we rely on. >Contractor capacity and performance >Lack of structured process and programme coordination.	<ul style="list-style-type: none"> • Significant work required to complete acquisitions • Sensitive issue with affected communities and high reputation risk • Timing is critical due to frustrated property owners • Clarity on our role and nature of activity needed • Potential impact on external resources • Impact on reputation due to time taken to reach agreement. 	Delivery of Commitments	<ul style="list-style-type: none"> • Working closely with the Auckland Recovery Office (ARO) to clarify roles, activities/ programme, resourcing and budgets. • Communication with affected parties to be led by the ARO. • Council plan and key decisions. • Legal and delegations to EP (Work is progressing). • Clarity on role and activities as part of Council project (Work is progressing). • Budget and resources - budgeted for external and additional internal resource. It is going to be resourced via external consultants with internal oversight, who will respond to the ARO • Optional/ Voluntary process - it must be noted that this is an "optional process", voluntary from the homeowner's perspective. • All communications is via the ARO. 	3	4	12		Allan Young

Ref ID #	Risk Description and Cause	Impact	Risk Category	Current Assessment (Controlled)				Residual Rating				Risk Owner
				Existing Mitigations				Consequence	Likelihood	Risk Score	Risk rating	
8	<p>Staff wellbeing</p> <p>Increasing pressure on staff wellbeing due to stretched resources, change proposals, health issues and personal circumstances resulting from higher cost of living (e.g. mortgage interest rates) and storm events. Also scrutiny by public on staff e.g. public meetings</p>	<ul style="list-style-type: none"> Individual stress caused by higher cost of living Staff burn out Personal impacts of financial stress on mental and physical health Potentially higher sick leave Loss of productivity Loss of staff Higher underlying stress levels Winter may bring a higher number of infections Threat to staff engagement results from ongoing changes Uncertain future - lack of council direction/ communications. 	Operational Capability	<ul style="list-style-type: none"> Wellbeing actions in the Health Safety & Wellbeing Plan Year 2 Staff feedback from Engagement surveys and resultant action planning started Staff one on one meetings and leave monitoring. Increased use of 'Instep' and other support services Promotion of mental health awareness More training on stress management for line managers Management support for staff at public meetings Conflict management training Promoting Council's total benefits scheme Promoting resilience training Proactive focus on staff wellbeing by ELT and Hautu People Leaders Better overall programme planning and prioritisation decisions Hybrid working arrangement to ease travelling and transition concerns Wellness working group established and strategy being developed Financial wellbeing Webinar 	3	3	9		Carl Gosbee			
9	<p>The ability to attract and retain talent</p> <p>The competitive labour market makes it challenging to attract and retain talent.</p> <p>Negative media coverage of changes at the council group and budget challenges impacts the council group employment brand. Also there is limited budget availability to meet market salaries and its hard to stay competitive.</p>	<ul style="list-style-type: none"> Disruption to programme delivery Employment brand is impacted by publicised changes to CCOs, Boards, management and budgets. Difficulty recruiting staff with required skills Time and cost of employing new staff Expectation around salary increases at review time Internal inequality of salaries Staff leaving for stability, better opportunities and benefits Loss of intellectual knowledge 	Skills and Knowledge	<ul style="list-style-type: none"> Initiatives to improve retention include staff engagement survey and feedback Initiatives to improve employee experience; total rewards and continued focus on organisational culture. Continue to promote Eke Panuku unique identity and EVP through updated job adverts, social media posts, videos, internal and external comms etc. Ongoing focus on leadership development and other learning and development opportunities - ensuring development plans in place Regular all-of-staff communications such as CE Updates and all staff newsletter. Continued review of induction process Active social club - New activities being introduced Talent and succession planning Wellbeing support for staff including financial wellbeing webinar 	3	3	9		Alaina Cutfield			
10	<p>Delivery of programmes, including infrastructure, on time, cost, quality and to expectations</p> <p>The effective conversion of strategic outcomes into well-defined packages of work that can be reliably delivered to achieve programme outcomes in line with scope, time and budget parameters in a rapidly changing economic environment affecting council group funding and finances. Also delays to projects in the programmes due to health issues.</p>	<ul style="list-style-type: none"> Not achieving Priority location outcomes. Not meeting scheduled / expected delivery dates. Negative impact on Eke Panuku's reputation and loss of trust with stakeholders. Reduced scope or components of projects. 	Delivery of Commitments	<ul style="list-style-type: none"> Due diligence and monitoring. Building a culture of achieving delivery outcomes. Improved quality of overall planning, reliable project pipeline and enhanced programme and project management monitoring. Consolidated Centre of Excellence in procurement and project management. Developing people capability through Community of Practice, training, and sharing of lessons learnt. Prioritisation resulting from more careful planning Focus on programme and projects external dependency management (heightened because of financial constraints in the LTP and change). Issues like the Three water change (or change cancellation) affecting Healthy Waters and Watercare needs monitoring. Improved governance reporting through PSG including quarterly review. Improved standards, documentation and processes to ensure fit for purpose enabling work process. Smart procurement Better utilisation of internal resources and contractors and new Sentient Resources Module roll-out Enhancing requirement for project scheduling to support project planning and training. Inflight project reviews to enhance efficiencies 	3	3	9		Ian Wheeler			

Ref ID #	Risk Description and Cause	Impact	Risk Category	Current Assessment (Controlled)				Residual Rating	Risk Owner
				Existing Mitigations					
11	<p>Cyber attack on computer systems</p> <p>Cyber attack on council's servers from external agencies, increase in phishing emails and texts especially at senior management level.</p>	<ul style="list-style-type: none"> • Restriction of access to information on servers • Loss of data • Inconvenience and downtime • Cost of recovery • Temporary loss of productivity • Breach of proprietary information. 	Information Management	<ul style="list-style-type: none"> • Cyber security under the control of Auckland Council • Very high levels of security and firewalls • Back up server sites • Cyber - Self Insurance Fund • Cyber security training during induction • Phishing awareness exercises run through Council IT team • Continued work by Council ICT team on security measures • Business continuity plan 	3	3	9		Carl Gosbee
Sustainability / Climate Change									
12	<p>Eke Panuku does not adequately prepare for and manage the risks of climate change on its business.</p> <p>Climate change means Auckland will face increasing extreme weather events, drought, sea level rise, more hotter days and more days of heavy rainfall.</p> <p>Auckland Council is committed to</p> <ul style="list-style-type: none"> • reducing our greenhouse gas emissions by 50 per cent by 2030 and achieve net zero emissions by 2050. • adapting to the impacts of climate change by ensuring we plan for the changes we face under our current emissions pathway. <p>Auckland Council is increasing its expectations of CCOs in relation to setting climate change targets, governance, risk assessment and reporting. The council group has to comply to Climate Standard 1 (CS1) issued by the External Standards Board or XRB by 30 June 2024.</p> <p>In relation to the managed portfolio, we have delegated authority to manage and plan for these assets on behalf of council. We are responsible for assessing climate risks and mitigations and undertaking appropriate actions, advising council where necessary.</p>	<ul style="list-style-type: none"> • Property and assets are damaged. • Increased costs, but inadequate funding for asset renewal, maintenance and repair • Potential for stranded assets – we need to retain and operate but they have climate risks. • Services are disrupted, e.g. marinas, business tenants. • Development projects are delayed • Capital delivery projects are delayed • Capital delivery projects cost more in terms of resilient design. • Events and placemaking are disrupted making it harder to test ideas and build community engagement and support. • Eke Panuku fails to meet shareholder, community and government expectations, to play a leadership role in demonstrating low carbon and climate resilient development • Carbon reductions targets missed and toitu status downgraded from carbon reduce to measurement only. • Membership of Climate Leaders Coalition may be forfeited. • Fail to implement or sufficiently address the climate reporting requirements. 	Environment (Natural and Built)	<ul style="list-style-type: none"> • We have adopted a climate change strategy, performance standards for residential, commercial and mixed-use development and sustainable design guidance for our capital projects, and sustainable procurement targets (supporting waste minimisation and supplier diversity) consistent with our role in leading urban regeneration on behalf of council. Our key impact is enabling intensification of housing around transport nodes. Policy setting will be kept under review. <p>Understanding risk:</p> <ul style="list-style-type: none"> • Working with council to understand impacts from recent flooding and cyclones to incorporate into our planning. • Working with the new Council Coastal assets team that is taking the lead on Shoreline Adaptation Plans for the Auckland region and interventions for the council group. • Specifically identifying climate risks in our asset management planning and undertaking preliminary climate risk assessments • Site-specific climate change mitigations to be considered in asset management plans and improvements. • Participating in council-led work on climate risk, reporting including on Climate standard 1 (CS1) issues and compliance by standard application date June 2024. • Developing an Eke Panuku action plan to comply with External Standards Board (XRB) requirements within the Auckland Council Group context. • Continuing to build awareness through staff engagement in climate-related programmes e.g. Future Fit, Auckland Bike Challenge. • Measuring and reducing our corporate emissions, through the delivery of initiatives around staff travel, waste minimisation and energy use. • Input into the Council led Auckland Council Group Climate change strategy and performance measures and targets. Meeting our climate change targets or share of climate change targets. 	3	3	9		Brenna Waghorn & Marian Webb
13	<p>Extreme weather events disrupting development, property and marina management activities.</p> <p>The greater frequency of extreme weather events leads to increased risk of serious damage to property and land, and a revised use of land for development / regeneration.</p>	<ul style="list-style-type: none"> • Damage to property and land • Repair costs and lost income • Significant value loss to land due to change of use from vulnerability or inability to insure, and associated reputational risks 	Environment (Natural and Built)	<ul style="list-style-type: none"> • Business continuity plans • Stormwater assessment, a mandatory requirement for projects. • Further work progressing with the Council Group on risk assessment relating to more frequent and severe weather events that will affect assets (sites) and activities such as properties in flood prone areas. • Partnering with developers to achieve beneficial outcomes to mitigate impacts from flooding and inundation. • Response maintenance contracts and renewal contracts for damaged properties. • Insurance cover for properties. • BCPs and alignment with CDEM. • Learnings/ experience from sites affected by inundation and flooding, including diligent research of developmental areas. 	3	3	9		Marian Webb/ Allan Young

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

	5					
	4			6,7		
	3			8,9, 10,11,12 13.	1, 2,3,4,5	
	2					
	1					
		1	2	3	4	5
		Consequence				

Decision paper: Te Ara Tukutuku Vision and Framework

Author: Fiona Knox (Priority Location Director - City Centre Major Projects) Julie Crabb (Project Manager), Bridget Law (Landscape Architect)

December 2023

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. approve Te Ara Tukutuku Vision
- b. note Te Ara Tukutuku Framework Plan.

Whakarāpopototanga matua | Executive summary

1. Te Ara Tukutuku is laying the foundation for the next stage of development on Wynyard Point. This includes 5ha of resilient, climate adaptive public spaces and laneways, that will support up to 69,000m² gross floor area of marine, commercial and residential development.
2. This paper and attachments provide the:
 - a. Vision for Te Ara Tukutuku for the Board's approval, this will inform the Concept Design phase
 - b. Supporting Framework Plan that details the thinking and approach to regenerating Wynyard Point over time.
3. Eke Panuku has been working with the design consortium Toi Waihanga and mana whenua on the evolution of Te Ara Tukutuku documentation and approach since August 2022.
4. The Vision and Framework phase took place over February to October 2023. Alongside partnership with mana whenua, our process has included key stakeholder engagement.
5. Public engagement on the Vision was launched in mid October and ran until the 26th of November. The feedback received from the public has been very positive around the themes of the work to date and the vision for the space and its evolution over time.
6. The Vision document focuses on proposals for the public realm and infrastructure required to form the future development sites. The Vision document establishes a project approach of 'Heal, Form, Cultivate'. These are the important stages to enhance the mauri of our whenua and moana and to guide the high level staging of our work. Healing first, is the philosophy of ensuring that the contamination on the site is contained.
7. The Framework document is a live document that will be updated throughout the design process. It supports the Vision by providing the detailed considerations and technical

requirements which enable further design development. The document details the interface and necessary connections required to service the proposed development sites. The Framework Plan also outlines the approach to the different zones of open spaces that respond to the existing site condition and are designed to provide a variety of spatial character, microclimates, and diversity of experiences.

8. The Concept Design phase will commence in early December and is expected to be completed in the first quarter of 2024, with stakeholder and public engagement to follow. This phase will initially focus on the technical requirements for consenting to enable the 'Heal' process to commence followed by further design development of the public realm and infrastructure to support mixed use development.
9. Early works focused on contamination and remediation can start onsite late 2024, in the earthworks season, with site remediation and demolition. The stages for Te Ara Tukutuku will be planned over multiple years to suit Council and Eke Panuku budgets. A road-stopping process has been initiated with Auckland Transport to close the northern end of Hamer Street to restrict access and enable early works on the public space to begin.
10. The Vision and Framework phase is a major milestone for this project. Mana Whenua representatives from the working group will be invited to the Board meeting to reflect on the process to date and the opportunity for the next phase.

Horopaki | Context

11. Te Ara Tukutuku is the name gifted to the project by Mana Whenua. Te Ara Tukutuku is a metaphor for the binding of the land and the sea and provides an elegant link between the domains of Tangaroa (the ocean) and Papatūānuku (Mother Earth).
12. The journey to design and to open up the next stage of Wynyard Quarter began three years ago, with the development of Te Ara Tukutuku Plan led by Eke Panuku in conjunction with Auckland Council whanau, the Waitemata Local Board and key stakeholders. Much of our work has focused on building relationships and our understanding of people, place and projects needed to support the next stage of regeneration.
13. During the development of Te Ara Tukutuku Plan, workshops were held with the Eke Panuku Board. There was a particular focus on the feedback from the international design panel process in December 2020 and the response to height and the character of development next to the water's edge. Te Ara Tukutuku Plan and technical work was used to inform the Board and subsequent submission to Auckland Council regarding the National Policy Statement – Urban Development and the outcomes required for Wynyard Quarter.
14. In October 2021, the Eke Panuku Mana Whenua Governance Forum endorsed Te Ara Tukutuku Plan and in February 2022 the plan was endorsed by the Eke Panuku Board. In February 2022 we presented to a Planning Committee workshop.
15. Toi Waihangā, the design consortium, was appointed in August 2022 to deliver the public realm design. The consortium includes Landlab, landscape architecture, Warren and Mahoney, architecture, Mott MacDonald, regenerative design, Stellar Projects, engagement and consultation, Fresh Concept, place and activation, BECA, engineering and SCAPE, a New York based landscape architecture firm.

16. Eke Panuku, Mana Whenua and Toi Waihanga have participated in weekly co-design hui that have involved discussion, learning and listening. In December 2022 Toi Waihanga completed the Discovery and Interpretation document. This formed the reverse brief for the public realm design and introduces the Regenerative Approach to Te Ara Tukutuku.
17. Over February to October 2023, we have been working on the Vision and Framework documentation. These documents respond to the key issues identified in Te Ara Tukutuku Plan, set the design vision, cultural narratives, and spatial arrangement for the open space. These documents detail the interface and necessary connections required to service the proposed development sites.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
02/2022 Eke Panuku Board	Te Ara Tukutuku Plan	Precinct plan endorsed by the board
23/08/2023 Eke Panuku Board workshop	Vision and Framework draft	Eke Panuku Board received the vision and framework draft and endorsed continued work on the design vision and more detailed engagement on the Vision and Framework documentation

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

18. The project is being continually tested and developed through the on-going design process and engagement. The Discovery and Interpretation phase formed the reverse brief for the public realm design by reviewing and responding to the issues identified in Te Ara Tukutuku plan.
19. The Vision and Framework has evolved the findings in the discovery phase and through the engagement process. This will be tested in detail through the concept design phase.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

20. Funding for the project is through the Long-Term Plan (LTP). Eke Panuku has been deliberate in our approach to prioritise the public realm ahead of the mixed-use development and we have indicated this through the previous Long-Term Plan and through our Eke Panuku capital prioritisation process.
21. Te Ara Tukutuku Plan 2021 indicated a staging approach and cost estimates. In 2021, as part of the LTP process, we indicated \$302m would be required for the full development, of which \$102m was secured in the 2021-2031 Long-Term Plan.
22. FY21-FY24 actuals and forecasted spend is \$12.884m. To date \$5.1m has covered preparation for the Plan Change process, early site investigations, Discovery and Interpretation Phase and Vision and Framework Phase, and our mana whenua

collaboration. The remaining \$7.784M will cover the on-going Plan Change process, further site investigations, Concept Design and consenting for physical works to commence in October 2024.

23. In the next LTP FY24-34, which is subject to council approval, \$117m has been allocated for Te Ara Tukutuku. In light of the Council’s financial position and the impact on Eke Panuku budget, we have revised the capex phasing. From FY25-FY31 we are expecting to spend \$67m and then \$50m FY32-34.
24. This means that the project will take longer to deliver than the originally anticipated 10-15 years. We will continue to review if funding becomes available within Eke Panuku budgets and will be ready to accelerate if the opportunity to do so arises.
25. Alongside the costs, the financial benefits of this project in the form of revenue from site sales are indicative at this early stage and amount to approximately \$44m for the headland sites. (Indicative Business Case August 2022).
26. Over the Vision and Framework phase we have updated the assumptions on staging, led by the Heal, Form and Cultivate approach. An updated overall cost estimate for implementing the Vision and Framework has been completed. This is estimated to be \$320m. This figure includes:
 - a. site investigation, demolition of existing infrastructure and underground services and site remediation
 - b. seawall upgrades and earthworks for coastal resilience
 - c. wharf improvements
 - d. new infrastructure to support the mixed-use development and public realm amenity
 - e. buildings for the new open space as well as site activation, project hub, nursery
 - f. consultancy fees.
27. The Vision and Framework phase sets a clear direction for the project. The work to date has achieved more than originally expected in terms of the detail of the documentation and approach. This work has enabled us to have a clearer view on staging and constructability and the capex spend alignment with the Heal, Form and Cultivate stages.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

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

Risk	Mitigation
Access to funding may impede progress over the long term.	Continually reviewing costs against funding available at key milestones and understanding project stages that can be slowed down.
The site is contaminated and needs to be managed appropriately.	Shell has a legal obligation to remediate the petrochemicals they are responsible for before they are released of their obligations.

	The process and methodology for healing the site beyond the Shell remediation is being investigated and will occur before public activation.
Unable to maintain a positive relationship with mana whenua through the co-design process	Understanding capacity of mana whenua and prioritising programme based on their availability. Nurturing relationships to ensure everyone's expectations are aligned.
Stakeholder expectations are very high for this project and process	Regular engagement so stakeholders are aware of the approach, process and outcomes being proposed, and expectations are managed realistically.

Tauākī whakaaweawe Māori | Māori impacts

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

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

32. The Vision and Framework approach has been tested with TAG, Councillors, Waitemātā Local Board, City Centre Residents Groups, Wynyard Quarter Residents and Businesses. This philosophy and our process and approach has generally been well received to date. We will seek feedback from the Auckland City Centre Advisory Panel in the Concept Design phase.
33. Public engagement for the Vision and Framework phase commenced with the Wynyard Quarter Neighbours forum and continued over November with the following activities:
 - a. Wynyard Quarter Neighbours forum introduced the Vision to local residents and businesses and included an interactive feedback session.
 - b. Eke Panuku website update with the Vision documentation supported by an AKL Have Your Say that is online open feedback for everyone to participate.
 - c. Public drop-in sessions at the Karanga Kiosk throughout November.
34. The public were invited to share feedback via virtual post it notes on the AKL Have your say site. 121 individual ideas were submitted and a total of 26 comments were made on these ideas. 503 'likes' were posted, and the predominant themes were around

- a. supporting recreational activities and creating a beautiful inner city nature space and connecting with nature.
 - b. supporting ongoing guardianship – leading through mātauranga Māori, educational activities and partnering with community organisations to activate the space with cultural and natural environment programmes, volunteering, education, events etc.
 - c. supporting the creation of different types of spaces for events – from small to large
 - d. Access and safety: ensuring connectivity with transport modes.
35. Ideas around the scale of built form ranged from creating a building for the public facing uses, creating a stadium for sporting events or keeping the headland free of any built form other than the park.
36. We are setting up an approach that builds community through testing, learning and physical design. The Concept design phase will diver deeper into engagement with stakeholders and the public as the work progresses.

Tauākī whakaaweawe āhuarangi | Environment and Climate change impacts

37. A Site Remediation strategy has been prepared to support the Vision and Framework. This establishes the project assumptions and recommendations to take forward and integrate in design development of Te Ara Tukutuku as it relates to sea level rise, sea wall strengthening, contamination, stormwater, and wharf refurbishment.
38. Site investigations have been conducted over the last six months to inform the methodology for the Heal process and support the resource consents for enabling works.

Ngā koringa ā-muri | Next steps

39. Toi Waihanga will draw from the engagement material with the public. Feedback will be collated into themes to inform the Concept Design phase.
40. Technical work required to inform the methodology for the ‘Healing’ process and supporting resource consents.
41. The design of each of the open space zones and infrastructure to support four mixed-use development sites will be developed.
42. On-going site activation and education activities will be held over summer to inform the community of the project approach and next steps.

Ngā tāpirihanga | Attachments

Attachment A – Te Ara Tukutuku Vision Document

Attachment B – Te Ara Tukutuku Framework Document

December 2023

Ngā kaihaina | Signatories

Gyles Bendall, GM Design & Place

Ian Wheeler, Chief Operating Officer

David Rankin, Chief Executive

Te Ara Tukutuku Vision Document

For_ Eke Panuku
Issue_ Te Ara Tukutuku - Vision + Framework
Date_ 27.10.2023
Published_ Toi Waihanga
Version_ 003

Mihimihi

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

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

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

Background

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

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

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

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

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

Toi Waihanga comprises LandLAB, Warren and Mahoney, Mott MacDonald (supported by DONE), Stellar Projects, BECA, Fresh Concept, and landscape architecture firm SCAPE, Morphum Environmental, Tataki Ltd (marine Science), URU Whakaaro.

We acknowledge the time, effort and goodwill that has been invested to date from the Iwi Mana Whenua o Tāmaki Makaurau Working Group, which comprises Te Ākitai Waiohū, Ngaati Whanaunga, Te Patukirikiri, Ngāti Whātua Ōrākei, Ngāi Tai ki Tāmaki, Ngāti Maru, Ngāti Tamaterā and Ngaati Te Ata Waiohū.

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

Te Ara Tukutuku_

The project name Te Ara Tukutuku has been gifted by Iwi Mana Whenua o Tāmaki Makaurau.

(source: 2021 Te Ara Tukutuku Plan)

Te Ara Tukutuku is a name used for waka ramps. These were used mainly in places where the ground was rocky or highly elevated.

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

Furthermore, awa (streams) such as Tunamaui acted as corridors and canoe ramps to Tangaroa and, as such, become an extension of the name, Te Ara Tukutuku.

This entire precinct was utilised as a large scale fish processing plant. Waka (canoes) were continuously dragged in and out of the water after fishing at Mangōnui, Te Ōnewa and Mahurangi.

The fish and sharks were scaled, gutted, and processed for winter at Te Kōranga, not far from Te Tō.

Purpose of This Document_

The purpose of this Vision document is to translate the Project Brief, which comprises Cultural, Emotional, Functional, Environmental and Procedural requirements into a vision for the future of Te Ara Tukutuku.

The document considers how the project evolves over time; now, during the remediation process and when Te Ara Tukutuku is beginning to thrive.

Supporting the project vision is the 'Framework Document' which captures detailed consideration of technical site challenges and remediation methodologies to support the vision and to enable further design development, refinement and testing in future design phases.

The content within this document is intended for further engagement and will continue to respond to valuable input from stakeholders and communities who seek to enhance the vitality and mauri of Te Ara Tukutuku and Te Waitematā.

An aerial photograph of the Te Ara Tukutuku area in Auckland, New Zealand. The image shows a residential neighborhood with numerous houses and buildings, situated along a waterfront. In the background, the Auckland city skyline is visible, including the Sky Tower. The water of the harbor is in the foreground, with several sailboats. The entire image has a blue tint.

Te Ara Tukutuku

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Document Control_		
Rev.	Date_	Purpose_
001	16/06/2023	Vision + Framework - Draft Issue
002	09/10/2023	Vision + Framework Document Issue
003	27/10/2023	Vision Document Issue

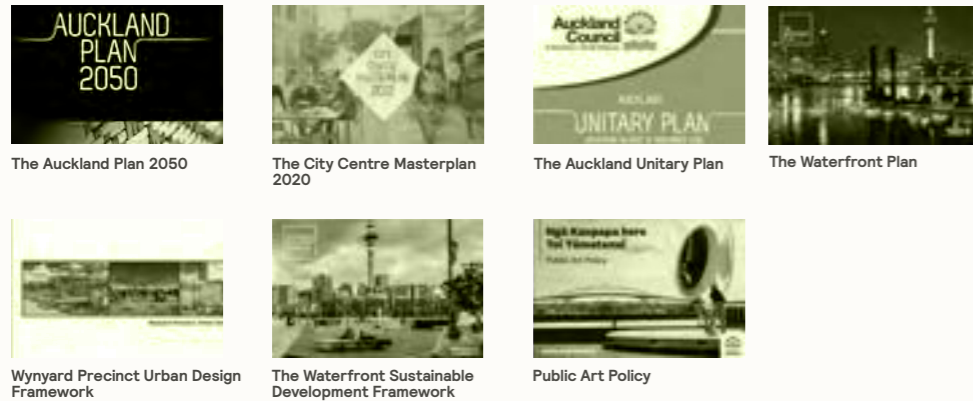
Planning Framework_

There have been a number of strategic documents developed by Auckland Council (pre-2010) that have, through wide consultation, gathered views and articulated desired outcomes for the waterfront. For example,

Waterfront Vision 2040, a document produced jointly by the former Auckland Regional Council and Auckland City Council involved extensive consultation. The draft Waterfront Vision, released in December 2005, informed the planning work for the Wynyard Quarter Plan Change.

Strong support was established for better public access to and along the waterfront and protection of the waterfront's character, including the existing marine and fishing industries, improved accessibility and safety, and more open spaces and activities.

After the formation of Auckland Council in 2010 further strategic documents were produced, reflecting the direction of the new council and the council-controlled organisations.



Te Ara Tukutuku Document Whakapapa

A series of documents set out the strategic and planning context for Te Ara Tukutuku. This Vision document is informed by the following pieces of work. This document hekp to set the trajectory of the project and become reference documents for the design.



Te Ara Tukutuku Plan
Wynyard Point
The guiding document for this work, and for Wynyard Quarter's next stage of regeneration is Te Ara Tukutuku Plan.
Te Ara Tukutuku Plan sets out the first steps towards achieving this bold vision for the future of Te Ara Tukutuku. It hones our plans together with Mana Whenua aspirations and proposes how we might provide for the future of our city (source: Te Ara Tukutuku Plan by Eke Panuku).

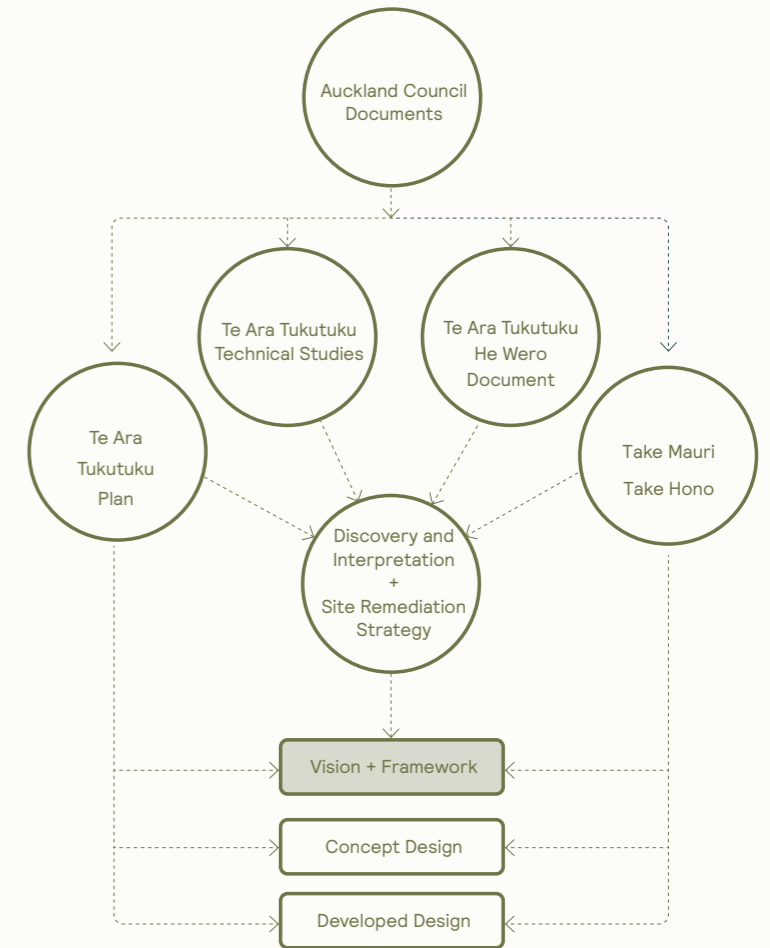
Te Ara Tukutuku - He Wero (Eke Panuku)
The design vision was a process recommended by TAG (the Eke Panuku independent design review panel, the Technical Advisory Group).
The intention was to build on the technical work of Te Ara Tukutuku Plan, that had been prepared in partnership with Mana Whenua during 2020-2021, with a focus on creative, conceptual design for Te Ara Tukutuku. He Wero was noted and acknowledged but not supported by Iwi Mana Whenua o Tāmaki Makaurau as part of the design trajectory.

Te Ara Tukutuku Technical Studies (Eke Panuku)
This document is a guide to the delivery of public open space and development for most of Te Ara Tukutuku.
The purpose is to provide a summary of the background technical material that has formed the thinking for the Te Ara Tukutuku Plan.

Ngā Iwi Mana Whenua o Tāmaki Makaurau Te Ara Tukutuku - Take Mauri Take Hono.
Te Ara Tukutuku is a cultural health framework developed by and for Iwi Mana Whenua o Tāmaki Makaurau with support from Eke Panuku.
This framework provides Mana Whenua aspirations, values, principles, outcomes and maatauranga Māori as a living document.

Te Ara Tukutuku Discovery and Interpretation Document
This is a reverse brief document. The purpose of the discovery and interpretation phase is to... see, hear and understand what this place is, in a way that... is collaborative, inclusive and honors the valuable work done to date.
So that...we can move forward with a collective vision, aspirations and clear kaupapa as they relate to culture, emotion, function, environment, and procedure for the nested systems (headland, streets, wharf, coastline and architecture) of Te Ara Tukutuku.

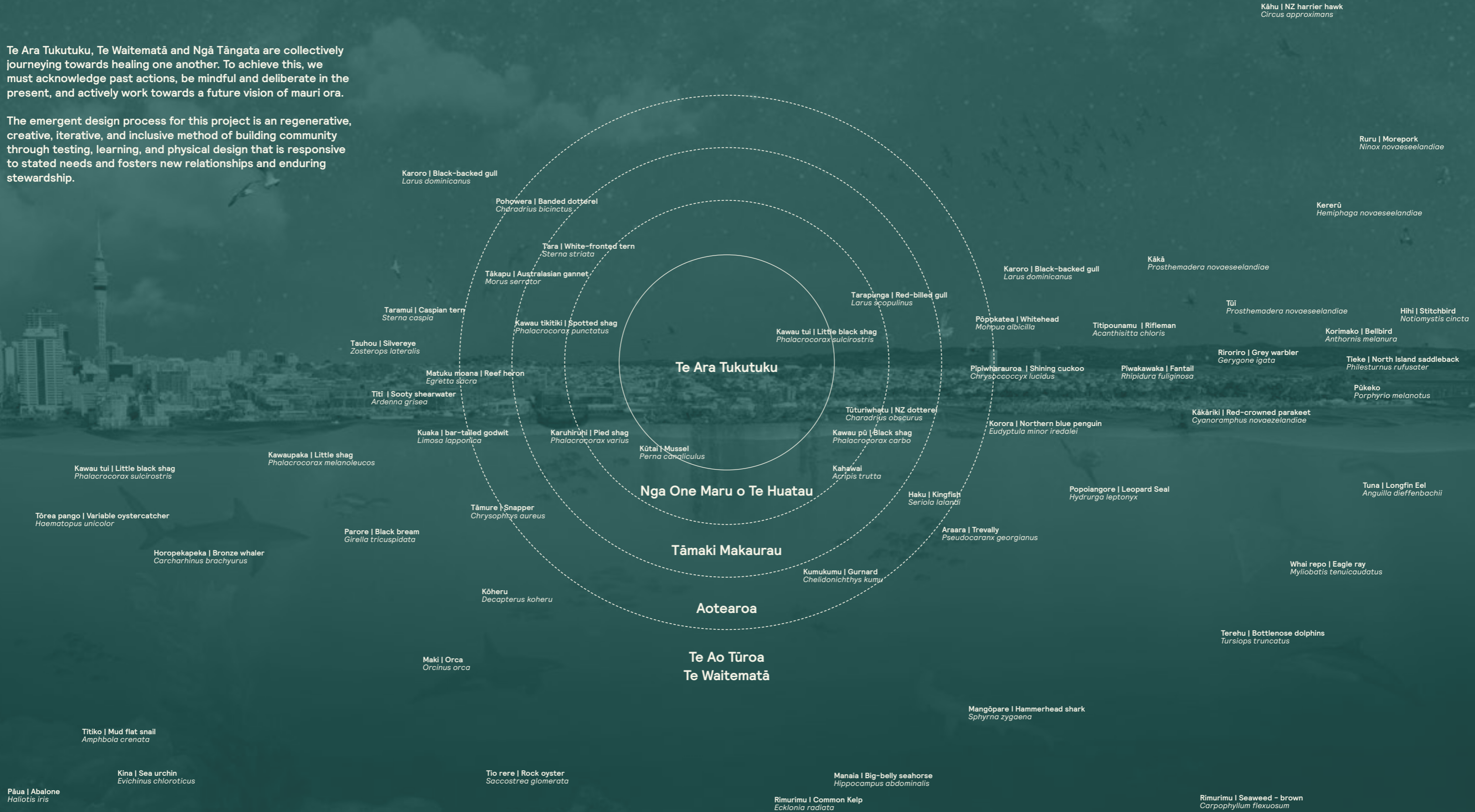
Te Ara Tukutuku Site Remediation Strategy
The purpose of this document is to develop a Remediation Strategy to establish the project assumptions, baseline parameters, and recommendations to take forward in the cohesive and integrated design development of Te Ara Tukutuku. This relates to sea level rise, coastal resilience, sea wall strengthening, contamination, stormwater, and wharf refurbishment.



Regenerative Journey_

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

The emergent design process for this project is an regenerative, creative, iterative, and inclusive method of building community through testing, learning, and physical design that is responsive to stated needs and fosters new relationships and enduring stewardship.



Past - Mauri tū/ora (vibrant with life essence)

Present - Mauri tītaha (unbalanced)

Future - Mauri tū/ora (vibrant with life essence)

Collective Journey_

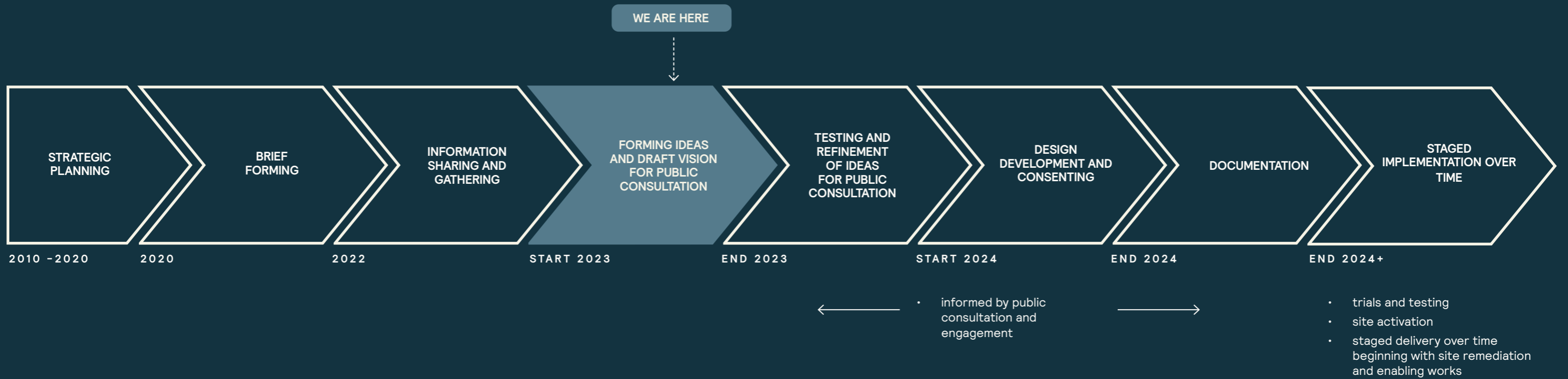
The emergent design process is characterised by radical listening, design iteration, and healing through a culturally-led, place-sourced, and regenerative lens. 'Ehara tāku toa i te toa takitahi, engari he toa takitini - my strength is not as an individual, but as a collective.'



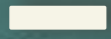
Design Timeline_

Where We Are Now_

In reimagining Te Ara Tukutuku as a space for everyone, the engagement process has focussed on regenerative co-design with Mana Whenua, advancing our understanding of the site's technical challenges, and early conversations with key stakeholders. Indicative timeline as follows:



Site Context and Place



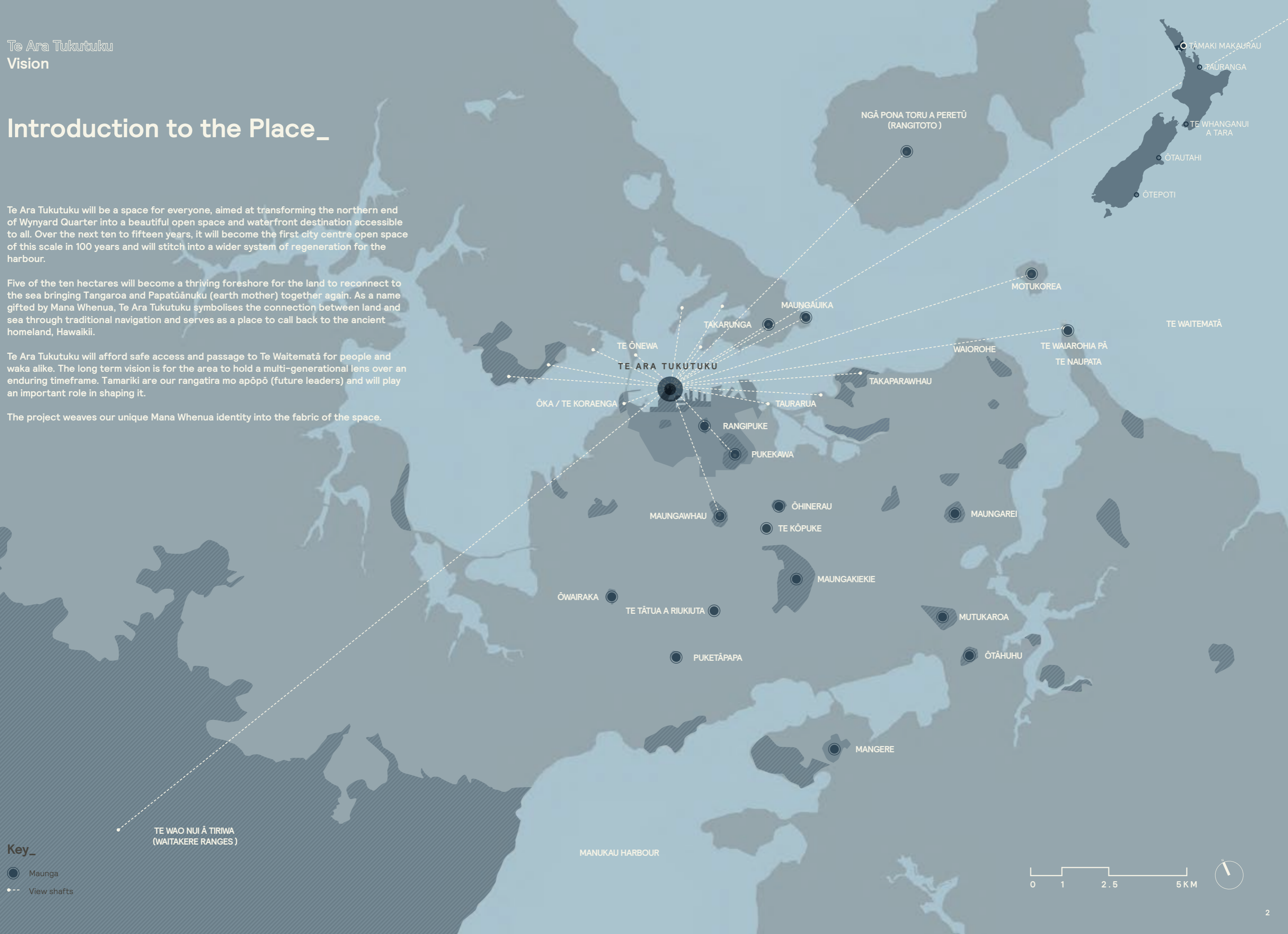
Introduction to the Place_

Te Ara Tukutuku will be a space for everyone, aimed at transforming the northern end of Wynyard Quarter into a beautiful open space and waterfront destination accessible to all. Over the next ten to fifteen years, it will become the first city centre open space of this scale in 100 years and will stitch into a wider system of regeneration for the harbour.

Five of the ten hectares will become a thriving foreshore for the land to reconnect to the sea bringing Tangaroa and Papatūānuku (earth mother) together again. As a name gifted by Mana Whenua, Te Ara Tukutuku symbolises the connection between land and sea through traditional navigation and serves as a place to call back to the ancient homeland, Hawaiiki.

Te Ara Tukutuku will afford safe access and passage to Te Waitematā for people and waka alike. The long term vision is for the area to hold a multi-generational lens over an enduring timeframe. Tamariki are our rangatira mo apōpō (future leaders) and will play an important role in shaping it.

The project weaves our unique Mana Whenua identity into the fabric of the space.



Key_

- Maunga
- View shafts

TE WAO NUI Ā TIRIWA
(WAITAKERE RANGES)

MANUKAU HARBOUR

0 1 2.5 5 KM



Original Foreshore + Headlands_

The original shoreline in Tāmaki Makaurau has changed dramatically since the reclamation began in the 19th and 20th centuries. There were numerous pā sites that were strategically located on headlands and dispersed along the coastline. These pā have been modified, altered and lost to the development of the waterfront.



Key_

- Headlands / Maunga
- Open Space

Original Shoreline_

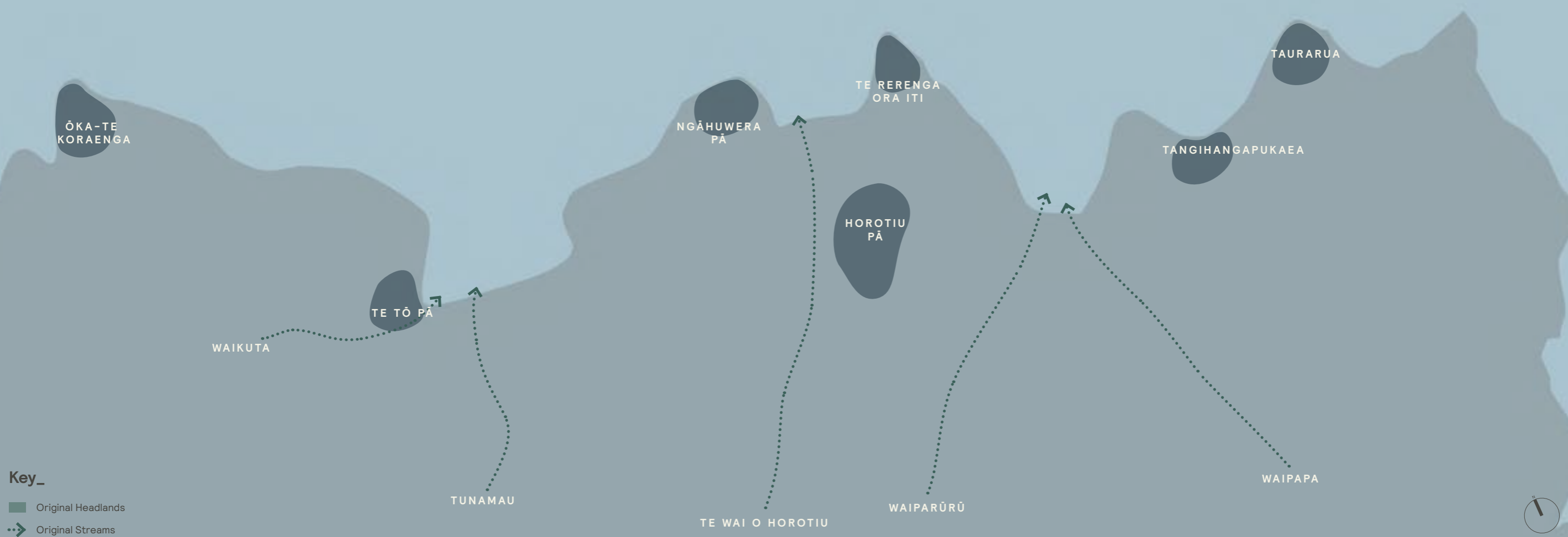
The original landscape of the waterfront pre-reclamation was prized for access to the sea and harbour, sandy beaches, rocky cliffs and mudflats, abundance of resources in the area and freshwater streams. Te Waitematā was previously a plentiful harbour for harvesting kai moana, and the sheltered bays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



Looking east along Te Waitematā Harbour 1861



Te Waitematā Harbour from Freemans Bay 1880



Key_

- Original Headlands
- Original Streams

Reclamation / Industry_

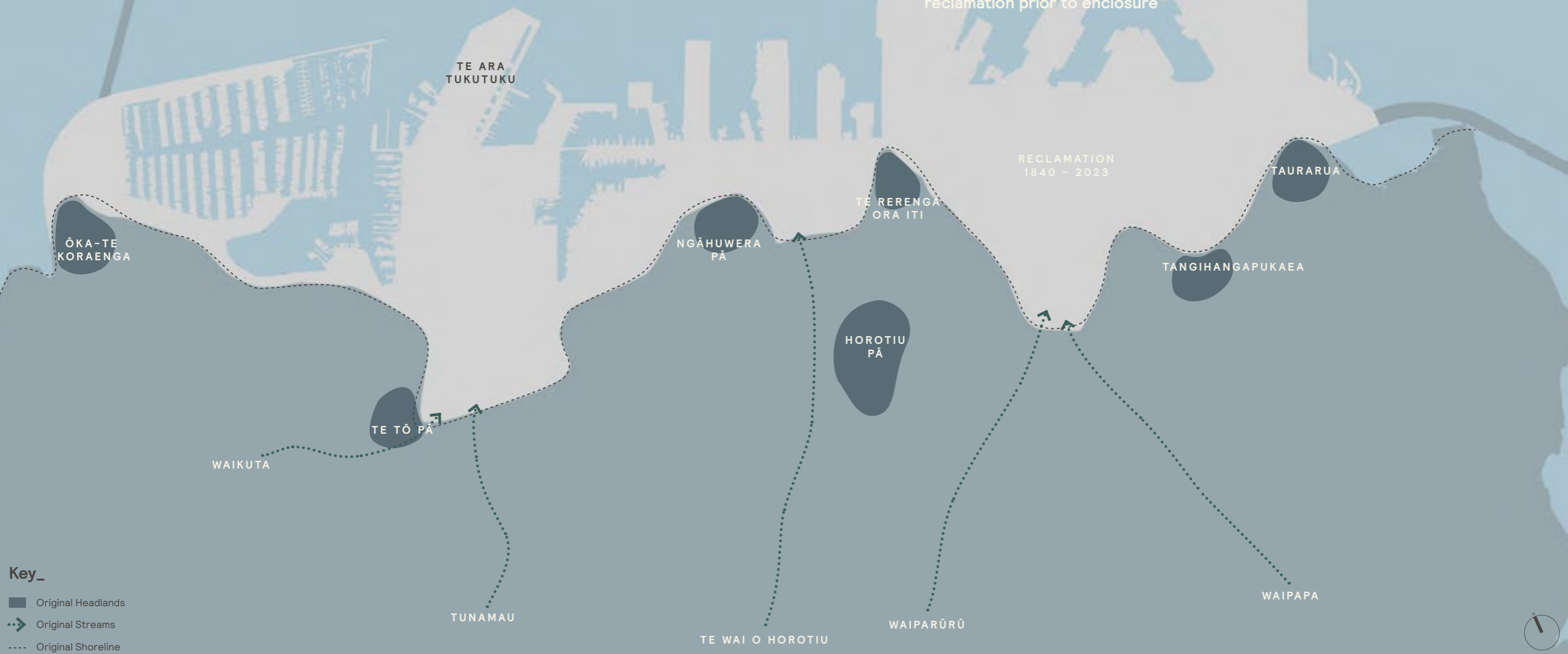
Te Ara Tukutuku is located within the original realm of Tangaroa and Te Waitematā. The land was incrementally reclaimed from Te Waitematā Harbour over the last century, and has served industrial purposes for most of that time which has contributed to the contamination of the site.



Historic photo of the western reclamation prior to enclosure



Aerial photo of the Gas Tanks



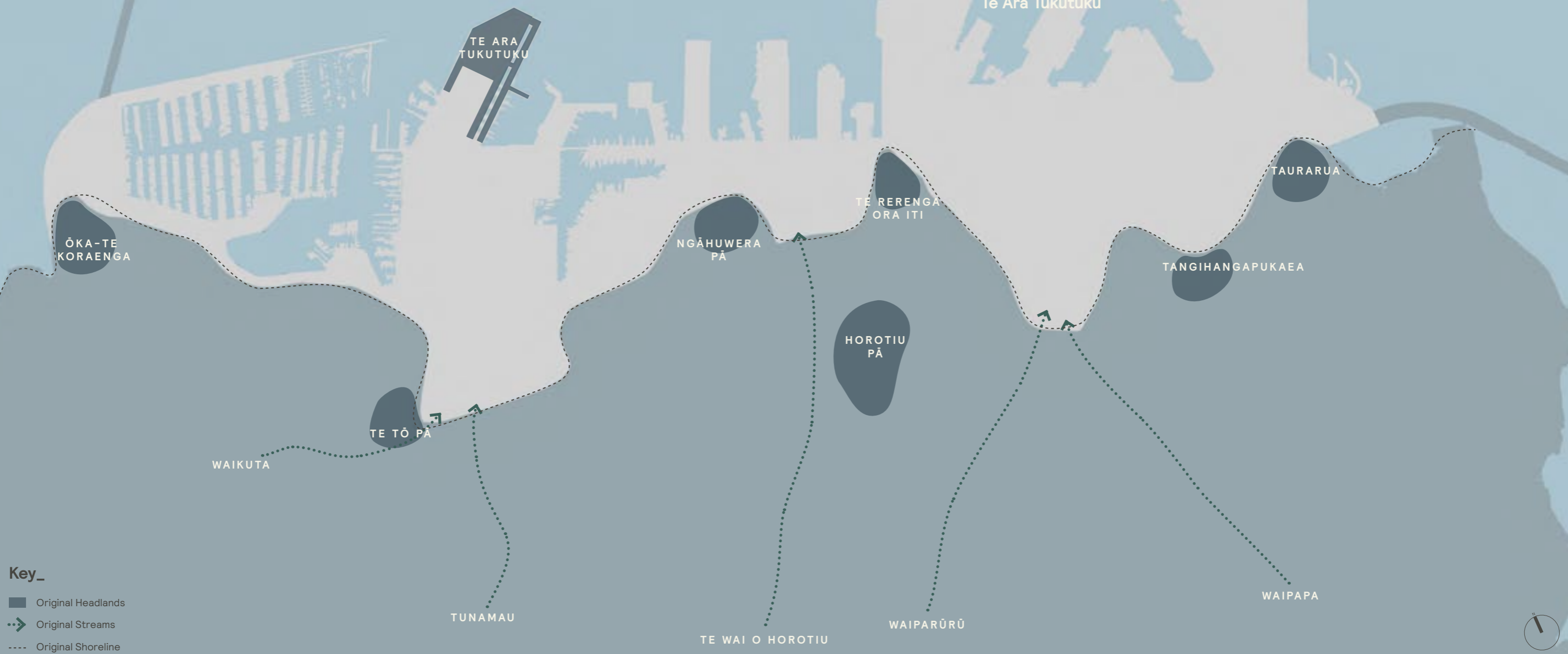
- Key_**
- Original Headlands
 - Original Streams
 - Original Shoreline

Current_

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



Current remediation works underway at Te Ara Tukutuku



Key_

- Original Headlands
- Original Streams
- Original Shoreline

Wider Harbour + Headlands + Parks_

Te Ara Tukutuku offers a new type of public space for the central city - one which is located on the edge of the harbour, complimenting the wider network of inland parks and waterfront events spaces such as the central wharves.

Te Ara Tukutuku will be a space for everyone, aimed at transforming into a beautiful open space and waterfront destination. Over the ten to fifteen years, it will become the first city centre open space of this scale in 100 years and will be woven into a wider system of regeneration for the harbour.



Key_

- | | | | | | |
|----|-----------------|----|-----------------|------|---------------------|
| 01 | Silo Park | 07 | Eastern Viaduct | 13 | Takutai Square |
| 02 | Tank Park | 08 | Waitematā Plaza | 14 | St Patricks Square |
| 03 | Amey Daldy Park | 09 | Market Square | 15 | Westhaven Promenade |
| 04 | Ūranga Plaza | 10 | Te Wananga | 16 | Harbour Bridge Park |
| 05 | Karanga Plaza | 11 | Te Komititanga | ---- | Original Shoreline |
| 06 | Te Wero Island | 12 | Queens Wharf | | |

Existing Site Constraints

01 Contaminated Site

The Wynyard Quarter area has had a long history of contaminative land uses including a portion of the material used for its original reclamation and bulk fuel storage for most of the last 100 years.

Gasworks wastes present in the reclamation fill (predominantly below the mean high water line) containing PAHs, Phenols, and a range of heavy metals including cyanide. Note these types of contaminants are difficult to 'eliminate'.

There is a risk of asbestos within the shallow soils as a result of historical pipes, and building materials.

02 Contaminated Marine Sediment

The area between Wynyard Wharf and eastern sea wall contains areas of contaminated marine sediment that has been deposited between the wharf bunds over time. Extent to be confirmed through site investigations.

03 Ground Water Leaching

Waste materials have been demonstrated to migrate in contact with groundwater and leech into the harbour.

04 Western Sea Wall

Western section extends over a length of approximately 235m, from the SeaLink facility northward. The concrete gravity wall appears to be in moderate condition while the condition of the shallow revetment ranges from moderate to poor. A section of the seawall at the southern end has been replaced with a new pile and concrete panel seawall as part of SeaLink works for the 36th America's Cup (AC36) project. The western sea wall profile (2.0m high) and large toe offers ecological enhancement and access to water opportunities.

05 Wynyard Wharf

Wynyard Wharf is 19m wide reinforced concrete structure with concrete deck slabs 175mm to 250mm thick and concrete piles 450mm square, offset 15m from the eastern seawall. Constructed from 1921.

Southern section of wharf repaired under AC36 works. No further work required for 10-15 years. This wharf can support heavy vehicles and light weight structures.

Due to their age the northern section of wharf is in variable condition and requires repair work in the next 5 years plus longer term strengthening works to extend their life and to support public realm use.



Vision

—

This section distils a deeply founded and complex project narrative and principles into a concise design rationale and project vision.



Te Ara Tukutuku Narrative_

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

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

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

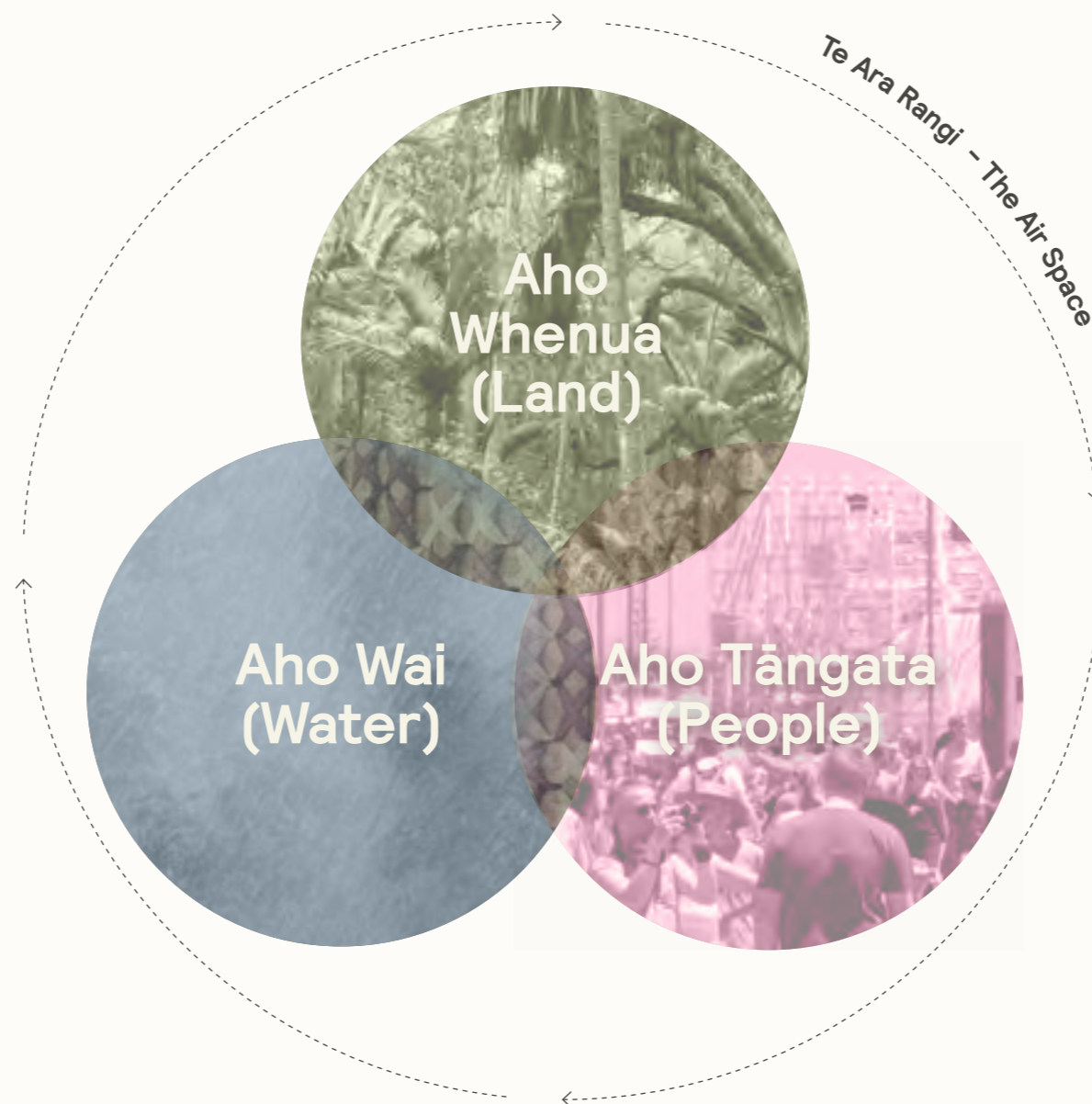
It begins by healing a contaminated and reclaimed former petro-chemical site to regenerate and enhance the mauri of the area. Te Ara Tukutuku forms a varied and responsive topography that establishes resilient eco systems and nature based programs that consider air, wind and light conditions. It enables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

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

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

Remove all noxious gaseous pollutants linked to contaminated land, preventing their release into the atmosphere.
Urban form to consider and mitigate wind tunnels and sheltered zones within the ngahere to provide refuge both for tāngata and plants.

Land + Water + People_



Te Ara Tukutuku is the enhancement of mauri through the restoration of land, water, people and the interaction and flow between these.

Aho Whenua (Land)

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

Aho Wai (Water)

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

Aho Tāngata (People)

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

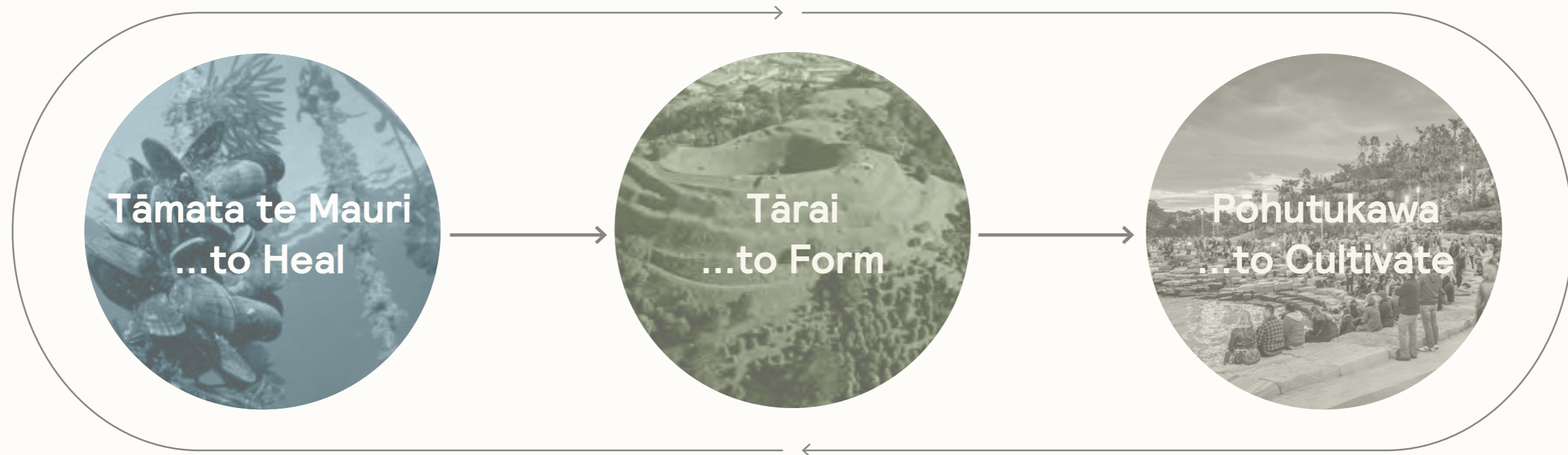
Te Ara Rangi (The Air Space)

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

Process_

The approach is to enable the emergence of Te Ara Tukutuku through a process of healing, forming, and cultivating. We merge maatauranga Māori, culture, infrastructure, and design to foster and perpetuate practices that create a thriving open space reconnecting land, water, and people. Working with Iwi Mana Whenua o Tāmaki Makaurau an alternative perspective of this process can be described as Tāmata te Mauri, Tārai and Pōhutukawa. These are not direct translations of Heal, Form, Cultivate. Rather, they provide deeper meanings and layers associated with the processes and overarching narratives.

Regenerate and Enhance the Mauri



Heal - Initiate the healing process by transitioning from an industrial past and reinstating a living, interconnected system that improves the health of the whenua (land), wai (water), moana (sea), and tāngata (people). The kaupapa is a catalyst for change that will contribute to maatauranga led restoration of the headland to become Te Ara Tukutuku. Beginning and ending with karakia, our work starts with healing a contaminated and reclaimed former petro-chemical site.

Tāmata te Mauri - hei tiaki te taiao

We remember the original landscape that was a flooded valley and is now Te Waitematā, to acknowledge its origins and reinstate a living and interconnected system that brings health and wellbeing to Te Ara Tukutuku.

Form - A sophisticated topography and coastal edge shapes diverse open spaces and experiences. Transforming Te Ara Tukutuku into a thriving and resilient ecological landscape that supports wellbeing.

Tārai - to design, shape and carve hoe and waka. Tārai is used as a metaphor to describe how the spaces will be shaped and inform the identity of each place.

Cultivate - The cultivation of new experiences, Te Ara Tukutuku will be a new destination and space for Tāmaki Makaurau that provides a wide range of nature based experiences within an urban context.

There are two ways to describe Pōhutukawa:

The rising of Pōhutukawa symbolises a time of reflection, for our tūpuna and especially our loved ones who have passed in the year gone by. This time encourages us to acknowledge and reflect on the past and their contribution to our lives.

How much, and when the Pōhutukawa flowers each year, is a visual indicator of the rhythms of te taiao and a reminder of ancestral practices.

Known for its strength and availability, the wood of the Pōhutukawa was carved into hoe.

Now / Soon / Eventually_

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

These are three diagrams to illustrate the change over time, They are not staging plans.



Now (over next 2-3 years)

Heal and transition from the industrial past.

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



Soon (5 years+/-)

Forming of the site through initial establishment, remediation and coastal resiliency works.

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



Eventually (10+ years)

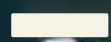
Nurture the emergence of living coastal landscape system and integrated development.

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

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

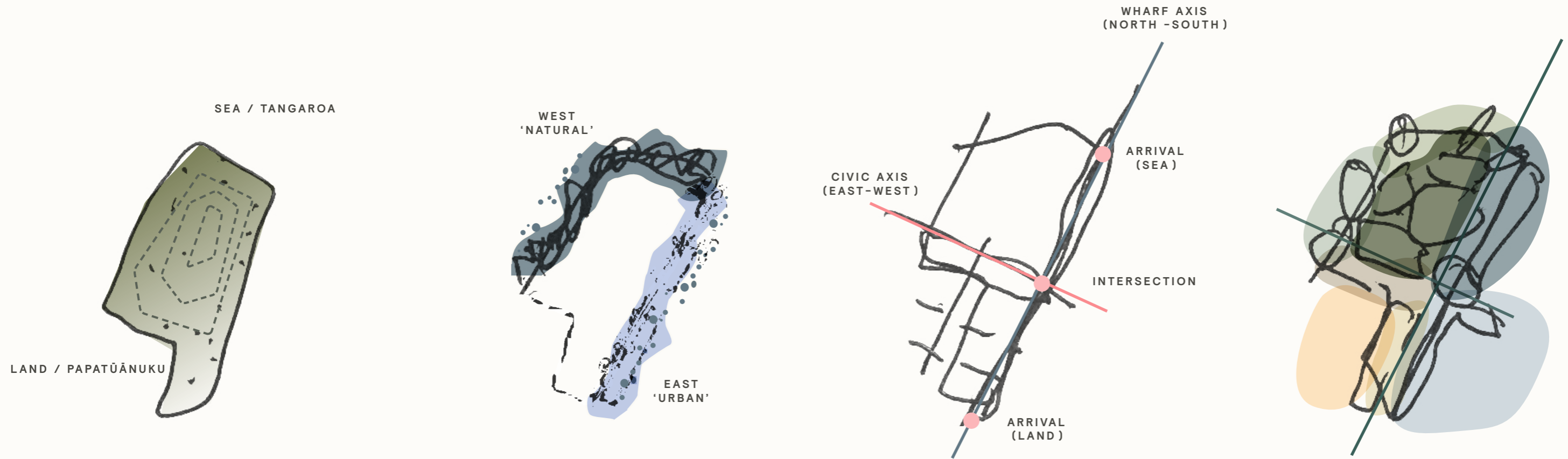


Spatial Strategy



Key Moves_

Four spatial moves that inform the organisation of Headland open spaces.



001 Headland

Symbolically re-establish a headland landscape that responds to Te Waitematā and the wider harbour to reimagine and reference the formerly 'lost' headlands. The Headland reads as a single cohesive landform at the scale of the city/harbour but defines a range of spaces and experiences.

Embody the land to sea transect supporting and contributing to the existing urban and highly programmed context transitioning to a more natural/secluded/wild.

Connecting to Silo Park and Daldy Street Linear Park to be experienced as one cohesive and connected open space network.

002 Coastal Edge

Create resilience and climate adaptation through shoreline habitat and marine ecology restoration driven by a more urban and formal eastern edge and natural western edge conditions. Capture and filter stormwater run-off through nature based green infrastructure.

Creating new water's edge access, spaces and experiences and monitor the contribution to the restoration of Te Waitematā.

003 Urban Stitch

Stitch the Wynyard and Headland via the north-south Wynyard Wharf Axis as an industrial/urban experience and journey that contrasts with the space - connecting the main arrival points of land and sea.

Add the east-west Civic Axis connecting the east and west harbour edges as a threshold between the headland space and development sites and the focal point for people and activity.

Connect the Streets and Lanes grid (Hamer and Lanes) to support Access + Movement.

004 Program + Activate / Zones

Four notional quadrants organised around the Wharf and Civic axis, forming interconnected and overlapping landscape 'zones' each with a distinct design intent and purpose providing rich and episodic experiences.

Program and activation of these spaces with an episodic network of experiences and activities that range from ecological + immersive to active + urban connected by a network of walking circuits and connections.

Hoe Narrative_

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

001 Te Tinana

The body or main part of the hoe.

002 Te Rapa

The blade of the paddle, often including carvings.

003 Te Ūnga

A landing place or berth for tying up waka.

004 Te Mata

The face or the surface of the hoe.

005 Pōhutukawa

The headland face where waterways lead up to higher ground.

006 Te Āwhiowhio

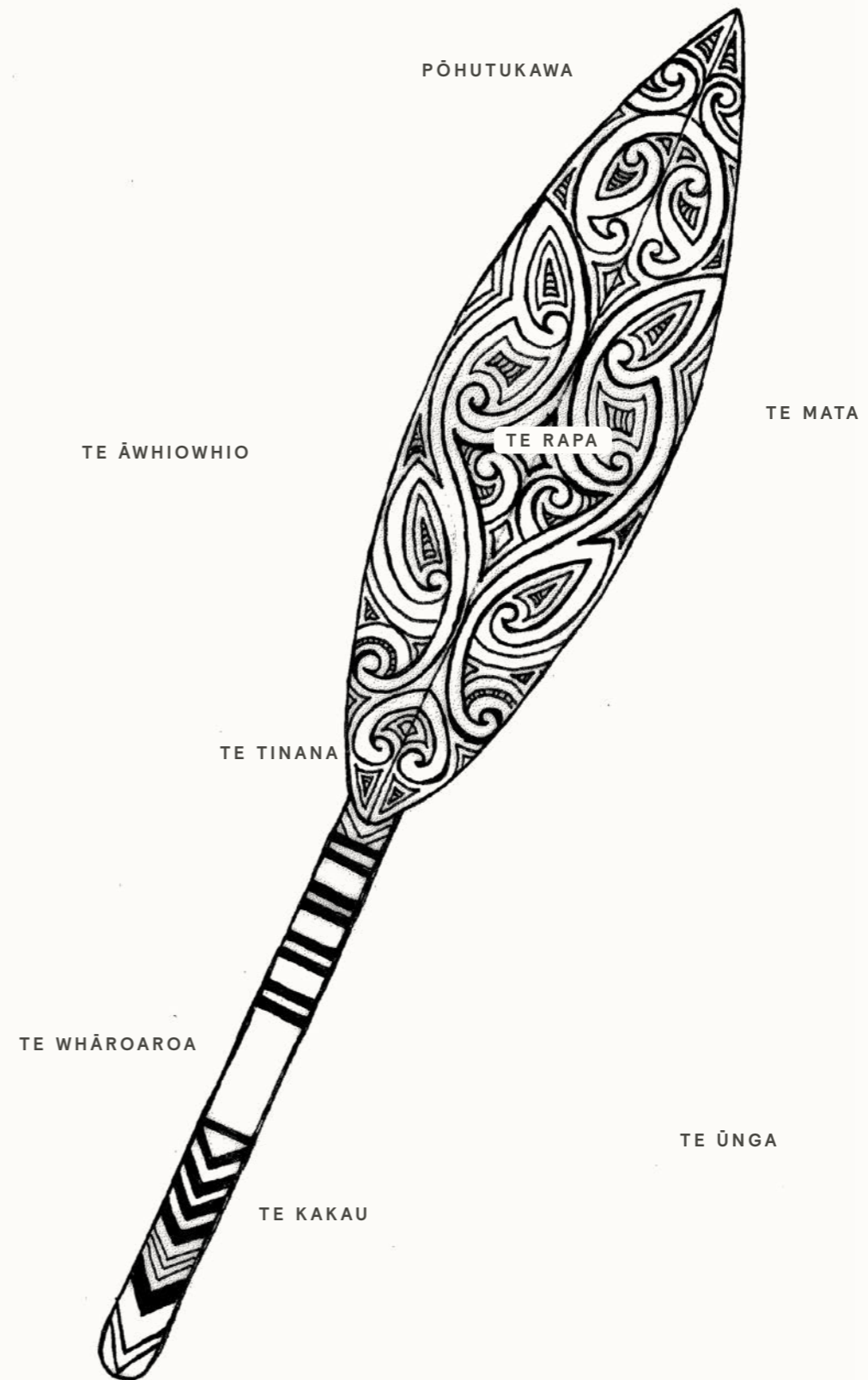
The curved blade of the paddle and the whirlpool eddies generated as the paddle cuts through water.

007 Te Kakau

The handle of the hoe.

008 Te Whāroaroa

The distance or extent. The road entrance to Te Ara Tukutuku.



Open Space Zones_

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

001 Te Tinana / Plaza

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

002 Te Rapa / Headland Open Space

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

003 Te Ūnga / Jellicoe Harbour

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

004 Te Mata / Marine Restoration Zone

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

005 Pōhutukawa / Coastal Walk

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

006 Te Āwhiowhio / Coves

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

007 Te Kakau / Linear Open Space

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

008 Te Whāroaroa / Streets & Lanes

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



Vision Plan_

Key Components_

Te Uru Tukutuku

The nursery, a grove where restoration of mauri is initiated and seedlings acclimatise for the multi-generational journey of restoration.

Te Koinga

The tip of the paddle, the point of impact of the hoe to the water.

Whare Waka

A flexible multiuse building / structure housing waka overlooking the harbour and linked to the water via the tidal steps and ramp.

Community Facility

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

Tidal Stairs/Waka Ramp

An hybrid urban/ecological water access experience, oriented towards the city. Provides water access for waka activities, can accommodate festivals, and ceremonies.



TE KOINGA / 'TIP'

PŌHUTUKAWA / COASTAL WALK

TE ĀWHIOWHIO / COVES

TE RAPA / HEADLAND
OPEN SPACE

TE MATA /
MARINE RESTORATION ZONE

TE URU TUKUTUKU /
NURSERY

COMMUNITY
FACILITY

TE TINANA / PLAZA

TIDAL STAIRS /
WAKA RAMP

WHARE WAKA

HALSEY WHARF

TE WHAROAROA /
STREETS & LANES

TE ŪNGA / JELlicOE
HARBOUR

MARINE
INDUSTRY

TE KAKAU / LINEAR
OPEN SPACE

VIADUCT
EVENTS
CENTRE

SILO PARK

ENTRY

NORTH WHARF

TE WERO

PLAYGROUND

JELlicOE STREET

Te Koinga / 'Tip' _

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



'Pōhutukawa' / Coastal Walk

A new resilient coastal edge experience that moves through a diverse seashore habitat and loops out into Te Waitematā with connections views towards Upper Harbour, Waitākere Ranges, and the Hauraki Gulf.



Kuaka | bar-tailed godwit
Limosa lapponica

Kawaupaka | Little shag
Phalacrocorax melanoleucos



Horokaka | Maori Ice Plant
Disphyma australe



Weka
Gallinallus australis

Moko kākāriki | green gecko
Naultinus grayii

Tōrea | Oystercatcher
Haematopus unicolor

Oioi
Apodasmia similis

Taupata
Coprosma repens

Pōhutukawa
Metrosideros excelsa

Karoro | Black-backed gull
Larus dominicanus

Taramui | Caspian tern
Sterna caspia

Kererū
Hemiphaga novaeseelandiae

Hihi | Stitchbird
Notiomystis cincta

Pipiharauroa | Shining cuckoo
Chrysocolaptes lucidus

Kākāriki | Red
Cyanoramphus novaeseelandiae

Tauhōu | Silvereye
Zosterops lateralis

Tūi
Prosthemadera novaeseelandiae

Tiekē | North Island saddleback
Philesturnus rufusater

Pohowera | Banded dotterel
Charadrius bicinctus

Toetoe
Austroderia splendens

Remuremu
Selliera radicans

Mingimingi
Coprosma propinqua

Tuatara
Sphenodon punctatus

Tarapunga | Red-billed gull
Larus scopulinus

Te Āwhiowhio / Coves_

An immersive and dynamic waterfront experience, providing instances of exploration and discovery where visitors engage directly with the water and the natural environment.



Karoro | Black-backed gull
Larus dominicanus

Taramui | Caspian tern
Sterna caspia

Tarapunga | Red-billed gull
Larus scopulinus

Kawau pū | Black shag
Phalacrocorax carbo

Tawa
Beilschmiedia tawa

Tairire
Beilschmiedia tarairi

Pōhutukawa
Metrosideros excelsa

Matuku moana | Reef heron
Egretta sacra

Koromiko
Veronica salicifolia

Titi | Sooty Shearwater
Ardenna grisea

Pinātoro/wharengārara
Pimelea prostrata

Taupata
Coprosma repens

Coastal immortality grass
Austrostipa stipoides

Mikoikoi
Libertia ixioides

Summary_

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

Te Ara Tukutuku is:

- The first city centre open space of this scale in 100 years
- Co-designed with Iwi Mana Whenua o Tāmaki Makaurau
- This project is founded on regenerating the environment
- The site is reclaimed and heavily contaminated land
- Establishes a new open space Tikanga (practice and behaviour)
- Place based, not event driven
- Multi-generational outlook
- Emerges and delivered over time
- Requires a new way of doing things
- Challenges past and current and design paradigms

Vision Summary_



Now: Beginning the Healing Process_

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

Site instigations, testing and trialling and educational programming has begun onsite.



Kōrero



Marine Trials



Specialist Workshops



Bio Remediation



Nursery
Hikoi



Site
Investigations



Environmental
Monitoring

QUESTIONS?

The vision for Te Ara Tukutuku has been shared with the public and we're keen to hear your thoughts. What would you like to see, feel and experience here?

TO SHARE YOUR THOUGHTS ON THE VISION AND FRAMEWORK FOR THIS SPACE:

Visit the Project Website:

<https://www.ekepanuku.co.nz/tearatukutuku>

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Te Ara Tukutuku Framework Document

Supporting the project vision is this 'Framework Document' which captures detailed consideration of technical site challenges and remediation methodologies to support the vision and to enable further design development, refinement and testing in future design phases.

The content within this document is considered a work in progress, intended for further development as future design phases progress and more information is learnt about the site.

Contents_

- X1_ Open Space Zones (WIP)
- X2_ Thematic Systems & Layers (WIP)
- X3_ Staging Plans (WIP)
- X4_ Built Form Integration (WIP)
- X5_ Options Assessments (WIP)

For_ Eke Panuku
Issue_ Te Ara Tukutuku - Vision + Framework - Working Document
Date_ 09.10.2023
Published_ Toi Waihanga
Version_ 002

Open Space Zones



This report section communicates the evolution of Te Ara Tukutuku over time and the potential long term open space opportunities.

Now (3 years+/-)

A program of integrated engagement and education opportunities that inform the public about the project kaupapa and regeneration of Te Ara Tukutuku.

001 Public Access and Circulation

Maintain a clear and legible pedestrian route to see & learn about Te Ara Tukutuku.

002 Site Testing & Bio-Remediation

The two northern areas of the site are closed to the public while investigations, monitoring and initial bio-remediation works are underway.

003 Working Wharf

Wynyard Wharf north continues as a working fishing wharf in the short term.

004 Site Nursery

A site nursery is established to support education and regenerative transition of the site to a green open space.

005 Marine Industry & Firth Site

Existing marine industry operations are supported to continue commercial operations in this area.

006 Team NZ Base

The Team NZ America's cup base operations is supported through their lease until 2028.

007 Public Wharf Access

Wynyard Wharf south is opened to the public following safety upgrades and a programme of wharf and water space activations is rolled out.

008 Marine Trials

Te Ara Tukutuku aims to establish a diverse coastal habitat through trials of marine species with integrated education and research.

009 Transitional Use Program

The existing transitional use activities and events pivot towards Te Ara Tukutuku objectives/outcomes in the space required to be protected for potential future major events until 2028.

Early Works Opportunities:

- Project Hub (education + culture)
- Environmental / Nursery Hub
- Remmediation Hub
- Marine Touch Tanks
- Jellicoe Basin Programming
- Site Loop + Wayfinding



Soon (5 years+/-)_

Forming of the site through establishment, remediation and coastal resiliency works.

- Ground remediation & Enabling works
- Green infrastructure & coastal resilience
- Upgrade Wharf spaces
- Ongoing testing & monitoring
- Foster partnerships , community & education



Eventually (10+ years)_

The open space is organised and described as a series of connected and overlapping landscape 'zones'.

001 Te Tinana / Plaza

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

002 Te Rapa / Headland Open Space

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

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

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

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

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

007 Te Kakau / Linear Open Space

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

008 Te Whāroaroa / Streets & Lanes

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

Key Components:

- Whare Waka
- Community Facility
- Te Uru Tukutuku
- Tidal Stairs / Waka ramp
- Te Koinga / The 'Tip'



Te Tinana / Plaza_

Design Intent_

Te Tinana is the body or main part of the hoe (paddle).

Create active and public north-facing frontages that support the open space as a multifunctional destination.

Provide layered and active space between buildings and open space with transitions in scale.

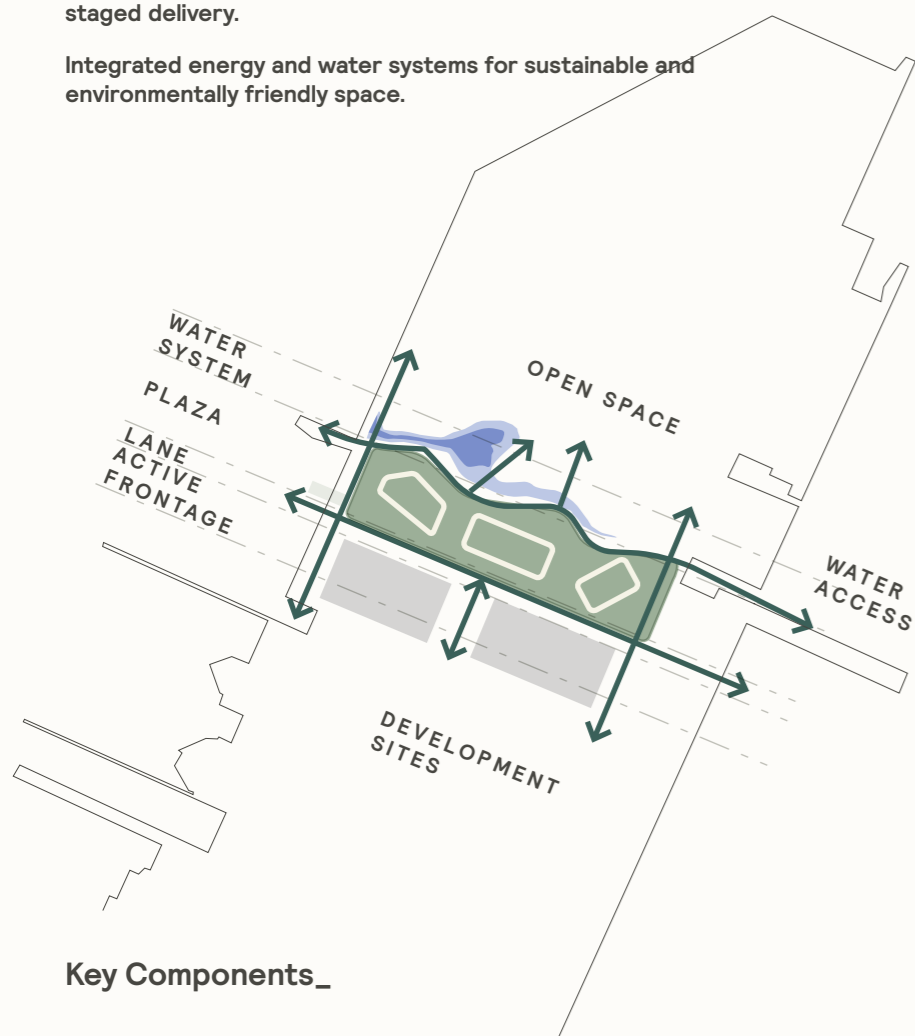
Community building on west and Whare Waka on east provide shade, shelter and flexible space to host events.

Multi-directional approach from land (south) and sea (north).

Establish east-west link between tidal stairs and foreshore west).

Flexible and adaptable design that can emerge over time through staged delivery.

Integrated energy and water systems for sustainable and environmentally friendly space.

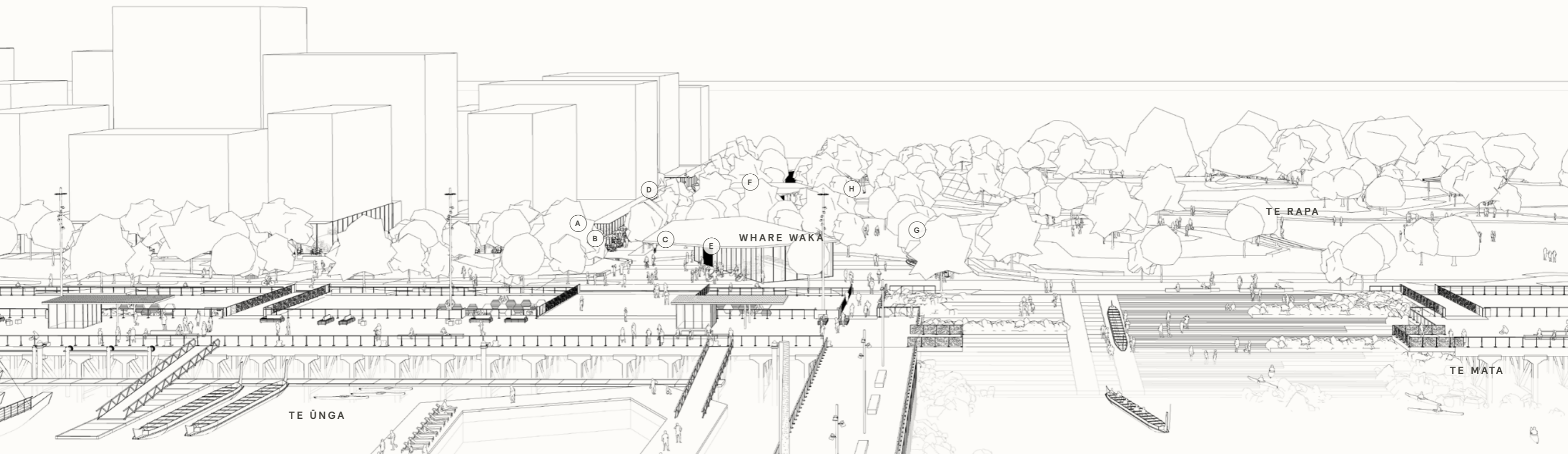


Key Components_

- Land
- Water
- People



A Layered Plaza Edge_



The proposed cross section provides a layering of spaces and experiences between buildings and open space that will support activity and occupation in a range of different operational modes and weather conditions. Collectively they define a place that supports arrival, hosting, occupation, shelter, celebration and compliment the open space and headland as a multi-functional destination.

A_ Internal active ground floor uses that contribute to the vibrancy of the east-west street and accommodate complimentary activities such as retail/market place, F+B, community, cultural and educational uses as identified in the Te Ara Tukutuku plan.

B_ An active street frontage zone supporting outdoor dining and occupation and activation of the east west street.

C_ A flexible and adaptable shared surface street able to support accessible drop-off, managed access for events/maintenance or a fully pedestrianised environment that supports a range of open space/event modes.

D_ Shaded/sheltered and high amenity street occupation zones that provide/support occupation and activity.

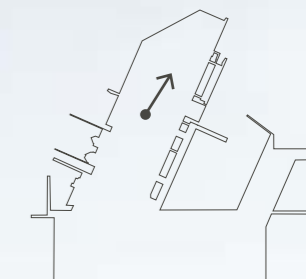
E_ Open plaza spaces that support activities and occupation and flexible spaces for gathering, socialising and celebrating.

F_ Sheltered plaza spaces that support a shaded flexible and adaptable outdoor room able to be appropriated for a range of event/celebration types and scales.

G_ Open, open space facing, plaza spaces that support activities and occupation and flexible spaces for gathering, socialising and celebrating over looking the open space.

Te Tinana / Plaza_

The combination of a Wharewaka and multi-purpose community space and plaza/canopy provide a public frontage/interface between built form and the open space. Optimises northerly orientation. Provides a transition between open space and built form.



Kōwhai
Sophora chathamica

Pōhutukawa
Metrosideros excelsa

Nikau
Rhopalostylis sapida

Karaka
Corynocarpus laevigatus

Houpara
Pseudopanax lessonii

Oioi
Apodasmia similis

Pinātoro
Pimelea prostrata

Te Tinana Spaces_

The Plaza

Formal social space for occupation, engagement and events, cultural protocols + practices, manaāki, flexible, support open space events + activities, mana whenua ahi kā / ongoing living presence.

Urban / Open Space Canopy

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

Whare Waka

The whare waka is flexible an multi-use building / structure overlooking the harbour and linked to the water via the tidal steps & ramp. Visually prominent it is mana whenua governed and connected to marine restoration and mātauranga education.

Community/ Open Space Facility

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

Water System

An integrated water management system that interfaces and transitions between the 'urban' plaza and 'natural' open space spaces. Nature based and resilient 1:500 year system.

The Lane

Pedestrian priority shared space and ground floor activated that supports public 'life' along the north facing development edge. Includes open space access, service, and accessible drop-off

Te Rapa / Headland Open Space

Design Intent

Te Rapa, the blade of the hoe (paddle), the main open space within the centre of the open space.

Open air connections to navigation, stars and the wider realms of both Tangaroa and Papatūānuku

Creates a series of framed vantage points for visual connection to significant landmarks and waterways.

Ecologically rich with diverse micro-climates enabled by topographic variation.

Living/natural systems are integrated and visible.

Connected to and arrived at via the central 'heart'. Supporting Waharoa structure.

Provides a strong sense of place and respite within an urban and harbour context.

Informed by mauri enhancing tikanga and framed by a complex topography supporting a range of accessible experiences and programs.

Supports a range of Tangaroa focussed activities as a sheltered wind break and large vegetated open space/lawn/open air.



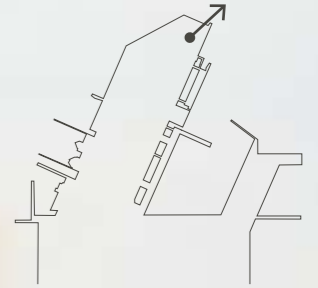
Key Components

- Land
- Water
- People



Te Koinga / 'The Tip' _

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



Headland Topography_

The following series of diagrams offer an evolving design rationale for the evolution of a constructed headland landscape system.

Design Intent_

- 1) Create iconic, legible form.
- 2) Shape diverse views and experiences
- 3) Establish comfortable microclimates for people and ecologies.

Te Rapa Spaces_

Promontory

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

Ephemeral Stream

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

The Forest

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

The Mound

Flexible and recreational topography. Multi-directional supporting adjacent spaces (field/heart/whare waka). Provides views and connections the city and harbour.

Outdoor Classroom

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

Headland Paths

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

Seasonal Field

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



001_
Form a Functioning Topographical Landscape System

Meaningful – shaped by people, landscape and water
 Enabling – supports multiple ecologies, water management, open space programming

002_
Sculpt Spaces, Places and Experiences_

Performative – shaped to enable different experiences and opportunities for occupation, viewing, amphitheatres, recreation, cultural functions etc. etc.
 Frames and defines views and spaces

003_
Cultivate Rich Coastal Ecologies and Social Programme

Connected to and references wider landscape
 Informed by the volcanic field of Tāmaki Makaurau and the headlands of Te Waitematā
 Sculptural – references shapes and forms that have meaning



Te Ūnga / Jellicoe Harbour_

Design Intent_

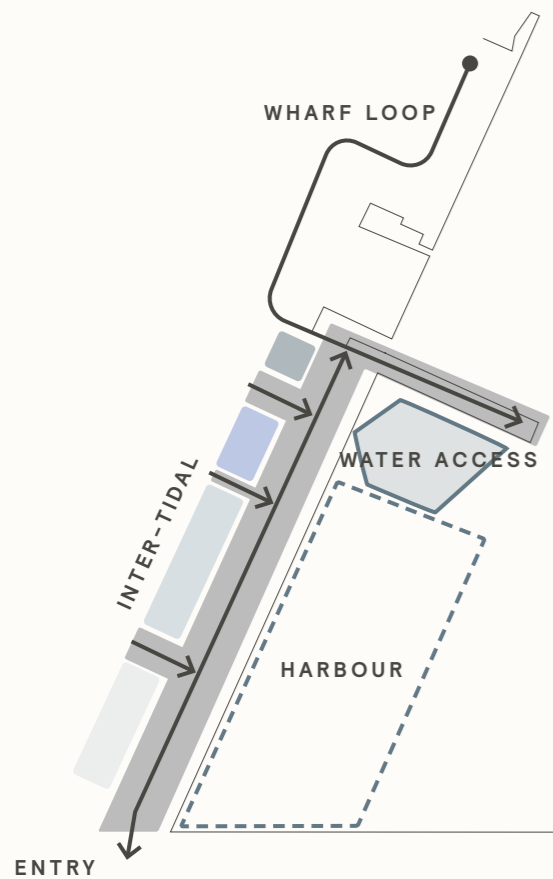
Te Ūnga, a landing place or berth for waka. Supports and hosts existing and new harbour activities in Te Ara Tukutuku including waka events

Active and busy, with a widely accessible and safe program of water-based activities and events.

A Wharf Walk from the 'arrival' experience at the south and a 'destination' at the north.

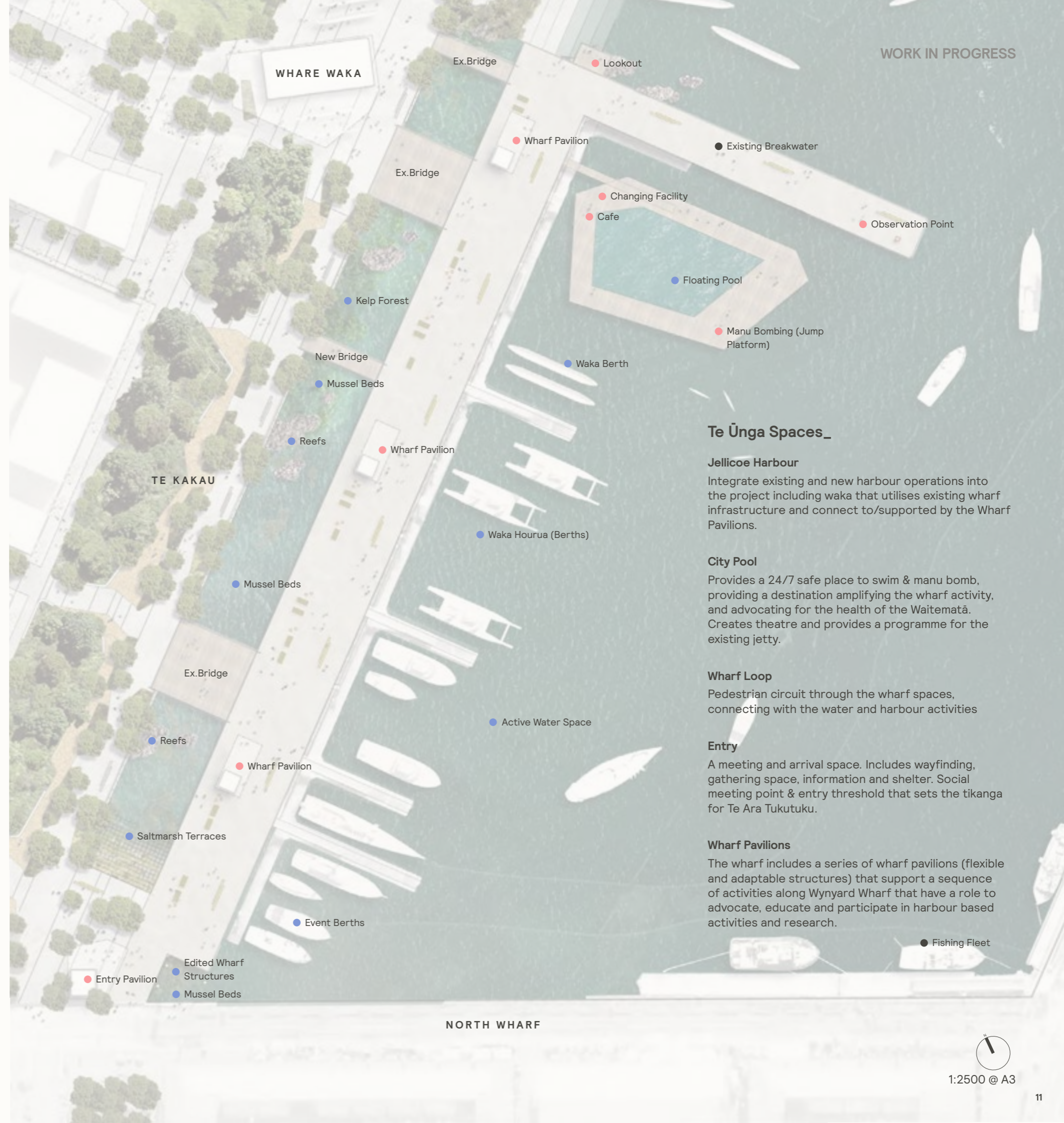
A sequence of Tangaroa focussed experiences – south– north. Arrival, Engagement, Water, Open space, Destination, Lookout.

Provides a connection to the wider harbour through wharf activation, water themed events, and marine education.



Key Components_

- Land
- Water
- People



Te Ūnga Spaces_

Jellicoe Harbour

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

City Pool

Provides a 24/7 safe place to swim & manu bomb, providing a destination amplifying the wharf activity, and advocating for the health of the Waitemata. Creates theatre and provides a programme for the existing jetty.

Wharf Loop

Pedestrian circuit through the wharf spaces, connecting with the water and harbour activities

Entry

A meeting and arrival space. Includes wayfinding, gathering space, information and shelter. Social meeting point & entry threshold that sets the tikanga for Te Ara Tukutuku.

Wharf Pavilions

The wharf includes a series of wharf pavilions (flexible and adaptable structures) that support a sequence of activities along Wynyard Wharf that have a role to advocate, educate and participate in harbour based activities and research.

Te Mata / Marine Restoration Zone

Design Intent

Te Mata, the face or surface of the hoe, the marine restoration zone.

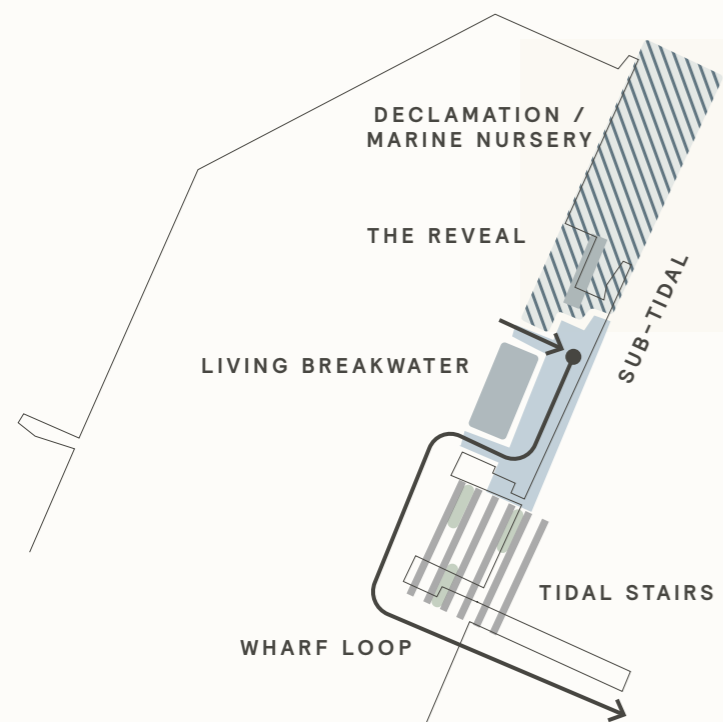
Refocuses the prominence on the headland and (land) at the northern end of the site.

Provides engagement with a range of coastal edge ecologies and marine life.

Supports marine ecology research, restoration and educational opportunities.

Completes a wharf experience with a 'terminus' / outlook point (north).

Incorporates Tidal Stairs which provides physical access/ connection between land and sea

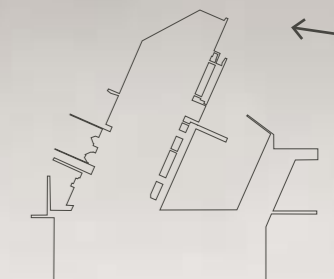


Key Components

- Land
- Water
- People



Te Mata / Marine Restoration Zone



Tarapunga | Red-billed gull
Larus scopulinus

Kāhu | NZ harrier hawk
Circus approximans



Kererū
Hemiphaga novaeseelandiae



Tūi
Prosthemadera novaeseelandiae



Kākā
Prosthemadera novaeseelandiae



Karoro | Black-backed gull
Larus dominicanus



Tākapu | Australasian gannet
Morus serrator



Kawau pū | Black shag
Phalacrocorax carbo



Titi | Sooty Shearwater
Ardenna grisea



Kūtai | Mussel
Perna canaliculus



Tio rere | Rock oyster
Saccostrea glomerata



Matuku moana | Reef heron
Egretta sacra



Kawaupaka | Little shag
Phalacrocorax melanoleucos



Maki | Orca
Orcinus orca



Haku | Kingfish
Seriola lalandi



Parore
Girella tricuspidata



Kahawai
Arripis trutta



Pātiki | Flounder
Rhomboselea plebia



Whai repo | Eagle ray
Myliobatis tenuicaudatus



Te Mata / Marine Restoration Zone_

Breaks down the historic extractive wharf function through careful editing, removal, and addition of features, offering visitors a renewed sense of the ecological health of the area.

Te Mata Spaces_

Tidal Stairs

An hybrid urban/ecological water access experience, oriented towards the city. Provides water access for waka activities, can accommodate festivals, and ceremonies.

Living Breakwater/Reveal

The existing wharf as an 'ecological filter'. Proposed modification of the wharf to create a terminus and 'get down' including viewing points to connect with water, marine nursery and aquatic restoration. Deep water vessel access maintained.

Sea Wall

Trial ecological enhancements along the existing concrete sea wall such as eco-engineered 'marine tiles' that increase habitat complexity and support wider range of coastal species.

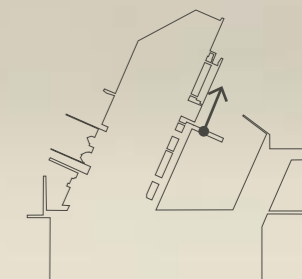
Marine Nursery

Removing parts of the dilapidated wharf structure providing a place to seed marine life back into the harbour. The wharf piles provide a structure to incorporate ecological restoration interventions such as, mussel ropes, artificial reefs, marine nurseries, ecological islands, kelp and seaweed forests and mussel reefs. Wharf material re-used onsite.

Wharf Lookout

A lookout structure that provides a terminus point at the end of the site, celebrating and connecting with the harbour and views. Includes flexible space supporting ceremonial activities (karanga, waiata), celebrating arrival and departure.

WORK IN PROGRESS



Pōhutukawa / Coastal Walk_

Design Intent_

Pōhutukawa, the headland face where waterways lead up to higher ground.

'Fast' and 'slow' movement corridors

An exposed edge of rock scrambles, sloping faces and small overlooks.

Get downs allow passerbys to get a little closer to the water and the informal paths allow for some impromptu exploration with nature play elements.

Incorporates a harbour lookout as a destination and focal point. Incorporate a Kāperu Whētu (star compass).

A resilient edge interface between Te Waitematā (Tangaroa) and Headland (whenua).



Key Components_

- Land
- Water
- People



Pōhutukawa / Coastal Walk_

A new resilient coastal edge experience that moves through a diverse seashore habitat and loops out into Te Waitematā with connections views towards Upper Harbour, Waitākere Ranges, and the Hauraki Gulf .

Pōhutukawa Spaces_

The Pathway

A layered edge that delivers access and coastal resilience outcomes. Comprising of a fast and slow movement routes though a new coastal landscape and habitats designed to accommodate sea level rise. Includes rest spots and sheltered areas.

The Scramble

A slower speed 'off the track' explorative pathway of discovery and connection with the environment and coastline.

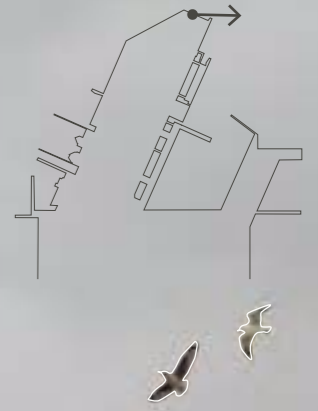
Sea Wall Enhancements

Ecological and coastal resilience enhancements to the sea wall including replenishment utilising engineered 'eco-blocks' which increase habitat complexity and support wider range of coastal species in this exposed sea wall zone.

Coastal Ledge

Integrated platforms / coastal ledge that enhance harbour edge experiences and occupation near the waters during calm conditions.

WORK IN PROGRESS



Tarapunga | Red-billed gull
Larus scopulinus



Kuaka | bar-tailed godwit
Limosa lapponica

Kawaupaka | Little shag
Phalacrocorax melanoleucos



Tōrea | Oystercatcher
Haematopus unicolor

Horokaka | Maori Ice Plant
Disphyma australe



Weka
Gallinallus australis

Taupata
Coprosma repens

Oioi
Apodasmia similis

Tuatara
Sphenodon punctatus

Moko kākāriki | green gecko
Naultinus grayii

Te Āwhiowhio / Coves_

Design Intent_

The curved blade of the paddle and whirlpool eddies generated as the paddle cuts through water. A naturalistic coastal edge with episodic experiences and variety that reflects natural inner harbour landscapes found around Tāmaki Makaurau.

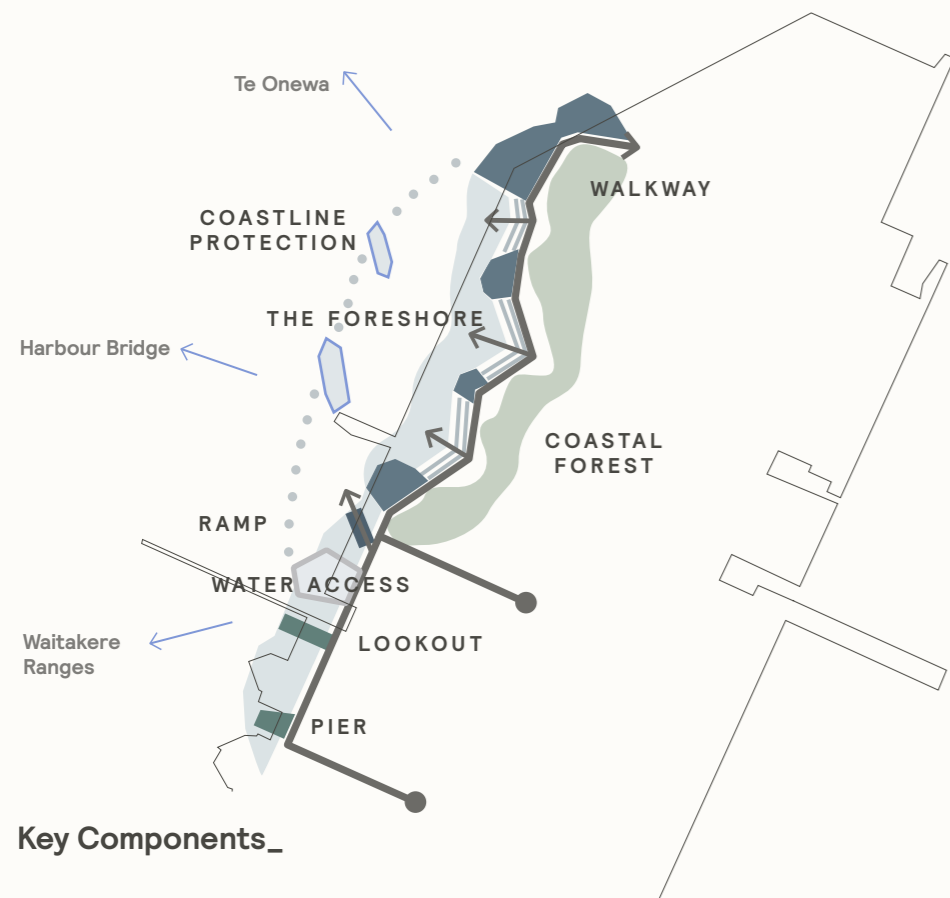
A series of scalable coves running the full length of the western edge included increased habitat and biodiversity for flora and fauna to establish.

A smaller tidal ramp on the western side allows people to access the water. Stepped terraces allow people to sit, gather, relax and connect to the water.

Orientated towards the western/afternoon sun as a place of reflection and contemplation.

Once eater quality is healthy and allows opportunity for swimming and other water-based ecologies and habitats.

Ecological and authentic.



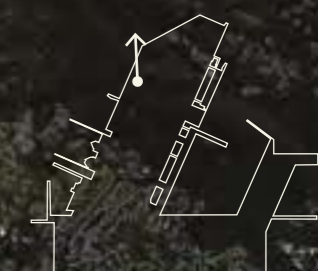
Key Components_

- Land
- Water
- People



Te Āwhiowhio / Coves_

An immersive and dynamic waterfront experience, providing instances of exploration and discovery where visitors engage directly with the water and the natural environment.



Taramui | Caspian tern
Sterna caspia

Tarapunga | Red-billed gull
Larus scopulinus

Kawau pū | Black shag
Phalacrocorax carbo

Karoro | Black-backed gull
Larus dominicanus

Tawa
Beilschmiedia tawa

Tairire
Beilschmiedia tarairi

Pōhutukawa
Metrosideros excelsa

Koromiko
Veronica salicifolia

Titi | Sooty Shearwater
Ardenna grisea

Mātuku moana | Reef heron
Egretta sacra

Pinātoro/wharengārara
Pimelea prostrata

Taupata
Coprosma repens

Coastal immortality grass
Austrorhiza stipoides

Mikoikoi
Libertia ixioides

Te Āwhiowhio Spaces_

The Cove
A series of sheltered 'coves' creating a more dynamic coastal edge condition. Enables access down to water, and sheltered swimming spots. A unique opportunity for a soft and natural

harbour edge (opposed to hard/vertical edges throughout the rest of the site and city waterfront).

Coastal Walkway
A elevated walkway and furniture zone behind the coves that supports circulation, sheltered occupation and planted coastal ecologies.

Foreshore Habitat & Tidal Pools
A new coastal edge informed by the original inner harbour bays. Enhances Inter-tidal habitats through the trialling of rock pools and integration of the fresh water stream outlet for the open space. Enables low tide circulation/rock scrambles.

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

Tidal Ramp
A water access ramp to enable access from land to sea and intertidal zones. Flexible and multi-purpose. Could support small scale recreational use such as kayaks / canoe's.

Te Kakau / Linear Open Space

Design Intent

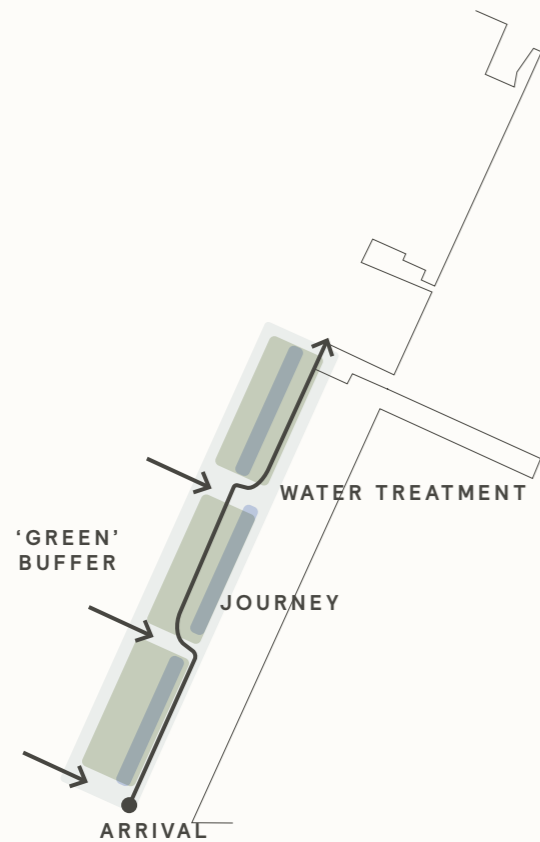
Te Kakau, the handle of the hoe. Establishes the main pedestrian arrival point and entry into the Te Ara Tukutuku.

Opportunity for a journey or sequence of experiences/activities that introduce Te Ara Tukutuku cultural and environmental kaupapa.

A connecting green space linking people and the environment with the headland. Draws the Headland environment down into Wynyard.

Green & immersive 'garden' planting & trees. Contrast to the open wharf & buffers the residential / commercial developments..

Includes linear water treatment devices reinforcing the 'Open Space Axis' referencing original steams.



Key Components

- Land
- Water
- People



Te Kakau Spaces

Open Space Axis

A generous promenade along the water/wharf edge providing the primary pedestrian link into Te Ara Tukutuku supported by episodic moments of planting and furniture.

Open Space Rooms

A series of topographical planting and seating zones that extend the coastal landscape of the headland providing green space/shelter and social opportunities closer to Wynyard Quarter.

Laneway Connections

The linear open Space landscape breaks down to enable laneway access and protect view shafts to the water.

Water Systems

The linear water treatment system reflecting original stream.

Entry Pavilion

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



Te Whāroaroa / Streets & Lanes

Design Intent

Te Whāroaroa, the distance or extent and road access into Te Ara Tukutuku.

Lively and attractive laneway network providing site access and promoting walkability, social interaction, and economic activity, encouraging visitors to explore and engage with the surrounding urban fabric.

Development sites weave together with Te Ara Tukutuku with ground floor tenancies in synergy with Te Ara Tukutuku.

A fine grain pedestrian-oriented laneways that stitch the built form into the open space providing layered and active edges.

Investigate prioritised vehicle access north of Jellicoe Street to support Open space Access and the marine industry/commercial use.

The streets and laneways provide integrated systems approach incorporating planting, raingardens, water treatment, building run-off, energy re-use a service provision that support the Te Ara Tukutuku sustainability and walk-able neighbourhood aspirations.

Te Whāroaroa Spaces

The Lanes

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

The Street

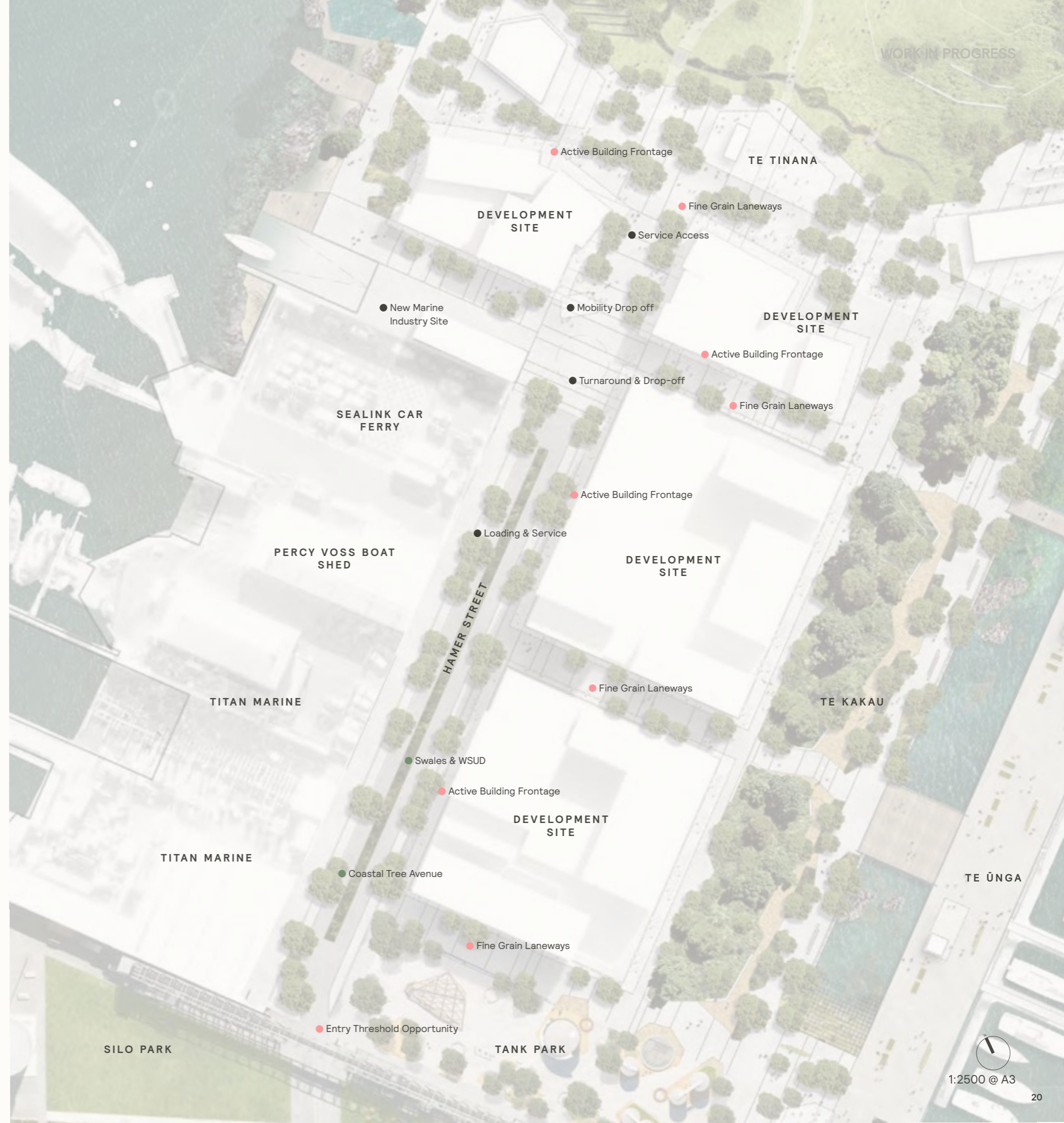
Hamer Street provides the key headland access and servicing. A secondary arrival opportunity. Includes Integrated green infrastructure.

Open Space Frontage

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

Key Components

- Land
- Water
- People





Systems + Layers

—

This report section captures thematic layers & systems that make up Te Ara Tukutuku. Many of the layers are a starting point to enable discussion and collaboration with stakeholders in the next phase of Concept Design.

Contents_

Waterfront Promenade & Open Space Network

Pedestrian Access & Circulation

A Connected Open Space

Vehicle Access

Site Re-mediation & Resilience

Regenerate Water Systems of Te Waitematā

Water is Crucial to The Enhancement of Mauri

Regenerate Marine Habitats

Indigenous Habitat for the Coastal Te Waitematā

Waka Metaphor

Integrated Open Space + Building Activations

Regenerative Systems

Nature, People & Activities

The Place Defines Events

Beginning the Journey (Now)

Ngā Kaupapa o Te Waitematā

Waterfront Promenade & Open Space Network

Te Ara Tukutuku is a well connected and accessible city center waterfront location. A 10 min walk / 4 min cycle from Central City Bus, Ferry, and Train Terminals and 1 min walk from Wynyard Bus Services on Jellicoe Street.

This plan identifies the existing open spaces and coastal promenade that link and connect to Te Ara Tukutuku.

Key Moves







Waterfront Promenade

Te Waitemata's coastal promenade will extend through Wynyard Wharf and around the headland promoting connectivity to the new open space and harbour.

Open Space Axis

Te Ara Tukutuku adds 5.0ha of open space to the existing open space network completing the north-south 'Open Space Axis' which connects Victoria Park to Te Ara Tukutuku through Daldy Street Linear Park.

Key

-  Open Space Axis
-  Waterfront Promenade
-  Streets
-  Shared Space
-  Laneways
-  Shared Paths



A 10 min walk / 4 min cycle from Central City Bus, Ferry, and Train Terminals

Pedestrian Access and Circulation_

The new open spaces creates 2,150 lineal metres of pathways supporting access, circulation, and activation of Te Ara Tukutuku.

Key Moves_

Open Space Loop (2.1km)

A multi modal circuit around the open space connecting south through the linear open space to North Wharf & Daldy Street. Typically 5.0m wide accessible shared path to accommodate a range of recreational walking and cycling.

Wharf Loop (800m)

Pedestrian circuit through the wharf spaces connecting Jellicoe Basin, the Tidal Stairs, and northern wharf zone.

East - West Axis (170m)

An active and urban link connecting activities on the two coasts.

Laneways (200m)

A network of fine grain pedestrian priority connections through/ around the development sites integrating the open space with the new neighbourhood.

- Length of open space loop: 28min (2150m)
- Distance from bus to open space: 5min (410m)

Fast & Slow + Discovery (Approx. 570m Pathways)

The open space network includes a range of wider, 'expanded' zones provide for occupation and informal paths through coastal zones and vegetated areas encouraging slower paced discovery and exploration.

Pedestrian Access

Key entrance's are from North Wharf, with mobility access from the north end on Hamer Street.

Key_

- ← Open Space Loop
- ← Wharf Loop
- ← Open Space Network
- ← Laneways
- ← Shared Space
- ← Street
- ← Cycling Route
- Wayfinding Nodes

Length of open space loop: 28min walk (2.1 km)

Distance from Jellicoe Street to headland open space: 5min walk (400m)



A Connected Open Space_

Vehicular Access Strategy

Provide a hierarchy of access beyond Jellicoe Street that supports the headland open space, existing commercial operations, and development precinct that prioritises and enhances pedestrian + active modes.

One of the key constraints is the connecting north- south across the Silo Park and North Wharf public spaces and spatial constraints at the open space / development interface.

Key Moves_

- 01 Prioritise Access**
 Prioritise and enable full access beyond Jellicoe Street for those that need to such as Mobility / Service / Tenants.
- 02 Manage Headland Access**
 Manage access beyond Jellicoe Street to optimise connectivity for commercial operators.
- 03 Access Control at Jellicoe Street**
 Access and existing networks south of Jellicoe Street are enhanced for Public Transport / Public parking / Taxi and rideshare.

Challenges_

A key challenge to be further investigated is drop-off and bus provision to the centre of the site (node 01).

Key_

- ← Streets
- ← Shared Space
- Laneways
- Restricted Access
- ← Bus Circulation
- 🚌 Bus Stop
- 🚕 Taxi + Rideshare + Drop-off
- 🚆 Train
- 🚢 Ferry
- 🚢 Future Ferry Opportunities



Vehicle Access_

This map illustrates the potential transport network strategy for Te Ara Tukutuku.

Key Moves_

Range of soft to strict restrictions available + ability to trial and test

- 01 Prioritise and enable full access**
 1. Emergency services
 2. Mobility needs
 3. Special events (under traffic management)
 4. Service vehicles (freight / loading / waste management)
 5. Community activities, e.g. whare waka
- 02 Manage Access** beyond Jellicoe Street for:
 1. Shared ownership i.e. Mevo, Cityhop
 2. Taxi and rideshare for pick-up / drop-off (booked only)
 3. Commercial operators, i.e. Private shuttles
 4. Public pick-up / drop-off
 5. Commercial - existing users, i.e. Marine and Sealink
 6. Commercial - new users
 7. Residential tenants - new owners and visitors
- 03 Access Control at Jellicoe Street.**
 Enhanced access Jellicoe Street and south:
 1. Public parking
 2. Taxi and rideshare
 3. Public Transport
 No public vehicle access or parking north of Jellicoe Street.

Restriction Options to be further investigated include:

- a. Enforceable restrictions such as 'no parking zones' and 'no stopping zones'
- b. Enforceable time and cost restrictions outside the above zones
- c. Signage such as 'no public parking' 'commercial access only' 'residential access only'
- d. Temporary traffic management for event can limit any access to permitted vehicles
- e. Retractable bollards can use a combination of RFID / LPR access
- f. Access for commercial and residential vehicles can be controlled with RFID / LPR
- g. Access for temporary / visitors including public pick-up / drop-off and loading can be pre-booked with LPR access

Notes & Assumptions

- a. AT Metro services to continue to operate from current location on Jellicoe Street
- b. Pedestrian and cyclist infrastructure to be prioritised
- c. Transport assessment completed in the design phase will identify demand for and show the location of parking within and adjoining Te Ara Tukutuku
- d. Concept of operations to be developed to demonstrate operational modes, i.e. day-to day, minor event, major event etc.

2. Turn-around 12.5m radius

Key_

- ← Streets
- ← Shared Space
- Laneways
- Restricted Access
- Service Access
- Bus Stop
- Taxi + Rideshare + Dropoff
- Mobility Access



Site Remediation & Resilience Summary_

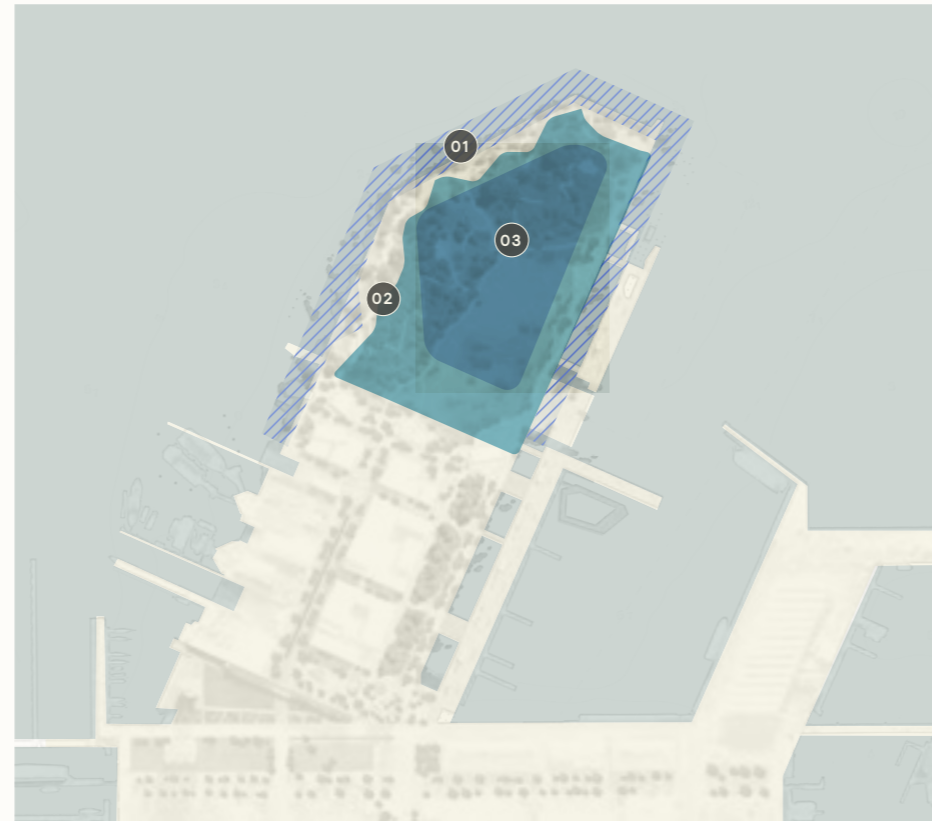
These diagrams summarise Remediation + Resilience strategies, combining science, engineering and design requirements to for the basis of design.



002 Sea Walls_

The following sea wall recommendations are based on a combination of infrastructure requirements, ecological enhancement opportunities, carbon footprint, and meeting design criteria . ie improving access & connection to the water.

- 01_ Reprofile western seawall landward to create a varied, naturalised coastal edge.
- 02_ Retain northern seawall and create new resilient coastal edge through raising levels with a 20m+/- seismic setback.
- 03_ Retain eastern seawall and investigate seismic parameters / requirements.



001 Sea Level Rise_

Working Recommendations:
 An adaptive approach to sea level rise considers the site in three levels:

- 01_ It is accepted that some areas of the site remain at existing levels (generally RL3.5m) and that they will be periodically inundated in the future with the rise and fall of the tide.
- 02_ A baseline design standard is adopted for majority of the site and critical infrastructure will be future proofed against 100year predicted sea level rise.
- 03_ In addition to the baseline design standard, due to exposure parts of the site will need to consider and mitigate future wave overtopping during extreme weather events.

This adaptive approach will identify options, actions and trigger points for implementation. Trigger points will be based on breaching a critical sea level height.



003 Contamination_

Working Recommendations:
 To go beyond minimum regulatory requirements regarding site remediation.

- 01_ Avoid disposal of material (excavations) off-site and no contaminated fill to be transported off site (as this doesn't resolve the issue and only transfers it somewhere else).
- 02_ Optimise cut and fill levels to minimise new material brought in.
- 03_ Maximise material re-use onsite (to build up levels).
- 04_ Bio-remediate existing soil to avoid disposal offsite and investigate topsoil source and onsite alternates (composting / onsite soil making).
- 05_ Consider dredge material & methodology from the harbour as fill / capping material.
- 06_ Avoid heavy infrastructure like concrete capping/separated tree pits (intended to de-risk potential people contact with below ground contaminants).

Regenerate Water Systems of Te Waitematā_

Aspiration for Te Ara Tukutuku:

1. Regenerate the water systems on site
2. Reflect the original water systems and processes
3. Lift the mauri of Te Waitematā through precedent setting and site-based educational initiatives

Original Catchments

Original streams where mana whenua once lived (Tunamau/Waikuta) were once small flowing streams feeding the Ngahere, with stable Waitemata sandstone beds with diverse riparian vegetation shading & filtering inflows.

Existing Catchments:

- Project influenced by three catchments: Site, Wynyard Quarter, and upper St Marys Bay catchment
- Most of the wider catchment outfalls at the north end of Te Ara Tukutuku through the Daldy Street outlet

Te Ara Tukutuku Catchment:

- Existing site stormwater catchment will transition to natural systems supporting new terrestrial and aquatic ecology once developed as a open space
- Rainwater conveyance to the harbor via these natural systems

Wynyard Catchment:

- Network separated and treated (including gross pollutant traps) through upgrade projects over the last 10 years
- Connects to the Daldy, Halsey, and Silo Park outlets

Upper Catchment:

- Existing combined systems separation (stormwater & wastewater) ongoing by Healthy Waters
- Contaminated water exits the Daldy outfall at times – usually after heavy rainfall events
- Due to scale, the upper catchment must be dealt with upstream (outside of project scope)

Opportunities_

- Baseflow Harvesting + Educational Opportunities
- ▨ Flood Plains
- ▨ Flood Prone Area
- ▨ Catchment
- Original Shoreline
- - - Original Streams
- Overland Flow Path
- ▨ Support Harbour Initiatives within Te Ara Tukutuku (ie. Sea Cleaners)



Water is Crucial to The Enhancement of Mauri_

Te Ara Tukutuku aims to restore the mauri of wai through a natural water systems approach that reflects the original streams that once flowed into Tangaroa.

Key moves:

- 1. From land to sea:** A layered water system that supports the terrestrial, marine, and intertidal ecologies introduced into Te Ara Tukutuku.
- 2. Treat all runoff:** The open space will feature a naturalised stream environment with vegetated systems that pre-treat all site runoff before it enters the stream system and harbour.
- 3. Interaction of wai:** Creating an interaction between wai and ngahere to support a natural variation of habitats and diversity for the coastal environment. Streams will have stable Waitemata sandstone beds and diverse riparian vegetation.
- 4. Enhanced baseflows and catchment connection:** Maximize diverse riparian ecosystem performance by reusing and supplementing water flow via on-site retention/storage and wider catchment sources.
- 5. Catchment scale:** Heal degraded flows and improves water quality through ongoing efforts to treat upstream catchment off-site to benefit the harbour. Supplement stream baseflows with springs from further inland in the catchment.

Specific objectives:

- Manage contaminated soils to prevent leaching
- Treat runoff from all surfaces via naturalised stream environment with vegetated pre-treatment
- Create diverse riparian ecosystem, referencing original tunamau
- Heal existing degraded flows in large pipe flowing through site
- Maximize ecological range and performance by reusing and supplementing water flow
- Make water systems visible, interactive, and respected
- Minimize pipes and underground infrastructure for sustainable outcomes
- Target design resilience for 1 in 500-year storm event
- Treat the greatest potential of upper catchment off-site for improved water quality in harbour

Key_

- ← Existing Outfall Pipe Network
- ← Water Runoff Paths
- Swale / Biofiltration Systems
- Open Space Catchment
- Retention/Storage
- Outfall Supplement Control
- Project Boundary



Regenerate Marine Habitats_

Te Ara Tukutuku aims to establish a diverse coastal habitat through trials and introducing marine species, considering bio-security and invasive species. Aligned with Nga Iwi Mana Whenua's aspirations for Te Wāitemata, this initiative catalyses change, providing educational and research opportunities that build on existing harbour initiatives. The goal is to create a thriving and sustainable marine ecosystem for the benefit of the environment and the wider community.

Marine Systems:

- Introduce and establish layered marine ecologies (e.g., mussels, seaweed, juvenile fish habitat, etc.) to enhance biodiversity.
- Develop a resilient, performative, and accessible coastline with wave reduction systems and modified sea walls.
- Utilize excess port dredging to create modified sandstone and mudcrete coastal edges that serve as ecological habitats.












Early Works / Activation:

1. Bio-security consenting from Ministry for Primary industries (MPI).
2. Establish a project hub onsite to operate trials/ research including touch tanks and educational material
3. Translocation & Substrate Trials
4. Investigate new materials i.e. trialling of mudcrete, floats and ropes
5. Research sea grass restoration
6. Complete observation survey

Education + Vocation:

- Incorporate mana whenua kaupapa and provide opportunities to participate in the project, leading education curriculums.
- Identify technical and research collaborators

Key (Opportunities)_

- | | |
|---|--|
|  Eco Blocks |  Kelp Forests |
|  Eco Tiles |  Research + Education Pavilions |
|  Tidal Pools |  Early Works Opportunities |
|  Artificial Reefs |  Project Boundary |
|  Floating Islands | |
|  Mussel Ropes | |
|  Mussel Beds | |



Consider outfall mixing zone and strategies to control

MARINE RESTORATION (NORTH)

Maintain deep water access for large research vessels

Smaller Research Berths

Research Pavilions with Touch Tanks

HARBOUR HUB (SOUTH)

JELlicOE BASIN

NORTH WHARF

KARANGA PLAZA

THE COVES

REFER TO TERRESTRIAL BIODIVERSITY

SEA LINK FERRY

DEVELOPMENT SITES

BEAUMONT ST

DALDY ST

Regenerate Marine Habitats_

This is the potential list of species for Te Ara Tukutuku. Some entries are marked “TBC” as further investigation is needed to determine whether they are suitable for the site and if they can be sourced from aquaculture or natural populations.

Potential Taonga Species

- Brown Kelp
- Red Seaweeds
- Green Seaweeds
- Brown Seaweeds e.g. Carpophyllums (Flex, Mash, Plum)
- Sargassum
- Mussels
- Star Fish
- Large Gastropods
- Bubu, Pupu, Cats Eyes
- “Other Common Reef Invertebrates”

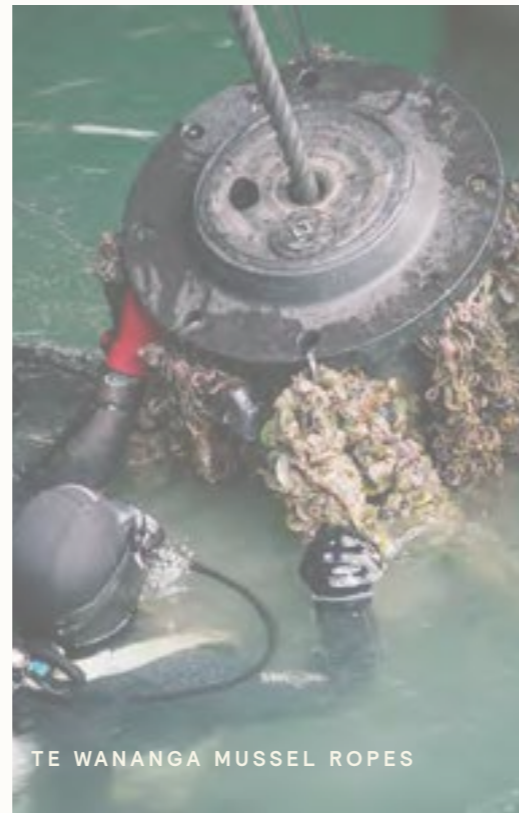
Other Taonga Species (To be investigated)

- Seagrass –TBC
- Oyster – TBC
- Pipi – TBC
- Cockles – TBC
- Horse Mussel – TBC

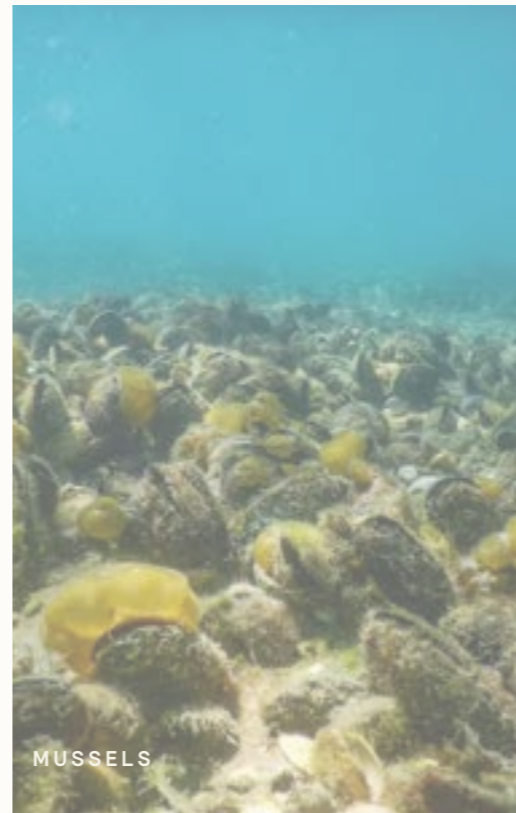
This list suggests experts and collaborators for Te Ara Tukutuku to work with. They have experience with the species mentioned and can offer direct support, in-kind support, or strategic connections. The list will be refined to focus on those who can provide the most assistance.

Technical + Research Collaborators:

- University of Auckland – Reef ecology, Mussels, Seaweeds and education, Mātauranga.
- University of Waikato – Seaweed aquaculture & farming
- Auckland Council – Shellfish restoration
- Auckland Museum
- Revive our Gulf & The Nature Conservancy
- EnviroStrat – Seaweed farming
- Beca



TE WANANGA MUSSEL ROPES



MUSSELS



LARGE BROWN KELP (RIMURIMU)



GREEN, RED, AND ENCRUSTING ALGAE (SEAWEEDS)



OKAHU BAY MUSSEL TAURA



SEA GRASS



GASTROPOD SPECIES (SEA SNAILS)



COMMON STARFISH

Indigenous Habitat for Te Waitematā Coast_

Mana Whenua led integrated habitat design is required to ensure indigenous ngahere for the coastal Waitematā. A mātauranga based restoration space must be delivered to restore, protect and enhance current (and past) terrestrial and marine habitats and their ecological connections to regenerate the mauri of Te Waitematā (Take Mauri Take Hono).

Strategy:

- The identified ecology potential, including the components of the ecosystem types, will give guidance of the species required to be grown.
- Staged implementation will be required due to potential construction phasing and as the micro habitat formation occurs over time.
- Ongoing infill planting, maintenance and evolving the space and plantings within it will mean additional planting will be required for each initial landscape implementation.

Aho Whenua - Rere ki Uta, Rere ki Tai:

Ecosystem types (these may not all achieve whole system function due to space restrictions, but rather be implemented as key components of):

- Kauri, Podocarp, Broadleaved Forest (WF11)
- Pūriri, Taraire Forest (WF 7.2)
- Pōhutukawa, Pūriri, Broadleaved Forest (WF4)
- Pōhutukawa Scrub/Forest (VS1) - this is currently present on Puretū

Spatial distribution of and connectivity between the following landscape types:

- Ngahere / coastal forest to riparian edge
- Native meadow
- Coastal edge - salt marsh to rock ledge
- Dune lands (at the beach end or open space, canopy free mounds)

Rere ki Uta, Rere ki Tai - Ngahere (forest) to Takutai (shoreline)

Ecosystem signature packs (visual/spatial groupings) will be created for the following:

- Ngahere / coastal forest to riparian edge
- Native meadow
- Coastal edge - salt marsh to rock ledge
- Dune lands (at the beach end or open space, canopy free mounds)

Key_

- | | |
|---|--|
|  Broadleaf Forest |  Seasonal Lawn |
|  Dunes |  Project Boundary |
|  Stream Edge | |
|  Coastal Edge | |



Indigenous Habitat for Te Waitematā Coast_

Further to the guiding ecosystem potential, the ecology strategy and selection of species for Te Ara Tukutuku takes into account the following: the requirement for treatment of contaminated whenua, preparation of site in staged development, ongoing soil enrichment, build elements compartmentalised where this occurs within the constructed landscape – rain gardens within streetscapes, isolated vegetation islands created by hard landscapes and transitions from freshwater to salt tolerant, to salt environments.

Rakau Whenua – Eco-sourcing: Early Opportunities & Activations:

- Where possible and appropriate, reuse of specimen trees that were previously located within the Tāmaki waterfront redevelopment areas that may become available as a result of development.
- Mapping the source of propagation material from the coastal region of Te Waitematā.
- Seed banking appropriate species that are able to be stored, listing those that need to be propagated, mapping of all parent materials (tracing the source).
- Auditing and collecting material from rock faces along the shore line that already exist and propagating in situ.
- Plant material to be sourced from takutai o te Waitematā
- Broadleaved coastal forest material from Wai Manawa, and pōhutukawa with associated species from Waiatarau to Oka Pā and from the east, Karaka Bay pōhutukawa stock.
- Onsite nursery to be established
- Other Activations: Animal pest management plan – initial targets being rats, mice and feral cats. Pest monitoring to be in place as an early detection for pest species.



Waka Metaphor_

Throughout Te Ara Tukutuku, the presence of Mana whenua cultural narratives is felt, heard, and seen. This landscape identity embodies the principle of ahi kā or enduring presence in an inner-city space. Mana whenua will see themselves and their culture woven into the fabric of Te Ara Tukutuku (Take Mauri Take Hono).

The Waka Metaphor:

The metaphor of a waka, which refers to the name and represents the binding of land, sea, and people, is an overarching narrative for Te Ara Tukutuku. The metaphor of the waka with the tauihu (bow) forward facing Tangaroa and the taurapa (stern) bound to the whenua.

The Arrival Sequence:

The arrival sequence at this scale acknowledges the original shoreline, reflected through the notion of a punga or anchor stone that marks the land and sea interface during the transition to Te Ara Tukutuku. A place where manaakitanga is expressed and mana whenua are hosts (Take Mauri Take Hono).

Taurapa (Stern of a waka):

The entry gateway from land to the site is welcoming and signified with a cultural marker providing wayfinding, and a place to meet and gather.

Te Tinana (body or main part of the hoe/paddle):

The middle of Te Ara Tukutuku is a large public open plaza space designed for hosting events, manaakitanga, and cultural activities.

Tauihu (bow of a waka):

The end of the open space is represented by the metaphor of the tauihu or bow of a waka, serving as a cultural marker that provides wayfinding for arrival from the sea and signifies waka navigation.

Key_

- 01 Tomokanga / Gateway Opportunity ← Pedestrian & Vehicle Sequence
- 02 Canopy ← Main Pedestrian Sequence
- 03 Manaaki / Community Spaces ← Waka Arrival Sequence
- 04 Headland Summit ← Project Boundary
- 05 Coastal Lookout
- Artist Opportunities



ARRIVAL SEQUENCE FROM MOANA

Arrival from water

Arrival from water

Community Facilities

Canopy

Wharewaka

SEA LINK FERRY

JELICOE B

Existing Gantry

TAURAPA

Cultural Pavilion

NORTH WHARF

ARRIVAL SEQUENCE FROM WHENUA

PUNGA

Integrated Open Space + Building Activations_

Te Ara Tukutuku seeks to integrate buildings & ground floor activations which support the values and aspirations of the open space and enhance connections with the wider Te Waitemata. This includes strong public use, diversity and equitable/accessible mix of use.

Public Facing / Destination

A series of buildings/structures that support open space + community + culture. Connected by a layering of public oriented ground floor activations that together provide a strong and active destination.

Open Space Pavilions

A series of open space amenity buildings integrated into the landscape that support environmental maintenance, education and events.

Wharf Pavilions

A series of flexible and adaptable structures on Wynyard Wharf that provide education, engagement and activation to support harbour based activities.

Open Space Edge

Ground floor activity that optimises the setback and open space facing frontage.

Urban Edge

Ground floor activity consistent with more intimate and urban edge condition.

Retail + F&B

Communal and service based ground floor activations to support the Te Ara Tukutuku community.

Key_

- Development Activation
- Public Activation
- Small Urban Edge Activation
- Intimate Open Space Edge Activation
- Open Space Support Activation
- Wharf Support Activation
- Marine Industry
- Site Boundary
- Project Boundary



Regenerative Systems_

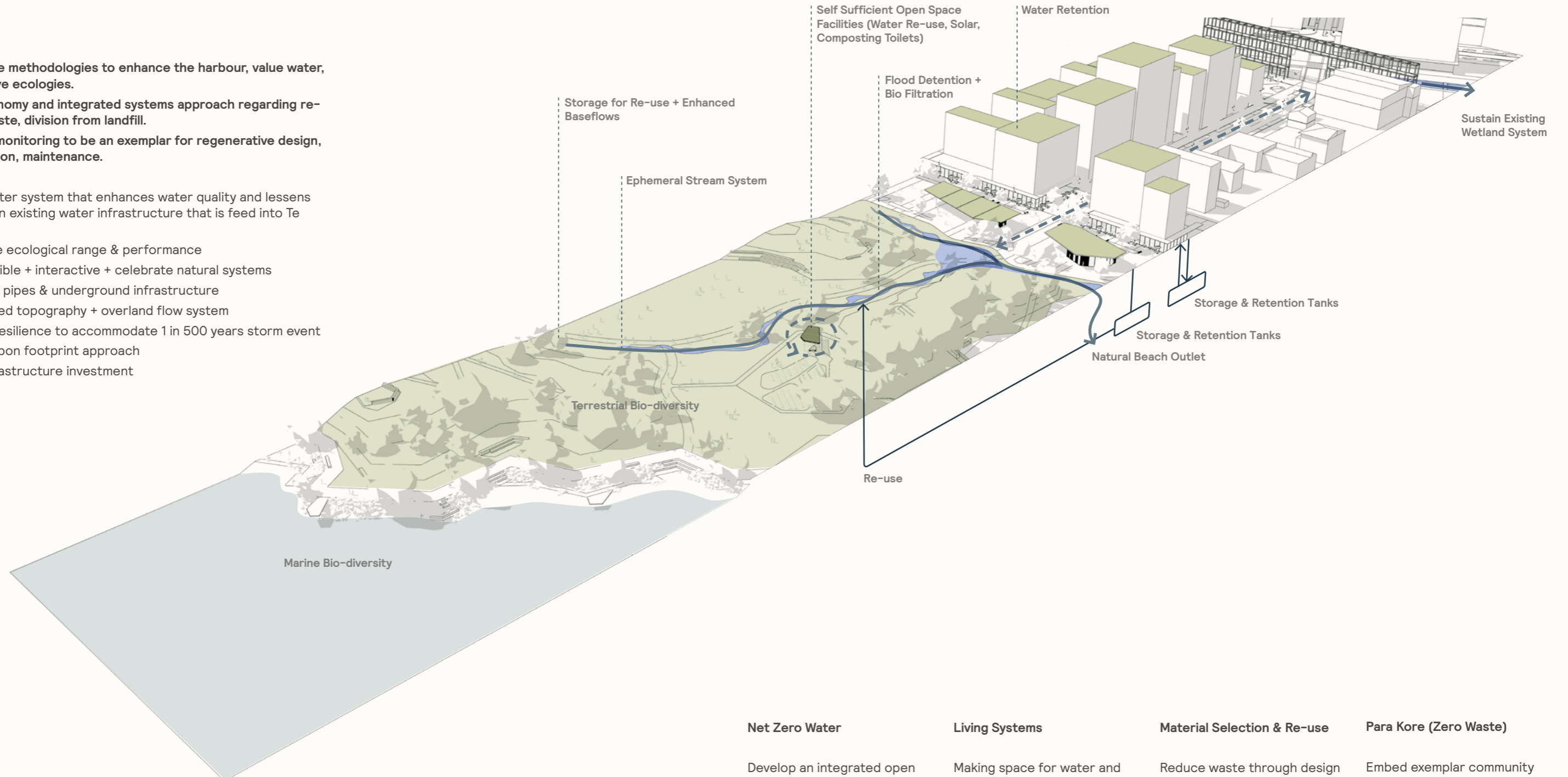
Best practice methodologies to enhance the harbour, value water, restore native ecologies.

Circular economy and integrated systems approach regarding re-use, zero waste, diversion from landfill.

Testing and monitoring to be an exemplar for regenerative design, implementation, maintenance.

A layered water system that enhances water quality and lessens the impact on existing water infrastructure that is feed into Te Waitematā.

- Maximise ecological range & performance
- Make visible + interactive + celebrate natural systems
- Minimise pipes & underground infrastructure
- Integrated topography + overland flow system
- Design resilience to accommodate 1 in 500 years storm event
- Low carbon footprint approach
- Low infrastructure investment



Net Zero Water

Develop an integrated open space + precinct wide water system that collects, stores and exchanges water for re-use across the open space, open space facilities, and future development sites, reducing potable (mains supply) water consumption.

Living Systems

Making space for water and allowing natural systems to function within the headland. Include innovative design and production of materials, structures and systems that are modelled on biological processes and mimic natural systems and processes for stormwater management such as rain gardens, swales, bio-retention devices etc.

Material Selection & Re-use

Reduce waste through design and construction and utilise locally sourced materials. Re-use/recycle project site construction and demolition materials rather than diverting to landfill as much as possible.

Para Kore (Zero Waste)

Embed exemplar community & project led programmes to maximise waste recovery and have little or no waste going to landfill. Design out waste from the project. Design new assets for flexibility and deconstruction at stages of renewal and end-of-life. Build zero waste principles into engagement and events.

Nature, People & Activities_

Te Ara Tukutuku is a dynamic project that offers a wide range of opportunities for research, education, and placemaking collaboration. A key part of this is supporting existing users and activities to transition to environmental and placed based outcomes.

The experience emerging at Te Ara Tukutuku is based around:

- Research & Restoration
- Waka & Cultural Activities
- Reconnecting with the Whenua
- Education & Learning

Daily Activities at Te Ara Tukutuku:

- **Nature and harbour connection:** Visitors can enjoy the natural beauty of the site and surrounding harbour, with scattered outdoor rooms for discovery, learning and exploration.
- **Learning about marine life and land restoration:** Visitors can learn about these efforts by viewing the marine trials, visiting the onsite nursery, and exploring spaces such as the dunes and seasonal lawn ecosystems.
- **Tangata Whenua events and activities:** Visitors can attend events and ceremonies, and engage in waka operations to reconnect with historic practices.
- **Peaceful retreats:** Te Ara Tukutuku offers peaceful retreats with quiet spaces scattered throughout for relaxation.
- **Temporary markets and initiatives:** Temporary events showcase local vendors, artists, and performers.
- **Nature play elements:** Visitors of all ages can participate in nature play elements that celebrate discovery and Māori culture, encouraging exploration and creativity.
- **Swimming opportunities:** Natural-looking and formal lanes are available for swimming on both the east and west axis.
- **Shared path loop:** The accessible loop allows visitors to explore the site and surroundings on foot, wheelchair or bike, connecting to the wider harbour circuit.

Key_

- Urban / Social Activities
- Open Space Activities
- Water Activities
- Moments
- Shared Path Loop
- Project Boundary



The Place Defines Events_

Programming:

Te Ara Tukutuku provides unique events that offer an authentic and distinctive experience, unlike other city programs. The events revolve around key themes of healing, restoration/regeneration, the connection between land and sea, and the wider landscape and harbour.

All events and activity to be programmed and uphold project principles around Enhancing the Mauri of Te Ara Tukutuku, Te Waitematā and the realm of Tangaroa.

Place programming to consider the Maramataka calendar as its organisational basis.

Events:

The scale and nature of events will be defined by the specific spaces that eventuate through the design process. Speculative event specifications should not dictate design parameters.

The suitability of events will be considered on their ability to enhance and animate and their position within the wider city event venues.

Supporting Events_

Key Infrastructure:

- Community Pavilion
- Open Space Canopy
- Whare waka

Supporting Infrastructure:

- Entry Pavilion
- Wharf Pavilions
- Nursery
- Forest Pavilion
- Lawn/Marine Restoration pavilion

Event Opportunities_

- Seasonal Lawn
- Waka Ramp & Tidal Stair
- Urban Events
- Harbour Hub Events
- Marine Restoration Events
- Project Boundary



Beginning the Journey (Now)_

A program of integrated engagement and education opportunities that inform the public about the project and kaupapa and regeneration of Te Ara Tukutuku.

Principles:

- Maramataka guided
- Intergenerational Exchange
- Experience of Manaakitanga
- We are Taiao (Environment)

Short Term 1-3 years:

Activations and interventions that enable early occupation, access and engagement with the project through the design phases to build the project's Social License.

Organized around 3x key elements:

1. Site hikoi / loop to see & learn about Te Ara Tukutuku
2. 3x themes/zones
 - Marine Ecology
 - Terrestrial Ecology
 - Soil Remediation/Stormwater
3. Project/Educational Hubs - A series of containers hub that carry the cultural/environmental and regenerative kaupapa of the project

Key_

- | | |
|-----------------------------------|-----------------------------------|
| ← Vehicle Access | ■ Restricted Area |
| ← Primary Pedestrian Access | □ Temporary Structures/Containers |
| ← Restricted Wharf Access | ● Project Hubs |
| ● Destination | 👁 Viewpoints |
| ← Primary Pedestrian Wharf Access | ○ Open Space |
| ○ Marine Ecology Trials | ⌂ Project Boundary |
| ○ Bio-Remediation | |



Maramataka Dial Installation / Digital accessible

Stormwater/Remediation Narrative with additional project hub

Marine Ecology Trials

Working wharf (6 Months notice to transition to halsey) Sanford Operations Continue Short Term

Site Nursery with additional project hub

Firth to 2026

Nursery expansion

Hoardings opportunity

Team NZ to 2028

SEA LINK FERRY

Storytelling Contained

Percy Voss

TRANSITIONAL USE

Pier activation with sunrise/sunset narrative on axis

Safe access for public, managed by Team NZ. Hours established for operations.

Jellicoe Basin Programming Opportunity

- Containers
1. Visual AV container (Site history/narratives)
 2. Te Waitemata Container (Existing Initiative)
 3. Marine Trial Info Container (with link to Te Wananga)

Existing Courts

SILO PARK

GANTRY + OVERLOOK OPPORTUNITY

MARINE EDUCATIONAL LEARNING

JELlicOE BASIN

Installation opportunity + additional project hub

NORTH WHARF

ENTRY + ARRIVAL + ENGAGEMENT

First project hub

PLAYGROUND

KARANGA PLAZA



Ngā Kaupapa o Te Waitematā_

A core concept of Regenerative Practice is an acknowledgment that kaupapa (projects) have the potential to increase the health and vitality of the living systems they're nested within. In this case; the ability of Te Ara Tukutuku to regenerate the mauri of Te Waitematā.

Another core concept of Regenerative Practice is an acknowledgment that the health of a living system can increase if separate kaupapa connect to leverage and amplify their impact.

This map identifies kaupapa which Ngā Iwi Mana Whenua o Tāmaki Makaurau, Eke Panuku and Toi Waihanga contribute to; (either collectively or individually), which have potential to contribute to the health of Te Waitematā.

At this point in the Vision & Framework Phase, we have identified opportunities for connection to develop in future phases.

Other community initiatives:

- | | |
|--|--------------------------------------|
| <i>Tamaki Herenga Waka Trust</i> | <i>ESR</i> |
| <i>Sir Peter Blake Trust</i> | <i>Central City Res. Group</i> |
| <i>Hauraki Gulf Forum</i> | <i>VHHL</i> |
| <i>Bike Auckland</i> | <i>Waitematā Local Board</i> |
| <i>NZILA</i> | <i>AT (bus, light rail, PT)</i> |
| <i>Revive our Gulf</i> | <i>Waka Kotahi</i> |
| <i>Coastal Restoration Trust</i> | <i>MOE</i> |
| <i>Restoring Takarunga Hauraki</i> | <i>Generation Zero</i> |
| <i>Moana Tamaariki-Pohe</i> | <i>Amotai</i> |
| <i>ROOTS</i> | <i>Heart of the City</i> |
| <i>Oceania Water Research Consortium</i> | <i>Watercare</i> |
| <i>Whangai Trust</i> | <i>Healthy Waters</i> |
| <i>Tree Council</i> | <i>ACCAB</i> |
| <i>The Nature Conservatory</i> | <i>Environmental Defence Society</i> |
| <i>National Science Centre</i> | <i>Shell</i> |
| | <i>Active: run, walk</i> |

Key_

- Agencies
- Community
- Science / Ecology
- Education
- Trusts / Advocacy / Other
- Place



Staging Plans



Indicative Staging Strategy to be refined as the project design and constraints develop.

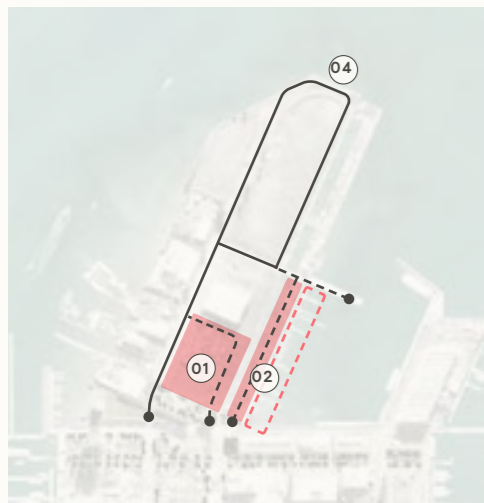
Indicative Staging Approach

Indicative staging approach & timing subject to change as site investigations and design work progress.

- Key:**
- Transitional Use
 - Enabling Works
 - Open Space Works
 - Wharf Works
 - Road Access
 - - - Pedestrian Only Access

2023

2033+

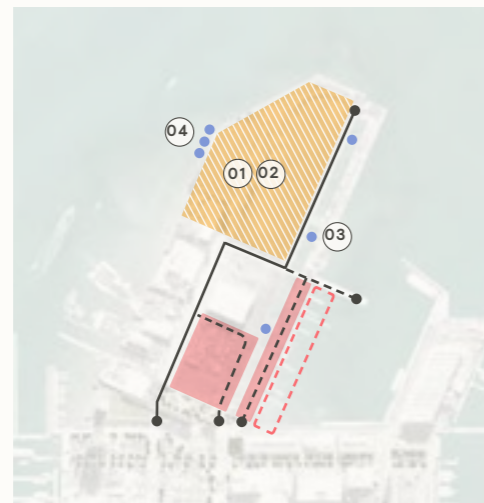


Transitional Use

The Transitional Use areas will expand to Wynyard Wharf & switch to Te Ara Tukutuku related programming of testing, trailing, and education.

- ① Activation on AC36 bases
- ② Activation on Wynyard Wharf
- ③ Site Testing & Monitoring to inform Remediation works

\$7.3m

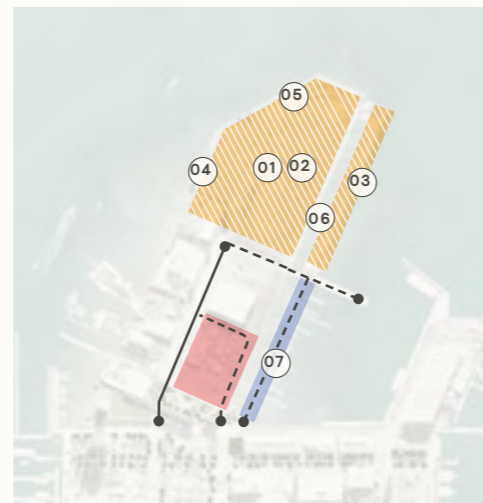


Stage 1

Enabling Works including capping of contamination to capture and treat stormwater run-off. Initiate Marine Habitat Trials to inform future works.

- ① Site Clearance & Enabling Works (capping)
- ② Potential Mudcrete Perimeter Barrier
- ③ Establish Marine Trials for future works
- ④ Potential Gull Habitat relocation
- Activation Continues
- Site Testing & Monitoring Continues

\$56m



Stage 2

Formation Works including site remediation, Wynyard Wharf north editing for material re-use & bulk earthworks to form the new resilient coastline and headland topography.

- ① Potential Site Remediation
- ② Earthworks - Bulk fill + Topsoil
- ③ Edit Wharf for Re-use onsite
- ④ Modification to Western Sea Walls
- ⑤ Repair Northern Sea Walls
- ⑥ Potential Marine Sediment Remediation
- ⑦ Deliver Wynyard Wharf South
- Activation Continues
- Site Testing & Monitoring Continues

\$55m

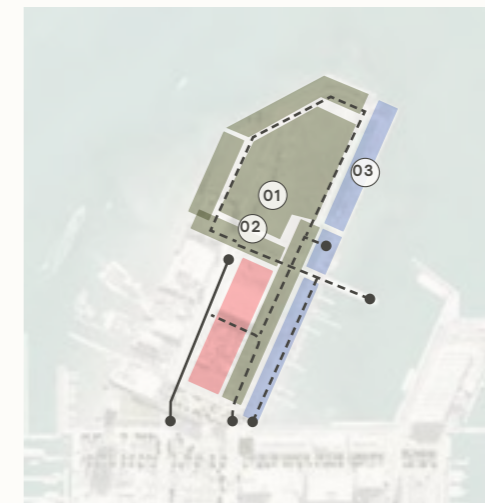


Stage 3

Deliver the Coves, Coastal Walk, and Tidal Stairs to complete the edges and the Linear Open Space to complete public space connection to the headland.

- ① Deliver Western Edge (Coves)
- ② Deliver Northern Edge (Coastal Walk)
- ③ Deliver Tidal Stairs
- ④ Deliver Linear Open Space
- Headland Formation Works Continues
- Activation Continues
- Site Testing & Monitoring Continues

\$65m



Stage 4

Staged delivery of the Headland Open Space, The Heart, and Wynyard Wharf North to complete the headland public realm and marine restoration works.

- ① Deliver Headland Open Space
- ② Deliver The Heart
- ③ Deliver Wynyard Wharf North
- Activation Continues

\$45m



Stage 5

Upgrade Hamer Street to provide access and infrastructure enabling the private lots sites to be developed over time.

Deliver open space built form elements (Wharewaka + Community Building, Entry Pavilion).

- ① Upgrade Hamer Street
- ② Deliver Open Space Buildings (Wharewaka, Community, Entry Pavilions)
- ③ Complete Water Access Components
- ④ Deliver Development Sites & Laneways

\$72m

Built Form Integration



Establishing the spatial parameters and opportunities to inform access and built form integration development.

Building Frontages_

This plan outlines the physical project boundary for Te Ara Tukutuku Headland Open Space (subject to design development and physical works requirements).

The following series of cross section drawings capture the spatial relationship between current building envelopes and open space to enable access & design discussions.

Key_

 Project Boundary



Building / Open Space Frontages Section AA_

Design Intent_

An active frontage orientated to northern and western views and aspect that provides a vibrant frontage to the adjacent open space, east-west street and coastal edge spaces.

A_ Internal active ground floor uses that contribute to the vibrancy of the waters edge open space and accommodate complimentary activities such as retail/market place, F+B, community, cultural and educational uses as identified in the Te Ara Tukutuku plan.

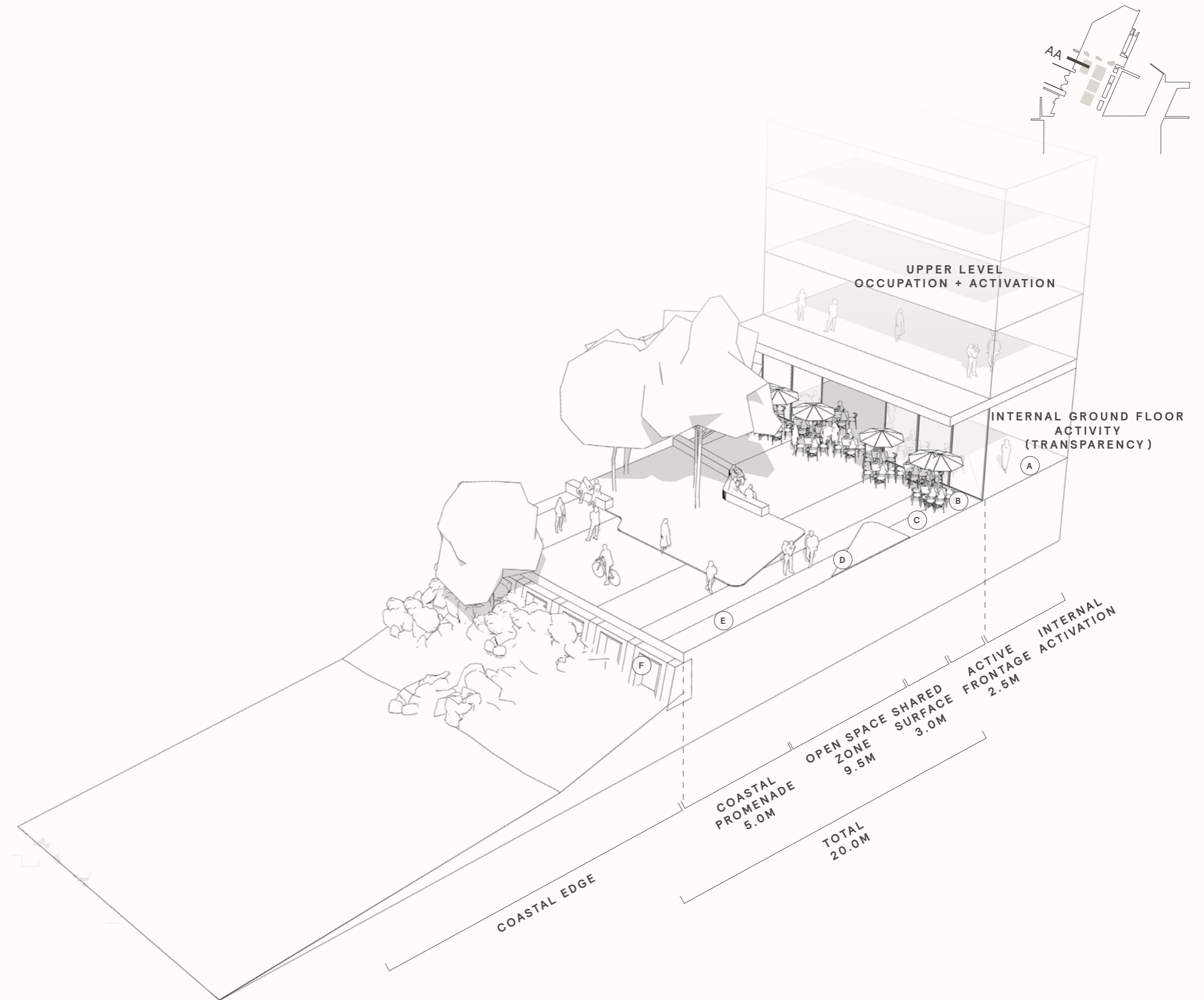
B_ An active street frontage zone supporting outdoor dining and occupation and activation of the east west street. Overlooks the open space and water.

C_ Shaded/sheltered and high amenity street occupation zones that provide/support occupation and activity. Vehicle access tbc.

D_ Edge open space zone incorporating planting and open space. Extension of the Coves landscape treatment and look and feel.

E_ Waters edge promenade for circulation and occupation.

F_ Seawall zone provides for occupation and connection to the waters edge.



Building / Open Space Frontages Section BB_

Design Intent_

An active and layered north facing frontage orientated to northern views and aspect that provides a vibrant frontage to the proposed development sites, east-west street and open space spaces. A range of opportunities for occupation and activation and environmental conditions. A human scale transition from built form to open space.

A_ Internal active ground floor uses that contribute to the vibrancy of the waters edge open space and accommodate complimentary activities such as retail/market place, F+B, community, cultural and educational uses as identified in the Te Ara Tukutuku plan.

B_ An active street frontage zone supporting outdoor dining and occupation and activation of the east west street. Overlooks the open space and water.

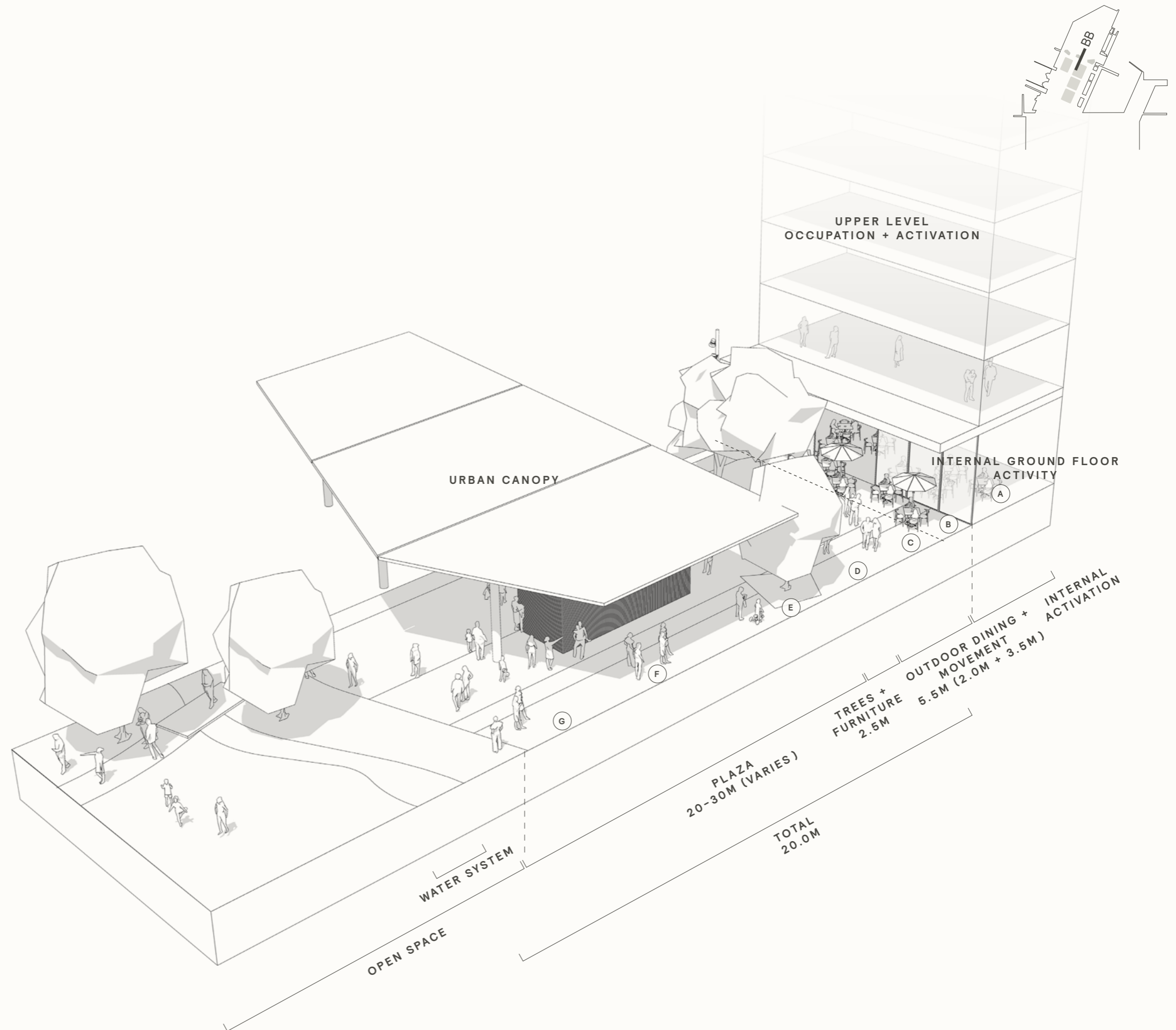
C_ A flexible and adaptable shared surface street (one way flow) able to support pick up and drop off functions, managed access for events/maintenance or a fully pedestrianised environment that supports a range of open space/event modes. Vehicle access requirements tbc.

D_ Shaded/sheltered and high amenity street occupation zones that provide/support occupation and activity.

E_ Open plaza spaces that support activities and occupation and flexible spaces for gathering, socialising and celebrating.

F_ Public activities (wharewaka/community spaces) that support the social, community and cultural programming of the open space and a destination. Flexible and adaptable building forms that able to be used/appropriated for a range of event/celebration types and scales.

G_ Open, open space facing, plaza spaces that support activities and occupation and flexible spaces for gathering, socialising and celebrating over looking the open space.



Building / Open Space Frontages Section CC_

Design Intent_

An active frontage orientated to eastern open space, harbour and city views. An active and vibrant frontage to the adjacent eastern open space space. A shared surface that supports occupation, activation and access. An appropriate interface with the open space and adjacent wharf spaces.

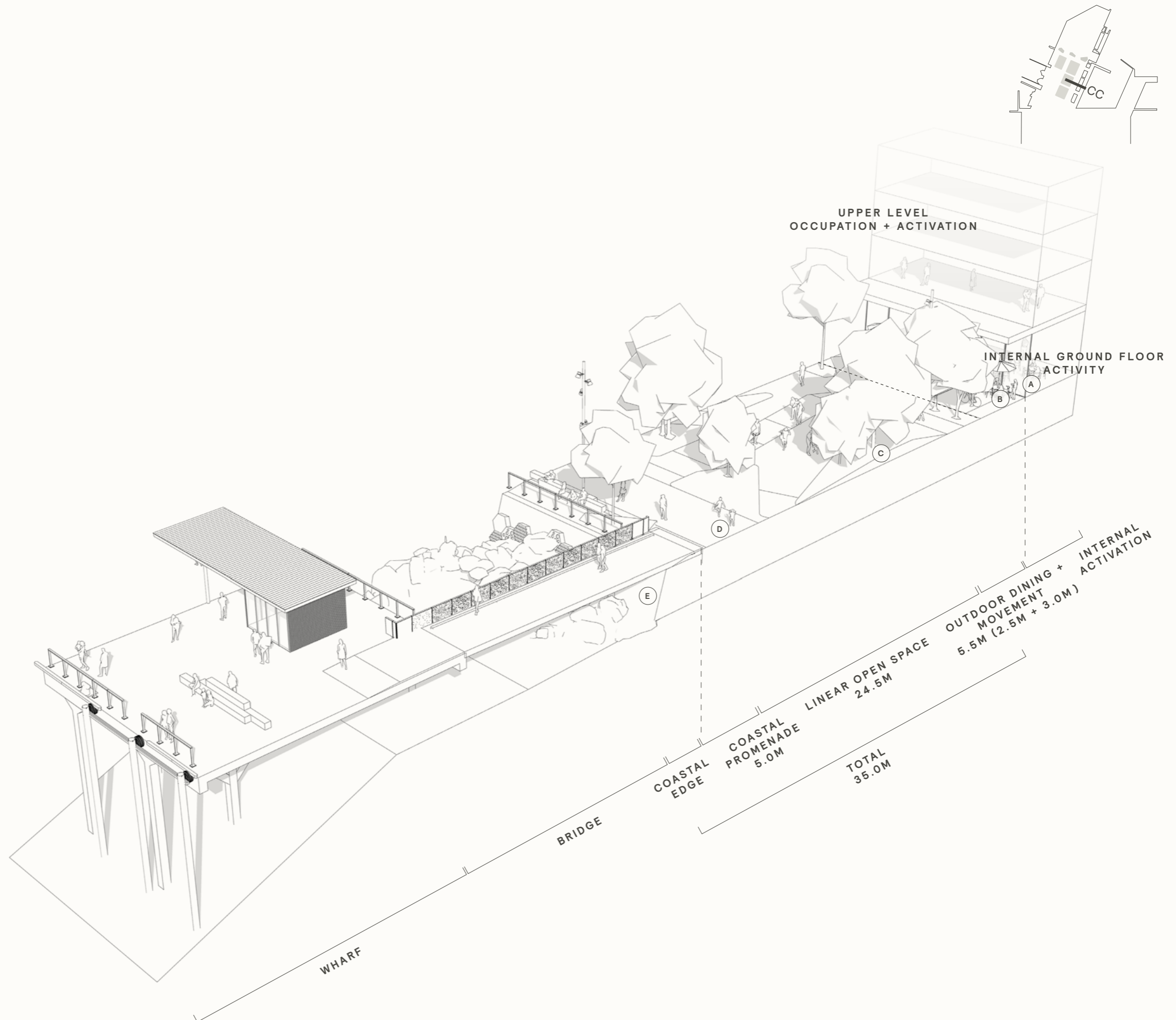
A_ Internal active ground floor uses that contribute to the open space and accommodate complimentary activities such as retail/ market place, F+B, community, cultural and educational uses as identified in the Te Ara Tukutuku plan.

B_ A sheltered street frontage zone occupation and activation. Overlooks the linear open space.

C_ Edge open space zone incorporating planting and open space. Extension of the Daldy Street/Te Ara Tukutuku open space spaces.

D_ Waters edge promenade for circulation and occupation. 5m +/-

E_ Seawall zone provides for occupation and connection to the waters edge and adjacent coastal ecology/wharf.



Building / Open Space Frontages Section DD_

Design Intent_

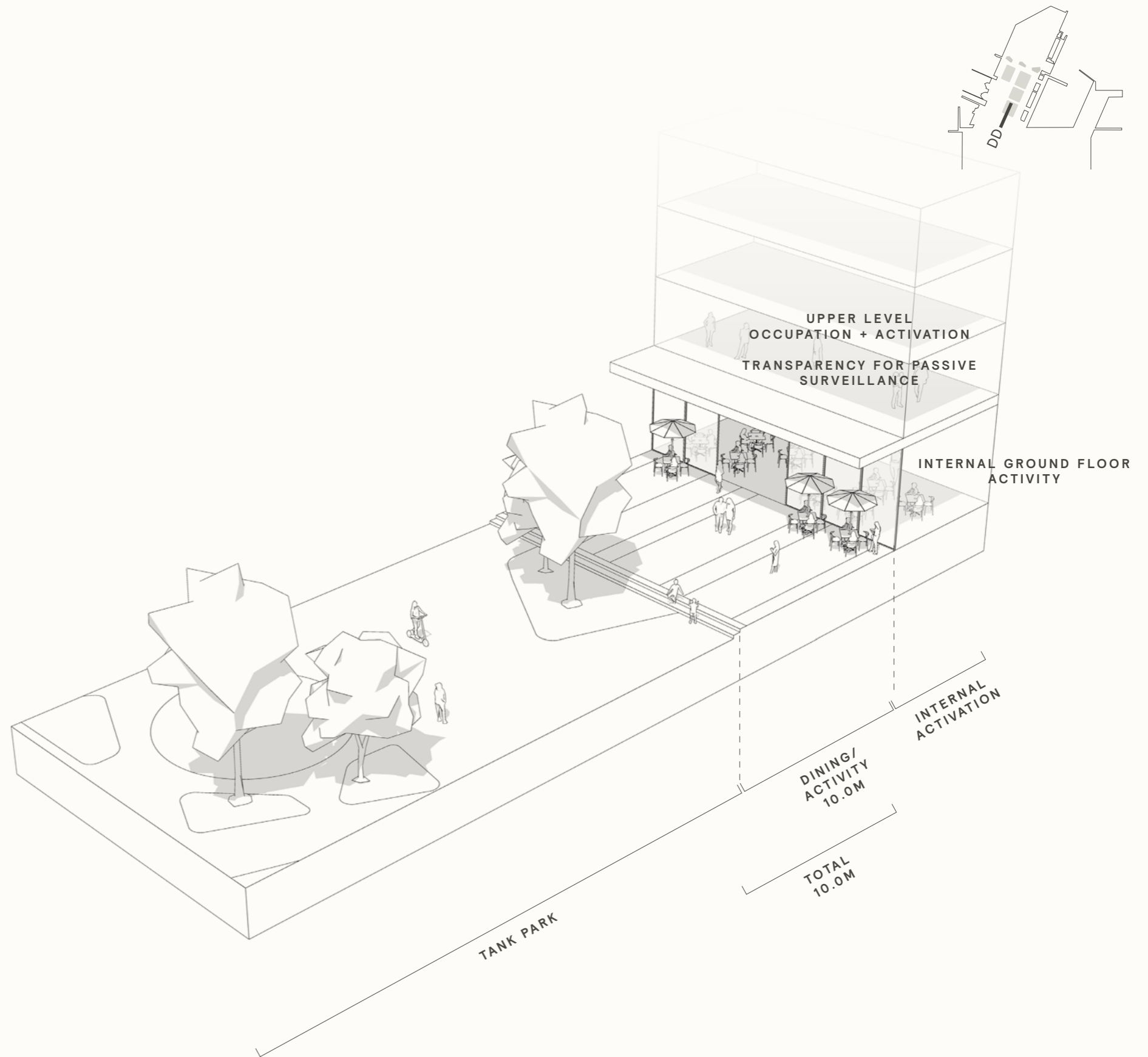
An active frontage orientated to Tank Park and providing a welcoming point of arrival to the southern end of the headland. Provides complimentary activity and occupation and activation of adjacent Tank Park and eastern edge open space spaces.

A_ Internal active ground floor uses that contribute to the vibrancy of the waters edge open space and accommodate complimentary activities such as retail/market place, F+B, community, cultural and educational uses as identified in the Te Ara Tukutuku plan.

B_ An active open space frontage zone supporting outdoor dining and occupation and activation of Tank Park. Utilises the existing northern edge open space walkway.

C_ Flexible footpath zone supports pedestrian movement and utilises the existing northern edge open space walkway.

D_ Existing Tank Park spaces and experiences.



Street + Lanes

Typical Hamer St Section_

Design Intent_

A generously scaled, green, north-south spine for the Headland providing amenity, functionality and access to the Headland Open Space and future development sites. Pedestrian and transport priority. Support walking and cycling access with ground floor activation, shade and shelter.

A_ Active ground floor uses that contribute to the vibrancy of the street and accommodate complimentary activities such as retail/ market place, F+B, community, cultural and educational uses as identified in the Te Ara Tukutuku plan.

B_ An active street frontage zone supporting outdoor occupation and activation of the street.

C_ A generously scaled footpath that supports street activity and headland/open space access.

D_ Street amenity zone incorporating urban furniture, green infrastructure, planting and lighting. Potential parking and loading integrated.

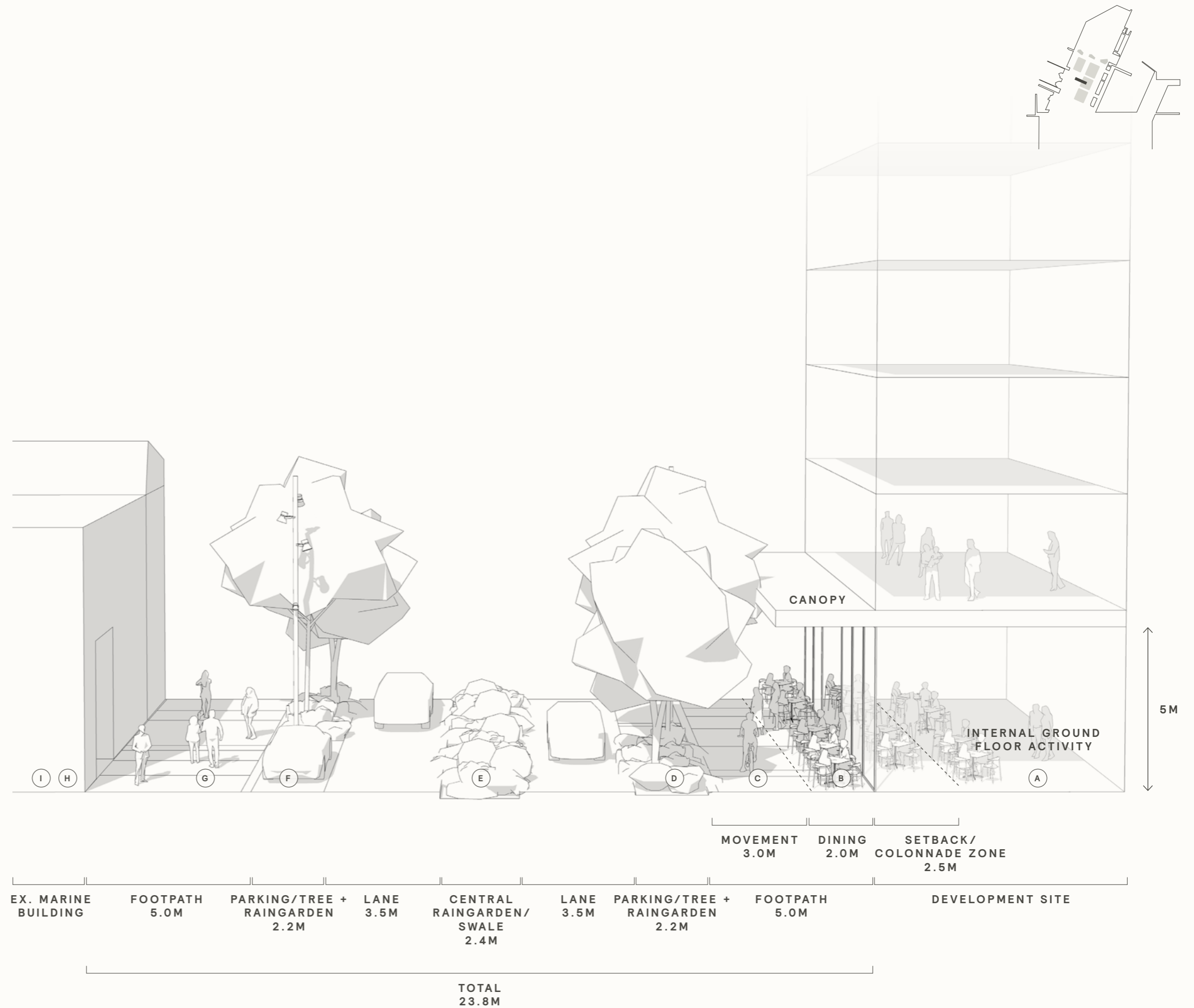
E_ Central street amenity zone incorporating green infrastructure and planting.

F_ Street amenity zone incorporating urban furniture, green infrastructure, planting and lighting. Potential parking and loading integrated. Buffer to Marine industries.

G_ A generously scaled footpath that supports street activity and headland/open space access. Enables access to existing marine sites.

H_ Existing Marine activity frontages. Opportunity for long term change to better address streetscape.

I_ Integrated Over Dimension vehicle access to the marine industry.



Street + Lanes

Typical Lane Section_

Design Intent_

Intimate, urban, fine grain, warm, sheltered, hosting

Principles_

- Slow speed (10km/h)
- Authorised/ resident access only
- 5m shared zone (2 way traffic movement)

Design Consideration_

- 5m floor to floor
- Catenary lighting
- Green infrastructure integrated
- Shop frontage + signage guidance
- Ground floor xx% active/transparency
- Controlled access from hamer st
- FFL: xx (new raised level)

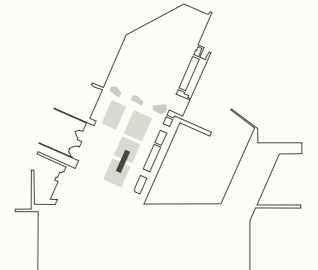
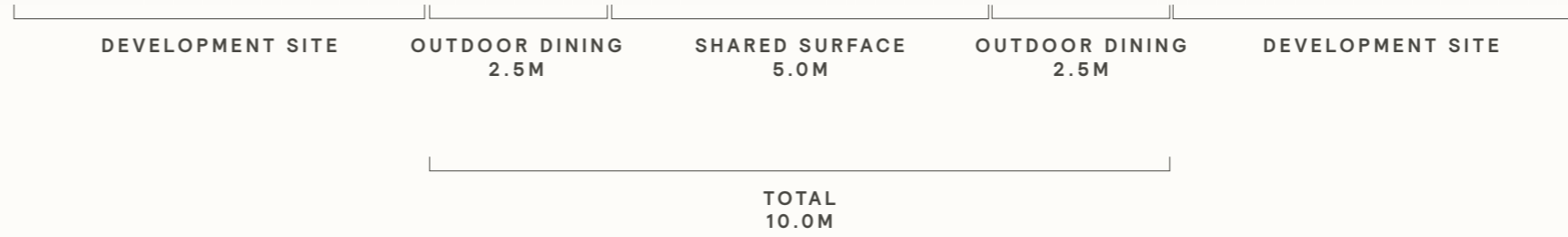
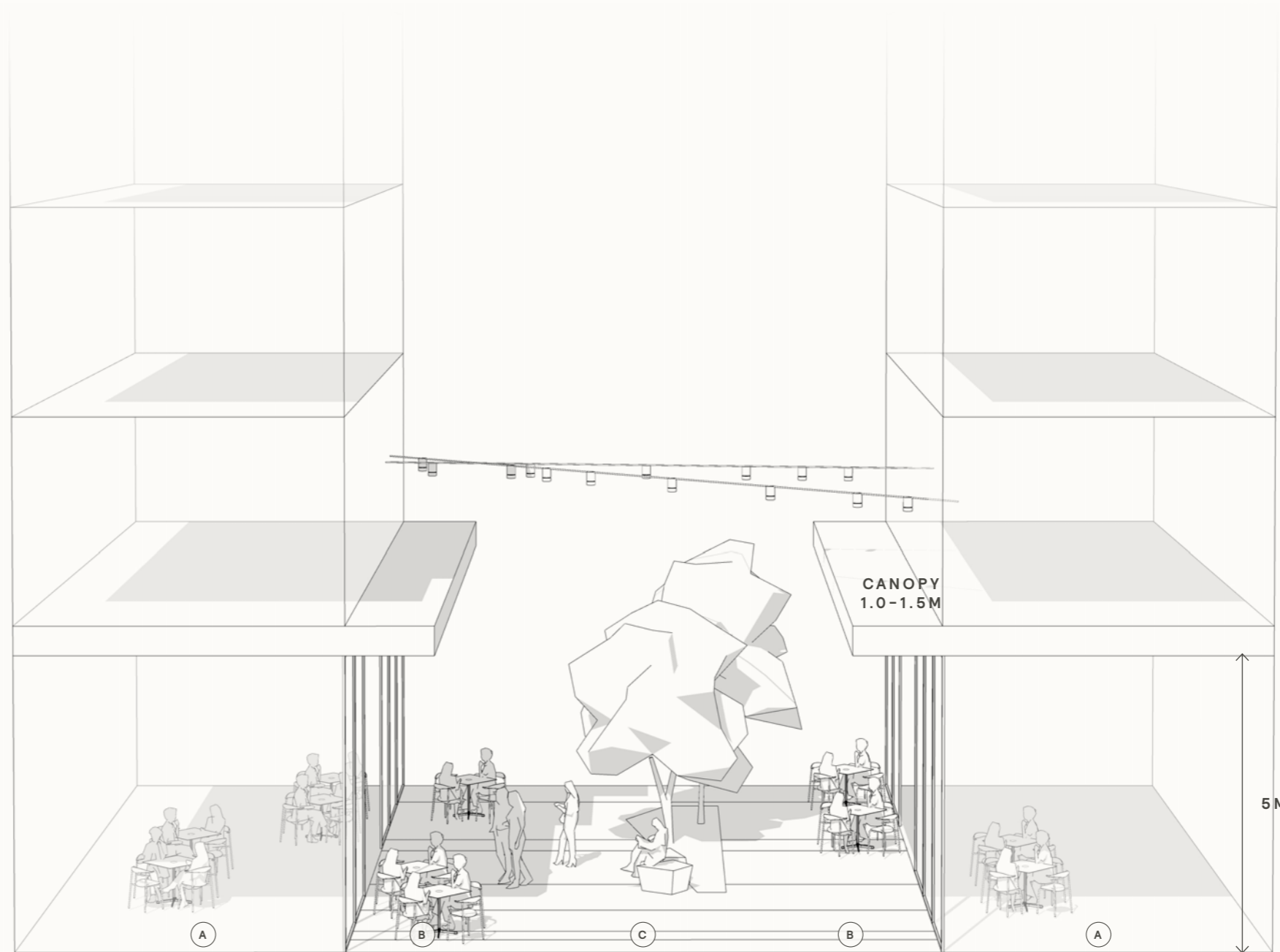
Material_

- Unit pavers
- Navigational reference
- Te Ara Tukutuku urban furniture

A_ Active ground floor uses that contribute to the vibrancy of the lane/headland and accommodate complimentary activities such as retail/market place, F+B, community, cultural and educational uses as identified in the Te Ara Tukutuku plan.

B_ An active street frontage zone supporting outdoor occupation and activation of the lane. Opportunity for complimentary open space activities and shade/shelter.

C_ A central shared surface that supports pedestrian priority and managed vehicle access to adjacent development sites.



Options Assessment



The following drawings capture design considerations carried out through the project Vision phase and are best read in conjunction with Appendices X1 of the Vision & Framework Document.

Access_



OPTION A (PREFERRED)

Pros_

Avoids vehicle dominated streets & laneways within Te Ara Tukutuku
 Avoids congestion across North-Wharf waterfront axis

Cons_

Restricted access Achievable?
 Coach and drop-off to be resolved



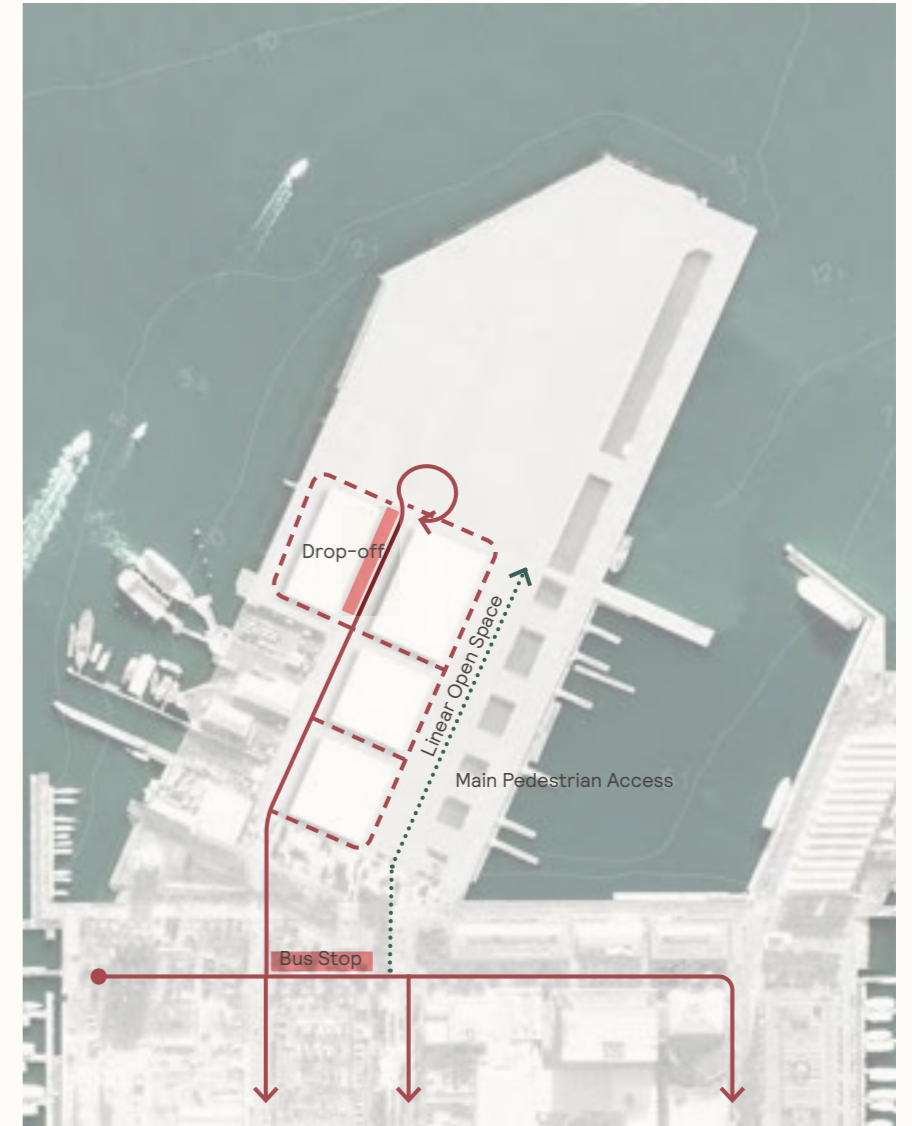
OPTION B_

Pros_

Direct Access to open space

Cons_

Severes North Wharf / Silo Park waterfront axis
 Not a great public realm interface to Linear Open Space
 Encouraging traffic jam north of Jellicoe Street



OPTION C_

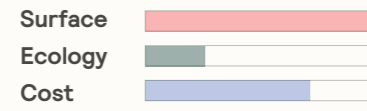
Pros_

Direct Access to open space

Cons_

Severes North Wharf / Silo Park waterfront axis
 Encouraging traffic jam north of Jellicoe Street
 Poor open space interface

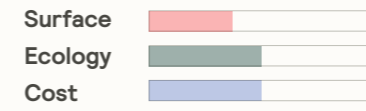
Wharf_



OPTION A_

Pros_
Most usable surface
Wharf shelters tidal stairs

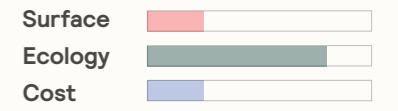
Cons_
Most wharf
Wharf primary outlook
Lots of space to activate
Large wharf upgrade investment



OPTION B (PREFERRED)_

Pros_
Headland = primary
Ecology opportunities
Wharf shelters tidal stairs
Wharf experience compliments stairs
Exposes sub structure + marine ecology

Cons_
Some wharf
Less usable wharf



OPTION C_

Pros_
Headland = primary
Least wharf
Ecology opportunities Exposes sub structure + marine ecology
Exposed tidal stairs

Cons_
Most demolition
Least usable surface
Need new stair shelter
Deep water vessel access removed

Open Space Buildings/ Activation_



OPTION A - BASELINE_

Pros_
 Minimum open space requirement
 Journey + experience throughout
 open space

Cons_
 No 'middle'



OPTION B - COLLECTION (PREFERRED)_

Pros_
 Layered edge
 East-west link
 Influenced by the open space
 Supports open space access

Cons_
 Scale and position to be investigated

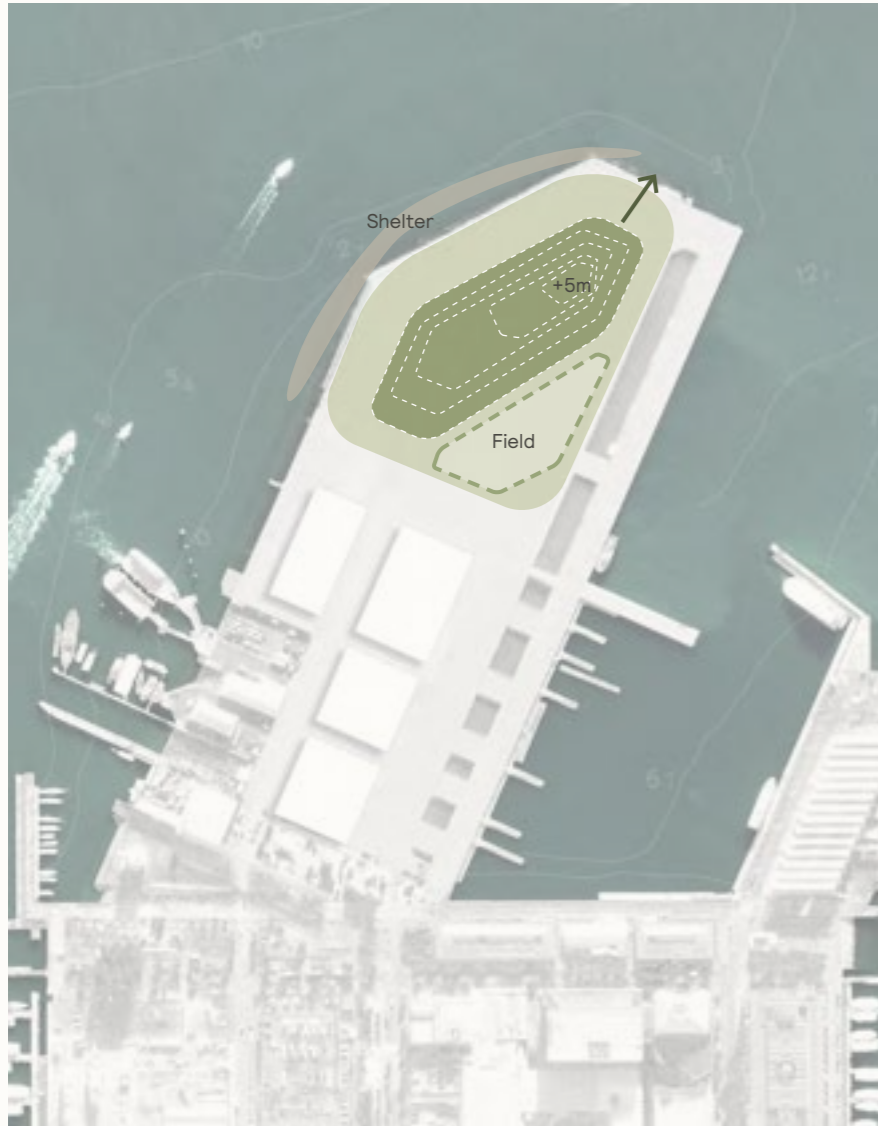


OPTION C - CONSOLIDATED_

Pros_
 Multi-functional

Cons_
 Buy in
 Investment
 Ownership
 Needs Programme

Topography_



OPTION A_

Pros_
 Singular form
 Gentler grades
 Consistent protection to western edge

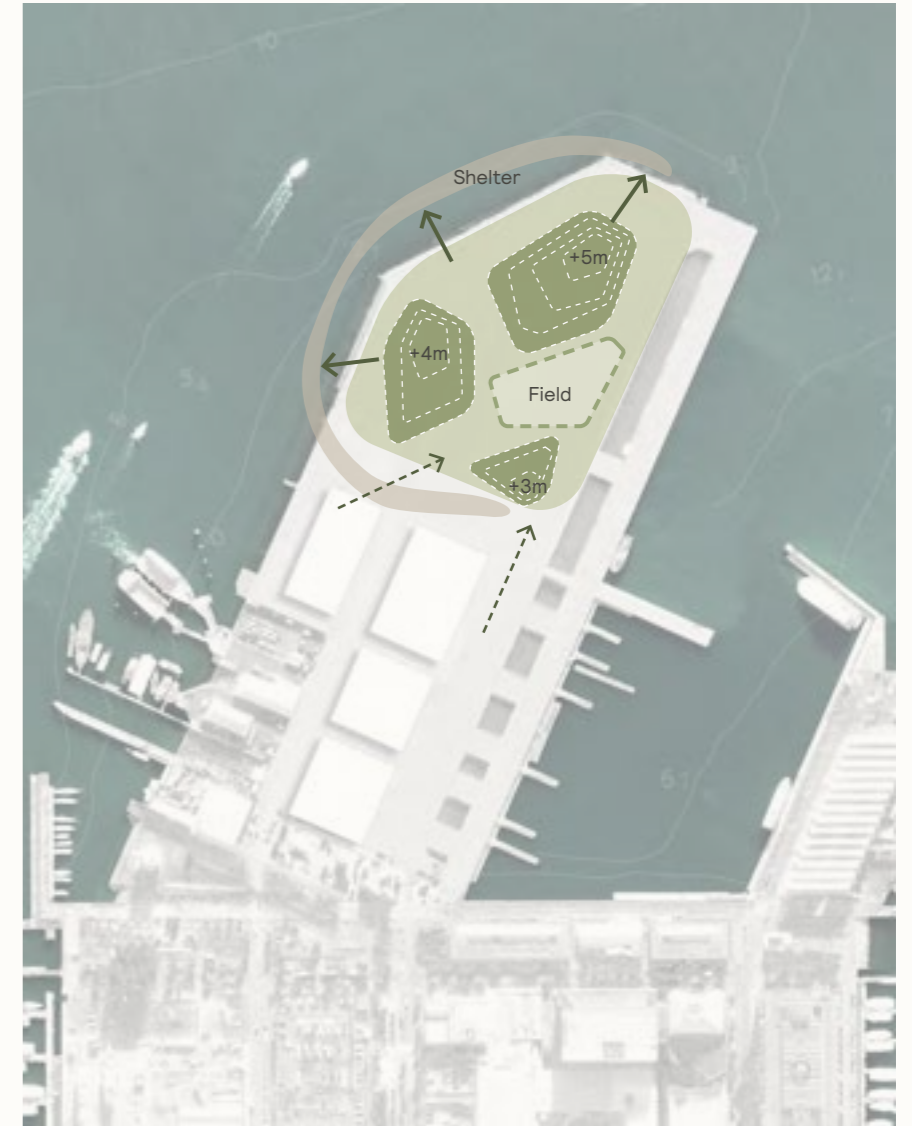
Cons_
 Larger volume earthworks
 Lacking experience variety
 Simplistic relationship to development + builtform
 Poor environmental outcomes



OPTION B_

Pros_
 More variety of experience
 Different programming opportunities for each mound

Cons_
 Steeper grades
 Least earthwork volume
 Simplistic relationship to development + builtform



OPTION C (PREFERRED)_

Pros_
 Most variety of experience
 Establish sequence of views and spaces
 Sheltered 'Field' space
 Increased programmable opportunities
 Topographic system rather than singular form

Cons_
 Steeper grades
 Less earthwork volume

Te Reo Māori Glossary_

Ihi, wehi, wana – the collection of energy and emotions that unites people

Atua – primal, primordial ancestors/ ancestor

Honohono – to join, joint, linkage

Ihi – vibration, energy, thrill, essential force

Kaupapa – purpose, programme, theme

Manaakitanga – hospitality, generosity and care. The process of according value and respect to people, place and nature

Mana – prestige, authority, influence,

Mana whenua – authority over land or territory

Matauranga Māori – Māori knowledge systems, knowing and understanding of the world, nature and the universe and applied practice

Mauri – life essence, life force

Mauri ora – to be alive, well and safe

Mihi – to greet, acknowledgement, tribute

Moana – Sea, ocean

Motu – island, to sever, cut

Moko/ Mokopuna – grandchild, grandchildren, descendants

Ngahere – bush, forest

Ngā Taiao – nature, natural Environment

Pā – fortified village

Papatūānuku – Mother Earth

Pono – to be true, valid, honest

Rangatahi – youth, young people/ person

Ranginui – Father Sky

Tāmaki Makaurau – Auckland

Taiao – the natural world

Tamariki – children

Tangaroa – Atua of the sea

Tangata – people/ person

Tapu – sacred, prohibited, restricted

Taonga – treasure, anything prized

Te Kōranga – ‘The Fish Scaffold’ at the foot of Victoria St where fish were dried on scaffolds

Te Reo – voice, language, dialect

Tikanga – customary system of values and practices that have evolved over generations and are anchored within the ecological, social and cultural context of Te Ara Tukutuku

Tunamau – ‘to catch eels’ the stream that runs (now piped) through Western Park formerly discharging into Waiaatarau

Tūpuna – ancestors, grandparents/ ancestor, grandparent

Uruuru Whenua – refers to rites involving the placement of an object on a wāhi tapu with appropriate karakia to denote title to the land

Waka – boat, canoe

Wai – water, stream, creek, river

Waiaatarau – ‘waters reflecting shadows’ the former Freemans Bay now reclaimed to form Victoria Park

Waikuta – kuta the native reed that grew in the waters around Waiaatarau and the stream that flowed down College Hill

Wairua – spirit, essence

Wana – permeation, excitement, exhilaration

Wehi – felling the energy, a response of awe in reaction to ihi

Wero – challenge

Whakapapa – intergenerational symbiotic relationships between people, places and nature

Whānau – family

Whenua – land, domain, territory, placenta and afterbirth

Decision paper: Northcote Central – Expressions of Interest

Author: Nicky Harrison, Development Manager

December 2023

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

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

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. [Redacted]
 - i. [Redacted]
 - ii. [Redacted]
 - iii. [Redacted][Redacted]
- b. [Redacted]
- c. [Redacted]
- d. [Redacted]
- e. [Redacted]

Whakarāpopototanga matua | Executive summary

- 1. [Redacted]
- 2. [Redacted]
- 3. [Redacted]

[Redacted]

- a. [Redacted]
- b. [Redacted]
- c. [Redacted]
- d. [Redacted]
- e. [Redacted]
- f. [Redacted]

[Redacted]

- g. [Redacted]
- h. [Redacted]

- 4. [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

- 5. [Redacted]

- 6. [Redacted]

7. [Redacted]

Horopaki | Context

8. [Redacted]

9. The EOI process commenced on Tuesday 3 October 2023 and following a six week 'in-market' closed on Monday 13 November 2023. The in-market period reflected an 'on-market' process with an extensive marketing campaign that covered a wide range of platforms including press / print (via the NZ Herald on Saturday Commercial Property section and editorials), digital (via NZ Herald, Stuff and Business Desk web sites) and social media (via LinkedIn).

10. A group [Redacted] targeted potential buyers were directly contacted by PwC and parties who showed interest were individually briefed to ensure they fully understood the opportunity. PwC specifically targeted a broad spectrum of potential purchasers, located in both New Zealand and Australia, ranging from established property developers to Listed Property Trusts and Iwi representatives. [Redacted]

11. [Redacted]

Nga whiringa me te taatai | Options and analysis

12. Overall, the level of market response to the EOI campaign was very satisfactory for an asset of this scale and nature, particularly given the current economic environment.

13. [Redacted]

14. [Redacted]

15. [Redacted]

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

[Redacted]

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

16. [Redacted]

17. [Redacted]

[Redacted]

[Redacted]

19. [Redacted]

20. [Redacted]

21. [Redacted]

[Redacted]

Ngā ritenga ā-pūtea | Financial and resourcing impacts

22. [Redacted]

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

23. [Redacted]

a. [Redacted]

b. [Redacted]

Tauākī whakaaweawe Māori | Māori impacts

24. [Redacted]

25. [Redacted]

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

26. [Redacted]

27. [Redacted]

Tauākī whakaaweawe āhuarangi | Environment and Climate change impacts

28. [Redacted]

29. [Redacted]

30. [Redacted]

Ngā koringa ā-muri | Next steps

31. [Redacted]

32. [Redacted]

33. [Redacted]

34. [Redacted]

Ngā tāpirihanga | Attachments

Attachment A - Expression of Interest Document

[Redacted]

Ngā kaihaina | Signatories

Kate Cumberpatch, Priority Location Director

Allan Young, GM Development

David Rankin, Chief Executive

NOW IS THE TIME FOR **Northcote**

Northcote Town Centre
mixed-use development
opportunity



Invitation for Expressions of Interest
October 2023



Contents

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30	Eke Panuku's vision and objectives
37	Investing in New Zealand
39	The procurement process
44	Appendix I Disclosures & Declaration Statements
46	Appendix II Terms and Conditions

Northcote 2030 vision:

Ā te tau 2030 ka tupu a Awataha hei hapori hihiko me te pokapū manaaki e whakanui ana i ngā tikanga ā-iwi, e rahi ake ai ngā mahi pakihi, e ea ai hoki ngā tūmanako o te katoa.

The Northcote of 2030 will be a growing community, with a lively and welcoming heart that celebrates culture, and where business thrives, and everyone's needs are met.



Introduction

Eke Panuku is leading the regeneration of Northcote Town Centre, on behalf of Auckland Council, to create a growing community with a lively and welcoming heart, that celebrates culture, where business thrives, and everyone's needs are met. PwC Advisory Services, on behalf of Eke Panuku, is proud to present the Lake Road Super Lot to the market, inviting Expressions of Interest (EOI) from capable developers that share Eke Panuku's ambition to unlock the substantial potential embedded in this sizeable and strategically located landholding.

Comprising some 3.13ha of Town Centre Zone land within the heart of the Northcote Town Centre, the Lake Road Super Lot presents a unique opportunity to establish a thriving mixed-use residential and retail precinct that further enhances Northcote's ongoing urban regeneration efforts. The Lake Road Super Lot comprises the majority of the total developable land within the Northcote Town Centre. The remaining land (the 'College Road Super Lot') is not included within this transaction process but, at Eke Panuku's sole discretion, may be added to the transaction process at a later date.

Eke Panuku's vision for Northcote Town Centre is communicated in its Project Objectives and Benchmark Masterplan - further details of these are provided in this document. The Benchmark Masterplan balances wider urban design outcomes with development density goals and provides for a range of residential, retail and commercial uses. Respondents have the flexibility to pursue their own optimised masterplan vision, where such a plan can demonstrate delivery or enhancement of Eke Panuku's Project Objectives for Northcote.

The Lake Road Super Lot is offered for sale with the expectation that the transaction will be contracted via a structured transaction / Development Agreement. The transaction is being managed via a two-stage process:

Stage 1: Request for Expressions of Interest (EOI) process to facilitate selection of a shortlist of candidate development partners.

Stage 2: Request for Development Proposal (RFDP) process with shortlisted parties to ultimately select a preferred party to contract the terms and conditions of sale.

This request for EOI (Stage 1) introduces the project and opportunity for developers, presents Eke Panuku's Project Objectives for the development and outlines the requirements for a compliant response. Parties interested in submitting an EOI must respond before the deadline of 4pm on 13 November 2023.

Responses must be in accordance with the Response Requirements and Terms and Conditions contained within this EOI document.

The Evaluation Criteria upon which responses will be assessed is set out in this document. It is acknowledged that interested parties may wish to engage with other parties to inform their EOI approach, and potentially form a consortium. Where this is the case, consent (via email) is required from Eke Panuku (via PwC); such consent is unlikely to be withheld.



Summary

Address	Lake Road, Northcote, Auckland
Land available	The Lake Road Super Lot comprising 3.13ha
Tenure offered	Freehold tenure
Zoning	Business - Town Centre Zone subject with 27m Height Variation Control.
Improvements	One of the key features of this opportunity is the existing main retail precinct on Pearn Place. These particular buildings deliver a strong holding income and could be retained in the short to medium term as a key curation element of the wider development project. The remaining buildings offer additional holding income, prior to development.
Holding income	Approximately \$1.87m per annum, net of operating expenses. Circa \$1.05m of this income relates to the retail buildings fronting Pearn Place.
Infrastructure, roading and public realm	<p>Eke Panuku will:</p> <ul style="list-style-type: none">• deliver the upgrade and extension of Ernie Mays Street• refurbish and extend the Northcote Library into a multi-purpose community hub, and• deconstruct the buildings required to facilitate development of Ernie Mays Street. <p>The successful developer will be responsible for delivery of all other infrastructure, roading and laneways, services reticulation and public realm within the Lake Road Super Lot, in addition to the built form.</p>
Deadline for EOI response	4pm, Monday 13 November 2023
Inspections	Please contact John Schellekens , Chagalle Ellis or Andrew Sowry to arrange an inspection
Online Data Room	Comprehensive due diligence material is available in the Online Data Room. Access is available on request.

Contact



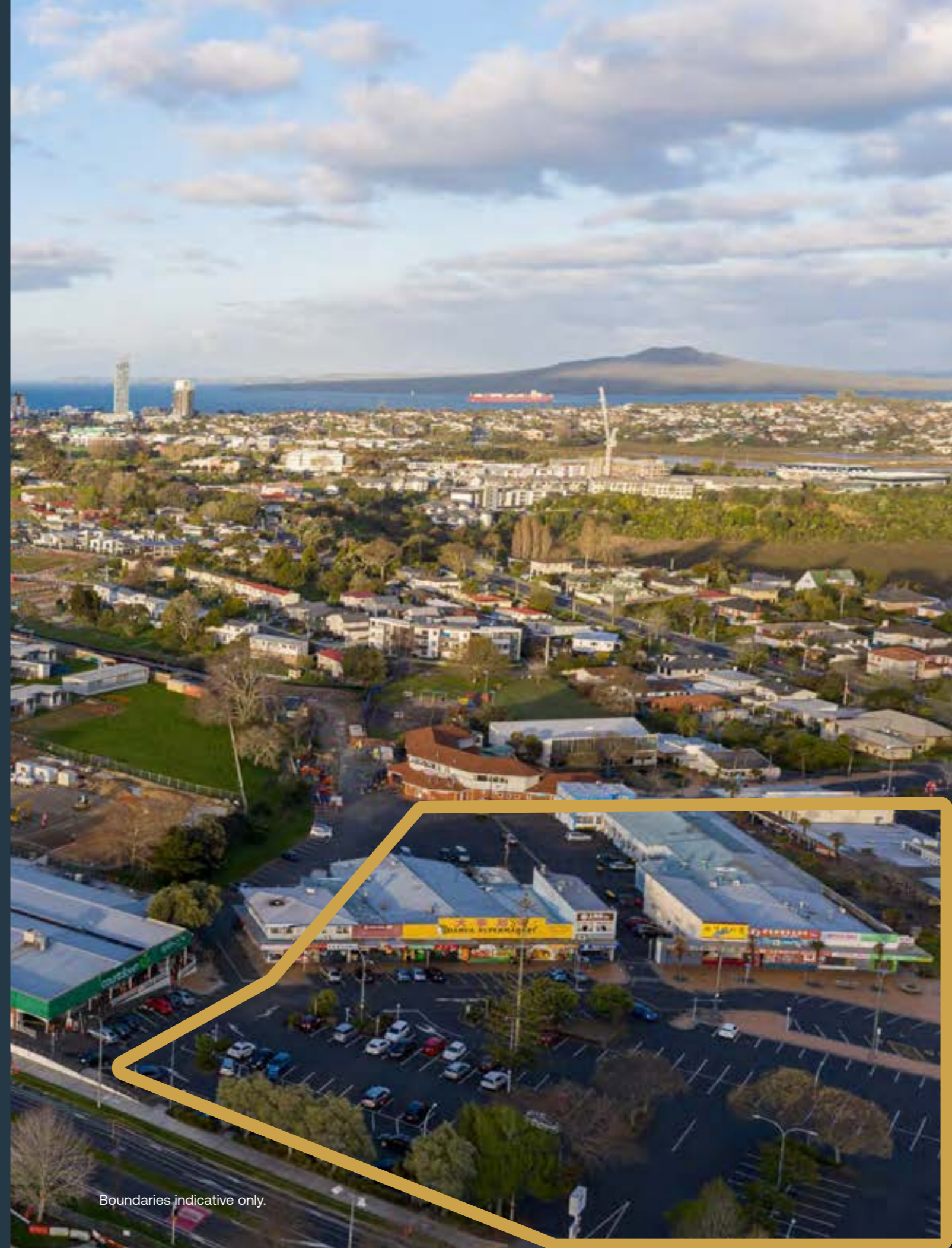
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Boundaries indicative only.

Investment highlights

A scale development opportunity

Comprising circa **3.13ha of Town Centre Zone** land with a 27m height limit in place, the Lake Road Super Lot provides an opportunity to deliver a large scale residential-led town centre development. Eke Panuku's Benchmark Masterplan provides for circa 17,000sqm of retail GFA (gross floor area) and 480 apartments. Planning regulations provide scope for additional GFA which will be considered by Eke Panuku where it can be justified from an urban design perspective and shown to enhance Eke Panuku's Project Objectives.

Regeneration is well progressed

Northcote has strong residential fundamentals. It is within seven kilometres from Auckland's city centre, enjoys a wide range of nearby schooling options and considerable nearby amenity including green spaces, parks and beaches. These locational attributes and the significant public sector investment in infrastructure and housing in Northcote has underpinned a significant transformation of the wider Northcote suburb; it has a broad appeal to a wide mix of purchasers and occupiers including families, young professionals and retirees.



Substantial public sector investment in Northcote

Substantial public investment in social, transport and infrastructure by central and local government have turbo-charged the urban regeneration of Northcote. The Kāinga Ora - Homes & Community-led development of public and market housing is well progressed, public transport facilities and service provision have improved significantly, new cycling and walking infrastructure is in place, the Ministry of Education has invested in local schools, and Te Ara Awataha - Northcote's new greenway - has delivered excellent public recreation and stormwater management outcomes.

One of the fastest growing locations in the Auckland City fringe

Supported by circa 1,700 new homes within the surrounding Kāinga Ora-led development, Statistics New Zealand projects Northcote Central's population to grow 20% between 2018 and 2023.

Well connected to transport links

Northcote Town Centre is well connected to public and private transport links. The motorway network is easily accessible with nearby on/off-ramps providing access both north and south on State Highway 1, buses to the city centre run every 15 minutes (on peak) and there has been substantial recent investment in cycling infrastructure including the Northcote Safe Cycle Route

Considerable holding income

The Lake Road Super Lot returns a considerable holding income of \$1.87m p.a. plus GST, circa \$1.05m of which is associated with the retail fronting Pearn Place.

Eke Panuku is committed to re-establishing a thriving Town Centre

Eke Panuku is committed to delivering a functioning town centre that reflects a distinct Northcote character, anchored on community, culture and business. In addition to its significant investment in transport, roading and services in the broader Northcote area, Auckland Council has invested substantial capital and resources to establish single ownership of the town centre land and prepared the Benchmark Masterplan to underpin the redevelopment vision. It has also resolved to undertake further works within the Town Centre, including the upgrade to Ernie Mays Street and refurbishment and extension of the Northcote Library into a new multi-purpose community hub.



The opportunity

A large scale suburban Town Centre redevelopment opportunity

Northcote is one of Auckland's most vibrant, fastest growing and culturally diverse city fringe neighbourhoods. It is also well connected - Northcote is within seven kilometres from Auckland's city centre and benefiting from nearby interchanges to the Northern Motorway and high frequency public transport options (buses to the city centre run every 15 minutes on peak).

Northcote's transformation journey is well advanced; the regeneration process has been turbo charged by substantial public investment in transport, public domain and services infrastructure, social services and amenity, and the delivery of around 1,700 medium and high-density dwellings (with several hundred more in progress) within the immediate proximity.

As Northcote's focal point, The Northcote Town Centre is ideally positioned to leverage and enhance Northcote's ongoing transformation. Eke Panuku is inviting expressions of interest from parties interested in acquiring The Lake Road Super Lot, being one of the two super lots within the Northcote Town Centre project.

The College Road Super Lot does not form part of the transaction land. Eke Panuku is currently in discussions with the Ministry of Education who controls a parcel of land within this development block. Eke Panuku may, at its sole discretion, introduce the College Road Super Lot to the transaction process at a later date.



The Lake Road Super Lot

Site details

Expressions of interest are sought from parties interested in acquiring the Lake Road Super Lot, comprising a considerable 3.13 hectare development block within the heart of the Northcote Town Centre. The Lake Road Super Lot occupies a high-profile position, with considerable frontage to Lake Road along its western boundary (around 150m).

The majority (approximately 2/3rds) of the land is flat with the balance having a moderate contour rising to College Road along the south eastern boundary. Four road frontages afford flexible access and internal circulation options. The block is bounded by Lake Road, Kilham Avenue, College Road and Ernie Mays Street, the latter of these will be extended by Eke Panuku along the Lake Road Super Lot's northern and northeastern boundaries to create a new link between College Road and Lake Road.

A copy of the proposed subdivision plan is provided in the data room. Lot boundaries and land areas are subject to change to allow for the final design of the town square and alignment of Ernie Mays Street and spine roading (Pearn Place and Kilham Avenue).

Infrastructure, roading and public realm delivery

Eke Panuku will deliver the upgrade and extension of Ernie Mays Street.

The successful developer or consortia will be responsible for delivery of all other infrastructure, roading and laneways, services reticulation, public realm (including the new town square and associated facilities) within the Lake Road Super Lot, in addition to the built form (in a manner that is consistent with Eke Panuku's vision).

The successful developer or consortia will be responsible for delivery of all other infrastructure, roading and laneways, services reticulation, public realm (including the new town square and associated facilities) within the Lake Road Super Lot.





The Lake Road Super Lot

Timing of land availability

Auckland Council's entire Northcote Town centre land comprises 16 titles and additional vested roads (including Pearn Crescent, Ernie Mays Street and Kilham Ave). Eke Panuku has completed the acquisition of numerous leasehold interests in the Northcote Town Centre and Auckland Council now owns the freehold interest in all land titles within the boundaries of the Lake Road Super Lot presented in this expression of interest.

Eke Panuku is advancing preparations to enable development of the Lake Road Super Lot, including:

- Amalgamating existing titles, completing road stopping and realignment (including the extension and upgrade of Ernie Mays Street) and subdivision of the combined landholding to create Lake Road Super Lot and College Road Super Lot
- Demolition of selected buildings to facilitate construction of Ernie Mays Street.
- Completing the design and construction of the upgrade and extension of Ernie Mays Street, which is programmed to be completed by 2028.

Eke Panuku has completed the acquisition of various lessee's interests and is now in a position to transact a freehold interest in the Lake Road Super Lot.

Boundaries are indicative only. Image courtesy of Auckland Council GIS

Planning context

Non-exhaustive summary of applicable planning regulations

Applicable plan	Auckland Unitary Plan Operative in Part
Zone	Business - Town Centre Zone
Activities	<ul style="list-style-type: none">• The zone enables a wide range of activities. Dwellings, visitor accommodation, offices, retail and integrated residential development (which includes retirement villages) all carry Permitted Activity status.• Erection of new buildings carries Restricted Discretionary activity status.
Max height	27 metres
Maximum building coverage	No maximum building coverage stipulated.
Notable tree	A Smooth Elm located on Pearn Place is scheduled as a notable tree. Removal of notable trees carries Discretionary activity status.
Other	<ul style="list-style-type: none">• Various General Commercial Frontage and Key Retail Frontages apply.• Designation 4311 (Whenuapai Air Base) applies. This designation has negligible impact on the development potential of the Lake Road Super Lot.• Northcote Library carries Category B heritage protection with an associated Extent of Place curtilage. The Extent of Place overlay largely sits outside the boundary of the developable land, however, there is potential risk of a minor overlap with the northeastern boundary of the Lake Road Super Lot (pending the final boundary alignment). Further investigations are required to confirm the extent of the impact (if any).

Planning regulations are currently subject to amendment, as a result of Auckland Council's proposed plan changes (Plan Change 78 and 79) in response to the National Policy Statement on Urban Development and Medium Density Residential Standards. The notified version of these plan changes (which may be subject to further amendment) has not proposed any alterations to the Town Centre Zone or 27m height limit that applies to the Lake Road Super Lot.



Substantial holding income

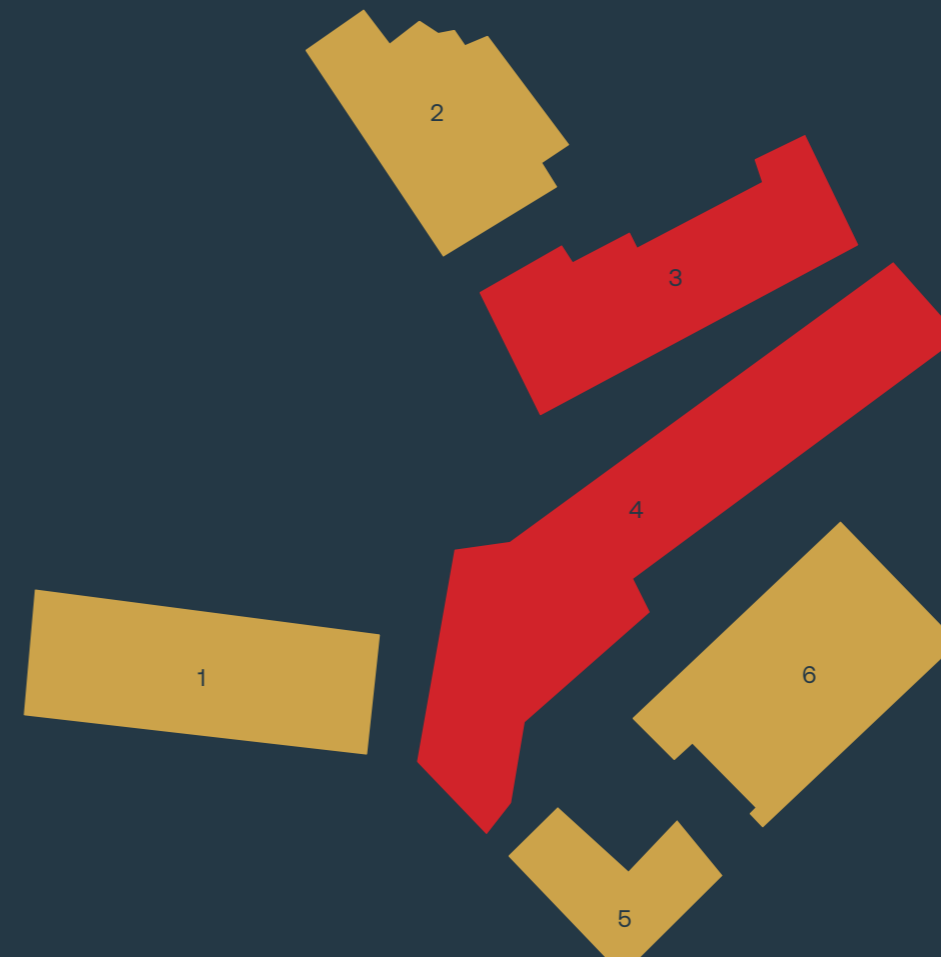
The existing improvements provide approximately **\$1.87m** of net passing income, with a potential estimated market rental (as at September 2023) of ~\$2.68m. The existing improvements were mainly constructed between the late 1950's and early 1970's and comprise six independent blocks identified on the below plan, connected by roads and pedestrian access ways.

It is anticipated that Blocks 3 and 4 will be the last Blocks to be redeveloped. In the interim, Pearn Place has potential to facilitate a curated development strategy with an existing retail heart. Combined, Blocks 3 and 4 provide a net passing income of circa **\$1.05m**, increasing to approximately **\$1.27m** if fully leased.

Occupiers typically offer a mix of grocery and convenience, food and beverage, and service retailing, with some second level office tenancies.



Gross passing rental (from leases)	\$2,816,620
Other income	\$15,001
Gross passing income	\$2,831,621
Net passing income	\$1,873,234
Plus: Net market rental on vacant space	\$803,561
Net income fully leased	\$2,676,795



Blocks 2 and 5 and small portions of Blocks 3 and 4 will be demolished by Eke Panuku prior to settlement, largely to facilitate the Ernie Mays Street extension (in the case of Blocks 3 and 4) and due to building condition (Block 5). All leases include demolition clauses.

The building income estimates are prior to any demolition work; the projected net holding income post Eke Panuku's demolition works will be confirmed for Stage 2 of this procurement process.

The Northcote story

Remembering, and reimagining Northcote Town Centre

The Northcote Town Centre was ultra-modern when it opened in 1959 - it was the first "mall" style shopping centre to be built in Auckland. It has been a thriving suburban town centre, providing shops and amenities that serviced the needs of the broader Northcote locale and beyond. There has been a decline in the vitality and amenity provided with Northcote Town Centre, a refresh is needed to re-establish the town centre as Northcote's thriving heart that supports a sustainable community now, and over the long term.

A vibrant and culturally diverse neighbourhood

Northcote is a vibrant and culturally diverse neighbourhood, boasting a wide range of cultures and socio-economic backgrounds. Its bustling town centre is home to destination Asian cuisine and an extensive mix of retail options, creating a lively community atmosphere. The surrounding region offers a number of schooling options at all levels and plenty of green spaces, parks and beaches, providing ample opportunities for recreation and relaxation.

Urban regeneration is progressing at pace

Northcote has undergone a significant transformation over the past decade. The Kāinga Ora-led development of public and market housing is almost complete, public transport facilities and service provision have improved significantly, new cycling and walking infrastructure is in place, the Ministry of Education has invested in local schools, and Te Ara Awataha - Northcote's new greenway - has delivered excellent public recreation and stormwater management outcomes.

These regeneration efforts have propelled Northcote into one of the fastest growing suburbs in the Auckland city fringe. As the focal point for the area, the Northcote Town Centre is strategically positioned to leverage and enhance Northcote's ongoing urban regeneration efforts.

Connected to transport networks

Northcote is a highly accessible city fringe location with excellent public and private transport links. Located in the heart of the Northcote Town Centre, the Lake Road Super Lot is ideally positioned in relation to these transport networks.

Running along the northeastern boundary, a realigned and upgraded Ernie Mays Street will provide bus stops for regular connections to the city centre and other parts of Auckland. Buses to the city centre run every 15 minutes at peak times.

In addition to its convenient bus routes, Northcote also has easy access to the motorway network; the Onewa Road, Esmonde Road and Stafford Road interchanges are all within circa 2km, providing both Northbound and Southbound access to the Northern Motorway and enabling a short 15-minute drive to the Auckland city centre during off-peak hours. Pedestrians and cyclists can enjoy off-road local experiences, including Te Ara Awataha and the Northcote Safe Cycling Route.



CIRCA 1,700 NEW HOMES
in the surrounding Kāinga Ora-led developments.



WELL CONNECTED TO THE CITY CENTRE
Seven kms away with buses every 15 minutes.



HIGH RESIDENTIAL VALUES
Median house price (excluding apartments) is circa \$1.30m - 5% above Auckland's median.



ONE OF THE FASTEST GROWING LOCATIONS IN THE AUCKLAND CITY FRINGE

Northcote Central's population is forecast to grow 20% between 2018 and 2023 (Statistics New Zealand Population projection).

Boundaries indicative only.

The Northcote story

Substantial investment into Northcote

Substantial public investment in social, transport, and infrastructure from central and local government have turbo-charged the urban regeneration of Northcote. Collectively, these interventions have transformed Northcote into a compact and connected suburb that has proven to have broad appeal to a wide mix of purchasers and occupiers including families, young professionals and retirees.

Kāinga Ora Northcote Development



Kāinga Ora's Northcote Development will deliver approximately 1,700 homes built within walking distance of the Northcote Town Centre. The project includes 1,200 affordable and market dwellings and 500 public houses. Market dwellings are offered in a range of terraced housing and apartment configurations, and at varying price points. While led by Kāinga Ora, market housing is being delivered by private sector partners including NZ Living, Universal Holmes and TLC modular. Northcote will soon boast one of the most diverse selections of housing options within Auckland.

Te Awa Awataha - Northcote's new greenway



This multi-award winning collaborative project provides a 1.5km safe, off-road greenway for cyclists and pedestrians that follows the path of the Awataha Stream to connect the town centre, schools, homes and existing and new reserves. The stream has been partially resurfaced to improve water quality and stormwater management, to make the town centre and surrounding homes more resilient to severe weather events, as well as provide a new natural habitat for wildlife for locals to enjoy and connect with nature.

Northcote safe cycle route



The Northcote safe cycle route is a 5.2km shared walking and cycling path stretching from Smales Farm to Northcote Point - it runs directly past the Northcote Town Centre, along Lake Road. The route improves access to several intermediate and secondary schools (including Northcote College, Westlake Girls High School and Rosmini College), the Northern Busway (at Smales Farm Bus Station), sports facilities in the area and the North Shore Hospital.

Northcote Library - new multi-purpose community hub



Eke Panuku has resolved to refurbish and create a new multi-purpose community hub. The hub will enable a number of community groups and services to remain in the town centre. The project is currently in the consultation phase.

Ernie Mays Street upgrade



To facilitate development and accessibility of the Lake Road Super Lot, Eke Panuku has resolved to amend and extend Ernie Mays Street at a cost of approximately \$10m. Upon completion, Ernie Mays Street will provide important vehicle access from Lake Road through to College Road, as well as possible public transport / bus stops.

Onepoto Primary School upgrade



To support the housing boom being experienced by Northcote, Onepoto Primary School has been given a fresh start, being completely rebuilt at an estimated cost of \$19.5m. Onepoto Primary School now has the capacity to accommodate a roll of 350 students, making a significant contribution towards the 600 new students expected in this area over the next 10 years as a result of the new housing developments.

The Northcote story

An attractive retail opportunity



The Northcote story

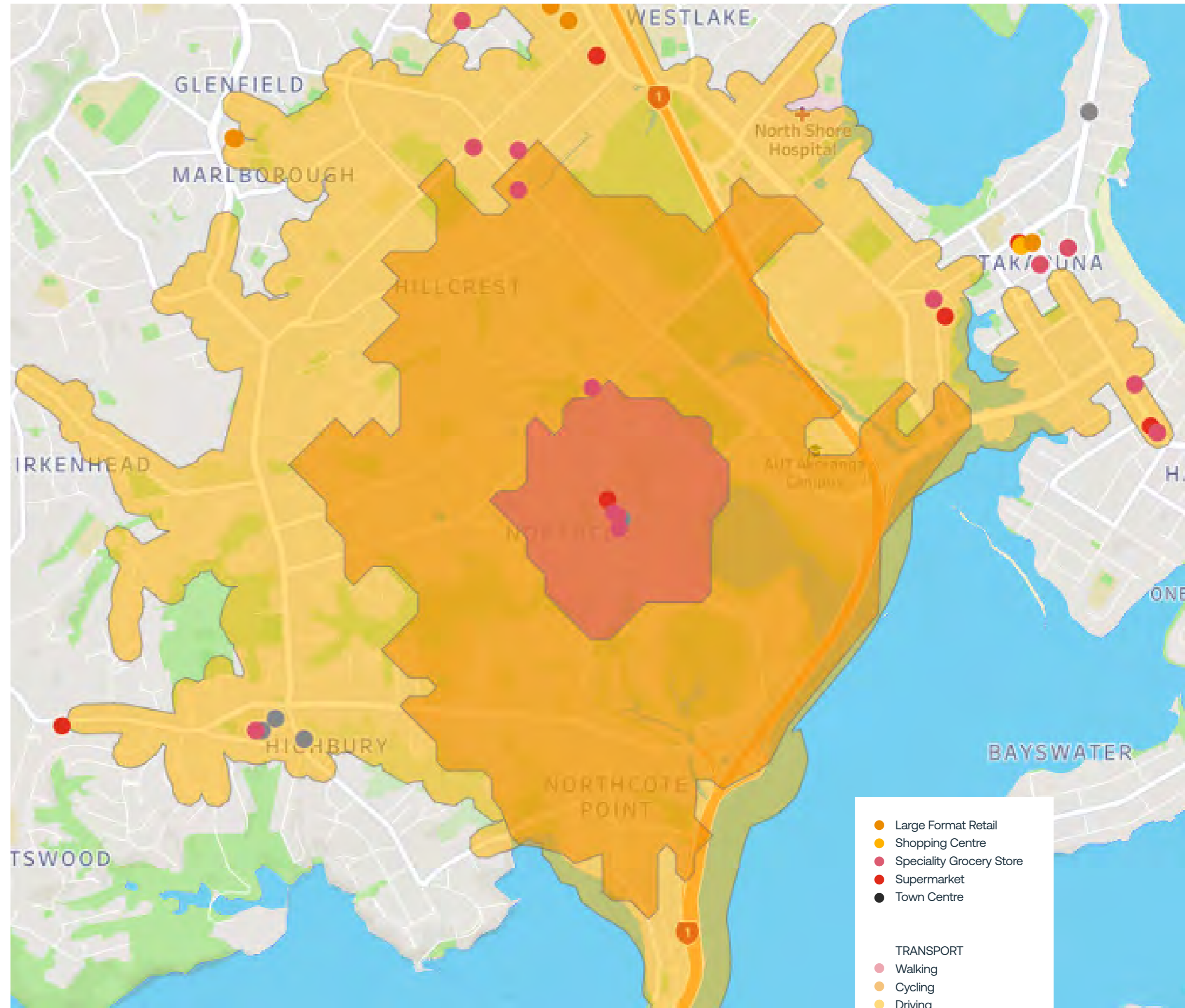
An attractive retail catchment

Originally known as Onewa and re-named in the early 1880's, Northcote has always been a sought-after location. Historically a fruit growing area and holiday destination, the suburb is now a popular residential neighbourhood, home to 7,480 residents (source: Statistics New Zealand 2018 census data). This number is set rise considerably with the urban regeneration underway, including the addition of around 1,700 new homes in the Kāinga Ora-led developments.

The Northcote Town Centre is easily accessible due to its proximity to the motorway, and supported by a strong residential catchment, with 94% of residents owning their home (source: Oneroof). The catchment area is depicted on the adjacent map; with each ring representing a 10-minute walk, cycle, drive from the Northcote Town Centre.

Today, Northcote is a multicultural suburb, with strong Asian, Māori and Pacific influence. The existing centre provides a great array of food outlets, that is renown as an Asian food destination. The growing local population and lack of eatery alternatives in the immediately surrounding area, presents an excellent opportunity for the right developer.

Northcote is ideally situated to capitalise on the change in consumer preferences accelerated by COVID-19. This has seen a shift towards working from home and residents opting to shop in their local catchments, seeking offerings that combine traditional retail with dedicated hospitality offerings and other amenities.

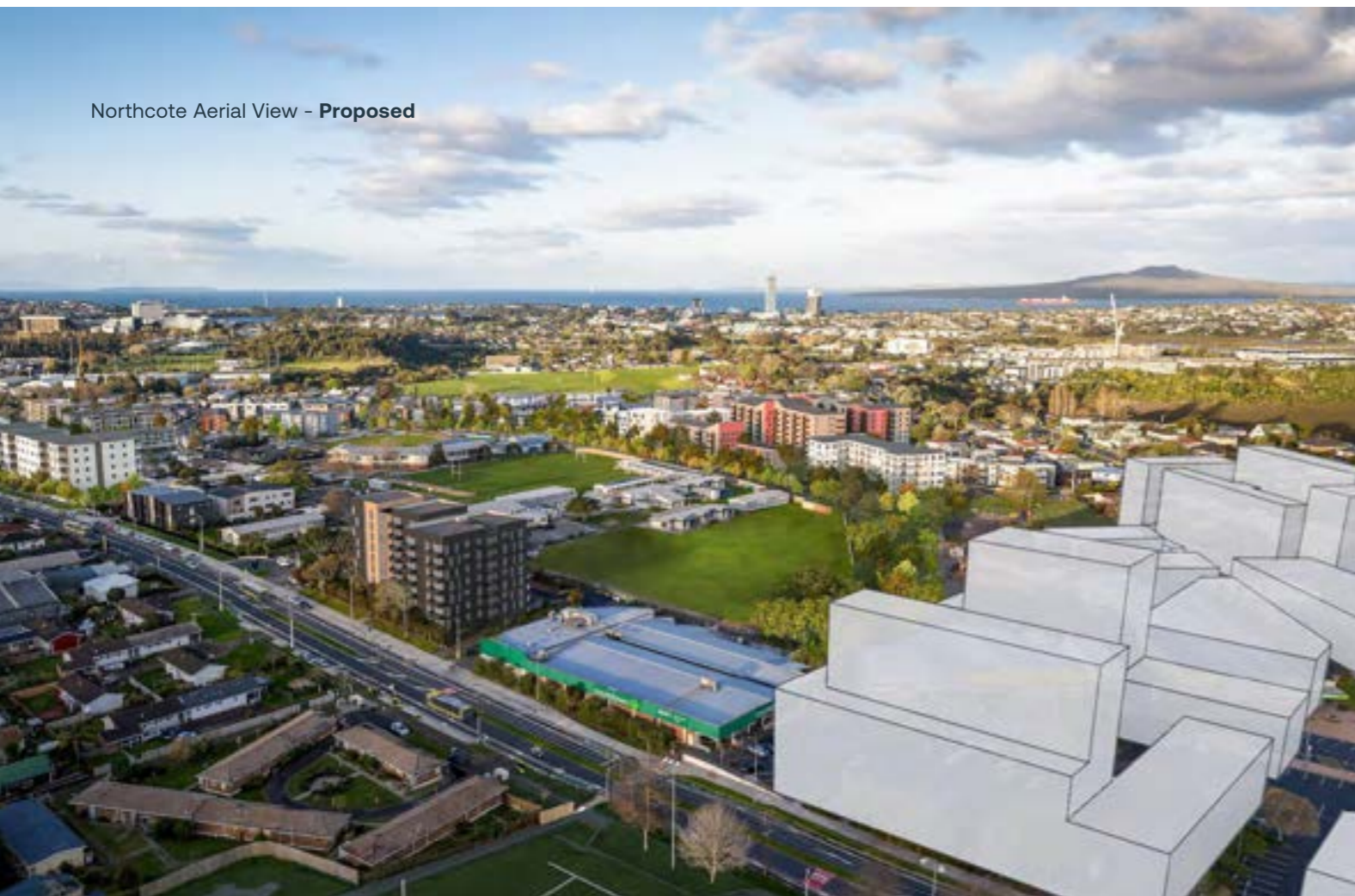


Northcote Aerial View - Current



Boundaries indicative only.

Northcote Aerial View - Proposed



Eke Panuku's role

Eke Panuku 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 local economy, to make it an even better place to live.

Urban regeneration

Eke Panuku works in places where there is an opportunity to build on the existing vitality of a neighbourhood.

Focusing on regeneration in town centres means that homes, offices, shops and eateries are close to public transport, reducing people's reliance on cars.

One of Eke Panuku's priorities is to increase the number of available homes in Tāmaki Makaurau / Auckland, particularly homes more people can afford and homes for the elderly.

Eke Panuku's challenge is to balance their obligation to make money with ensuring their regeneration projects are good quality, strategic and better for the environment.

This multi-million dollar programme of town centre improvements is supported by a significant property strategy, which aims to use Auckland Council's property holding to leverage a range of outcomes in Auckland, not just financial return.

Eke Panuku does not physically build developments itself - instead they work with others such as government, iwi, and both not-for-profit and private organisations.

Eke Panuku provides a set of required outcomes, including creating buildings that benefit neighbourhoods and guaranteeing all homes are healthy, energy efficient and better for the environment.

That's why Eke Panuku insist on Homestar 6 rated homes in all their locations.

Vision and objectives

Benchmark Masterplan - criteria for success

Eke Panuku's masterplan vision is to regenerate the town centre so that it reflects a distinct Northcote Character, anchored on community, culture and business.

The Benchmark Masterplan was prepared to guide the regeneration of the town centre. It provides an example of how delivery of the Project Objectives can be achieved and Northcote 2030 Vision realised, and is intended to guide development of the project. There is some flexibility for respondents to pursue their own optimised masterplan vision where such a plan can demonstrate delivery or enhancement of Eke Panuku's Project Objectives for Northcote.

The original Benchmark Masterplan was prepared in 2019 and updated in 2022 to reflect a number of key decisions that had been made over the intervening period. The 2019 Benchmark Masterplan and 2022 Reference Design Refresh are available in the data room.

The seven success criteria that the developer would lead include:



OUTWARD FACING & INVITING

Integrated into the community through smaller development Blocks, street-facing development, and an active frontage on Lake Road, fostering a stronger connection with the surrounding area.



GREEN & SUSTAINABLE

Delivers the ability to live, work, and play in the local community. The provision of a high-quality street network and public realm that creates connections to open spaces and is designed for public life, rest and relaxation.



AN ACTIVE RETAIL & COMMERCIAL ENVIRONMENT

Offers active streets and building edges with double-sided streets and ground floor retail, and a mix of commercial and residential properties. Inclusion of a new larger supermarket.



A FOOD CULTURE DESTINATION

Acknowledges the potential to remain an Asian cuisine destination catering to the existing takeaway food culture, while encouraging people to linger. Provides a variety of outdoor dining spaces.



FLEXIBILITY TO PROVIDE CAR PARKING OPTIONS

Delivers a balanced mix of on-street and precinct-based car parking that is optimised to accommodate both 'pop in' retail parking and long-stay parking needs.



A SUNNY, SHELTERED TOWN SQUARE

A circa 1,500 sqm town square with flexibility to cater for outdoor events, and comprising a balance of soft and hard landscape finishes for year-round multi-purpose use, including markets and community events.



APARTMENT-LED RESIDENTIAL

High-quality apartment development that takes into account Northcote's context and manages the residential interface with periphery residential land uses.

Eke Panuku-led success criteria:



A LEGIBLE STREET NETWORK

A legible network of streets and public spaces that prioritise walkability, accessibility, and connectivity and creates through site linkages. Provides active-uses facing Lake Road and maximises the potential of the north-facing interface with Cadness Reserve.



FACILITATES MULTI-MODAL TRANSPORT

Facilitates multiple transport modes. Creates clear transport routes and nodes with linkages into the town centre with a strong focus on the Lake Road public transport interface.



MULTI-PURPOSE COMMUNITY HUB BUILDING

The redeveloped and extended Northcote library to provide a multi-purpose community hub, designed to meet the needs of the community. Positioned to draw people into the town centre and enable spill-out activity on adjacent open space.

These success criterion will ultimately be used to inform the essential outcomes that will be referenced to, and will form an important framework for, the second stage of this procurement process.

Vision and objectives

Eke Panuku's Benchmark Masterplan

Eke Panuku has committed to fund and deliver a roading extension and public transport upgrades to Earnie Mays Street and refurbish and extend the Northcote Library which will be home to the Northcote Library which will be home to a new multi-purpose community hub.

- 01 Lake Road Superlot**
Circa 3.1 ha of land identified for mixed use development. To be developed into a retail (including a new supermarket, food & beverage and specialty shops) and apartment precinct.
- 02 Proposed Town Square**
The central heart of Northcote - the town centre will be a flexible space for regular use as markets, and expansion options for larger events. Careful design of the adjacent buildings will ensure that the square is sunny all year round.
- 03 Proposed Supermarket**
There is potential for a supermarket to be located on the southwestern lot, adjacent to the town square and with frontage to Lake Road.

- 04 Consolidated carparking**
The preferred option is for consolidated basement and sleeved carparking beneath the supermarket and College Road superlots.
- 05 Pearn Place**
Pearn Place has been identified as a key Northcote character element. It will be extended to create a link to Lake Road.
- 06 Ernie Mays Street**
A new high amenity green street with public transport and vehicular access.

- 07 College Road Super Lot**
Circa 4,500 sqm of Terraced Housing and Apartment zoned land. This may be included in the procurement process at a later date.
- 08 Multi-Purpose Community Hub**
The Northcote Library will be refurbished by Eke Panuku and extended into a new multi-purpose community hub.





Boundaries indicative only.

Vision and objectives

Lake Road Super Lot - What the Benchmark Masterplan delivers

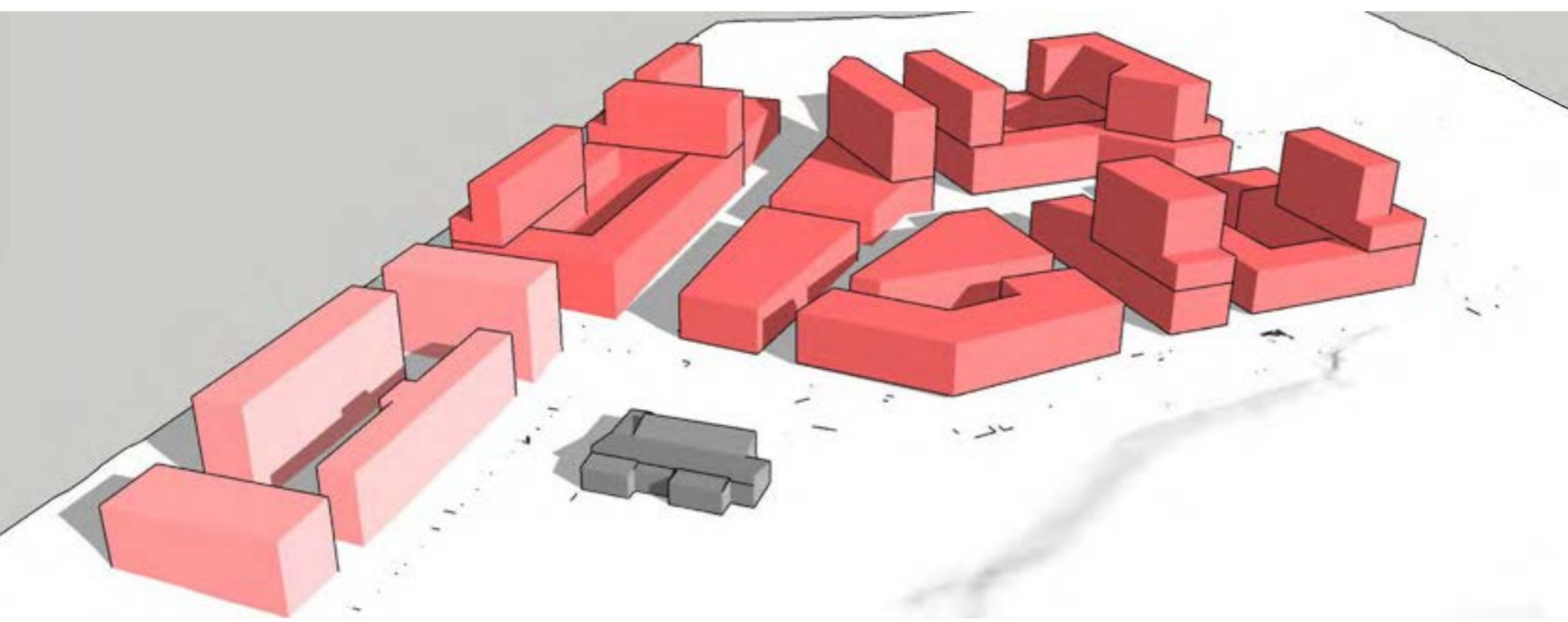
The Benchmark Masterplan balances wider urban design outcomes with development density goals. A mix of heights and densities are proposed providing for circa 17,000sqm of retail GFA (gross floor area) and circa 480 apartments across the Lake Road Super Lot, delivered across several buildings (potentially up to eight stories high) on the town centre edge.

The super lot plan adjacent is indicative and included in Eke Panuku's 2022 Benchmark Masterplan. It provides an indicative estimate of the net developable land area.

A mix of residential, retail, supermarket and commercial office uses are proposed, commensurate with the town centre location and providing suitable commercial amenity to support the surrounding community.

It is proposed that massing and height are managed to minimise shading impacts on public spaces, such as the Town Square.

Greater density can be delivered under current Auckland Unitary Plan regulations, providing scope for developers to deliver greater density than proposed in the masterplan, where this can be justified from an urban design perspective and where it can be demonstrated to deliver upon Eke Panuku's Project Objectives.



Investing in New Zealand



New Zealand is a safe, clean and stable country with approximately five million residents. It is characterised by low population density, a clean environment and stable political and economic landscapes.

In the 2020 “Doing Business” report published by The World Bank, New Zealand was ranked as the best country in the world (out of 190 countries) in terms of the ‘ease of doing business’. New Zealand’s economy is largely supported by both the primary and tourism industries.

Legal system

New Zealand has a prudent legal system that is based on English common law. The High Court, the Court of Appeal and the Supreme Court are the three levels used for solving various legal issues. New Zealand is a party to the Convention on the Settlement of Investment Disputes Between States and Nationals of Other States and to the New York convention of 1958.

Taxation

Investing in New Zealand from a tax perspective is relatively simple. There are a number of vehicles available for property transactions including; traditional corporate structures, joint ventures and partnerships, which are effectively look-through for tax purposes.

The corporate tax rate is 28% for all companies (and similarly classified entities for tax purposes). Withholding taxes apply to income repatriated by foreign investors but New Zealand has double taxation agreements with 39 jurisdictions that generally reduce the withholding tax impost on the repatriation of interest (to 10%) and dividends (to a maximum of 15% and as low as 0% in certain circumstances).

In respect of commercial property investment there is currently no stamp duty or land tax, and no capital gains tax (where the property was acquired for investment purposes, as opposed to a ‘quick’ resale).

Offshore investment

Overseas Investment Office (OIO) approval is required for any acquisition of more than 25% of “significant business assets” (investment of greater than NZD\$100m) or “sensitive land”.

This requirement applies to overseas owned or controlled companies, other incorporated or unincorporated bodies, such as partnerships or joint ventures, and trusts, as well as associates of overseas investors (who may be New Zealanders). The proposed sale will fall within this ambit. The definition of “sensitive land” is well set out in legislation.

We recommend that any overseas purchasers undertake their own due diligence.

For more information, we refer bidders to:
www.linz.govt.nz/regulatory/overseas-investment

The Procurement Process

Overview

The Lake Road Super Lot is offered for sale with the expectation that the transaction will be contracted via a structured Development Agreement. The process for selecting the preferred development partner or partners will consist of two stages:

- **Stage 1 - Expressions of Interest (EOI):** This EOI campaign (as referenced within this document) will facilitate selection of a shortlist of parties to progress to Stage 2.
- **Stage 2 - Request for Development Proposal (RFDP):** Following a formal selection process, shortlisted parties (likely to be three or so parties) will progress to a formal RFDP phase targeting selection of a preferred partner, or preferred partners, and ultimately contract the terms and conditions of sale. It is expected that the RFDP process will require a high degree of engagement from shortlisted parties.

Auckland Council and Eke Panuku's Property and Procurement team will be working alongside the PwC team throughout the procurement and evaluation processes.

Stage 1 - Expression of interest

The objective of the EOI process is to shortlist capable developers with the track record, financial capacity, capability (including cultural), vision and suitability to acquire and deliver the redevelopment in accordance with Eke Panuku's vision and Project Objectives.



Interested parties must submit their responses in accordance with the Response Requirements detailed later in this document.

- Eke Panuku has established an Evaluation Panel.
- The EOI Evaluation Criteria and weightings are set out later in this document.
- Post the close date of the EOI and before selection of shortlisted parties, Eke Panuku may, at its sole discretion, request respondents to engage in commercial dialogue to explore matters of clarification. The outcome of this dialogue may be used to inform Eke Panuku's final selection of parties that progress to Stage 2 (RFDP).
- The EOI responses will ultimately be evaluated by an Evaluation Panel, the results of which will support selection of a shortlist of parties to advance through to the Stage 2 (RFDP) of the process.

Stage 2 - Request for Development Proposal

Upon completion of Stage 1, Eke Panuku will invite the shortlisted parties to participate in a Request for Development Proposal (RFDP) process.

The RFDP document will detail the information sought from the shortlisted respondents, which is likely to include:

- A master planning and design response demonstrating the respondent's development concept and master plan for the Lake Road Super Lot and how this responds to the site context and Eke Panuku's Project Objectives, including cultural considerations.
- A delivery programme.
- A commercial offer including price, key terms and any conditions precedent.

Post submission of RFDP responses, each shortlisted party will be invited to present their proposal to the Evaluation Panel. Following review of the submissions and after the presentations, it is expected that the Evaluation Panel will select a preferred party with the intention of documenting and executing a Development Agreement.

The Development Agreement will establish the governance and partnering framework, conditions precedent, the financial consideration payable and the obligations of the parties during the development phase. Further detail on Eke Panuku's terms of the Development Agreement will be provided with the RFDP.

Indicative procurement programme

Expression of Interest response due	4pm, Monday 13 November 2023
Shortlist notified	December 2023
Request for Development Proposal (RFDP) issued	February 2024
Request for Development Proposal (RFDP) due	April 2024
Preferred respondent(s) notified	June 2024

Data room and communication

To assist respondents with assessing this opportunity, a Stage 1 Online Data Room has been established by Simpson Grierson for the provision of due diligence materials. The Online Data Room can be summarised as follows:

1. Eke Panuku master plan and Design Expectations document
2. Legal Due Diligence report
3. Technical reports
4. Tenancy schedule
5. Conflict of Interest Disclosure form
6. Respondent's Statements and Declarations form

Please contact Nova Huang, Senior Solicitor at Simpson Grierson to arrange access to the Online Data Room, which will be provided upon execution of a Non-Disclosure Agreement (NDA).

Nova Huang
Simpson Grierson
DDI: +64 9 977 5277
E: nova.huang@simpsongrierson.com

It is acknowledged that interested parties may wish to engage with other interested/relevant parties to inform their EOI approach, and potentially form a consortium. Where this is the case, you are required to first obtain consent (via email) from Eke Panuku (via PwC); such consent is unlikely to be withheld.

All questions and clarifications, as well as obtaining the NDA documentation and Online data room access must be directed through Eke Panuku's Agent, PwC. Parties must not under any circumstances contact Eke Panuku in relation to this EOI process, unless consent is first sought from, and provided via, PwC.

Respondents are invited to submit Expressions of Interest by 4.00pm New Zealand Time on Monday 13 November 2023 via email to PwC Advisory Services for the attention of John Schellekens at john.b.schellekens@pwc.com, Chagalle Ellis at chagalle.v.ellis@pwc.com and Andrew Sowry at andrew.i.sowry@pwc.com.

Response Requirements

Respondents are required to provide information under five sections:

- Section 1 is designed to capture essential information on each respondent.
- Sections 2 to 5 establish responses which will be the core focus of the Evaluation Panel.

Expressions of Interest must clearly address each of the five sections. Respondents must use the numbering system in their responses and respond in the same sequence. Where a question is not relevant to a response, please indicate "Not Applicable" against the respective number. If the question invites you to comment and you choose not to, please indicate "No Comment" against the respective question number in the respondent's response.

Section 1: About the respondent (Bona fides)

- A. Primary contact details of the respondent.
- B. The identity and nature of the legal entity which would acquire the property, including its place of incorporation, ownership structure and whether it is an overseas person for the purposes of the Overseas Investment Act.
- C. Any intention to partner with other entities (or for a consortium) to acquire and develop the Lake Road Super Lot.
- D. A list of current projects (including location, value and indicative timing) to which the respondent is currently committed.
- E. An organisational structure diagram identifying key personnel and governance arrangements.
- F. Details of any potential, pending or successful legal actions against the respondent and details of any of the respondent's directors or major shareholders that have been declared bankrupt or been associated with a company placed in receivership or liquidation.
- G. Any perceived or actual conflicts of interest.
- H. Three referees from partners or counterparties, ideally relating to the case studies provided in Section 2.

Section 2: Financial capacity

- A. Details of the respondent's financial and resourcing capacity to complete the project.
- B. Preferred transaction structure - provide Eke Panuku with an, in principle only, indicative 'deal structure(s)' which is considered appropriate for the transaction. For clarity, this is not intended to include pricing or feasibility information. Eke Panuku may have regard to these framework preferences in the preparation of documentation for Stage 2.
- C. Conditions Precedent - provide details of any likely commercial conditions which the respondent expects:
 - Will need to be satisfied prior to the respondent progressing to Stage 2 (if selected).
 - May be a condition precedent within the final, negotiated, development agreement.

Section 3: Track record and relevant experience

- A. A brief summary of development experience and a maximum of three (3) relevant case studies outlining the respondent's experience in delivering projects of a similar nature. Please specifically address:
 - Description of the project, including the rationale for the development and project outcomes (such as place making, regeneration, repositioning, integration with infrastructure, stakeholder engagement, etc. as applicable).
 - Total project value
 - Project scale (i.e. GFA/mix of uses)
 - Duration
 - Cultural / environmental response
 - Key delivery team

Section 4: Partnering experience and capability

- A. Examples of where the respondent has partnered with either public or private sector entities or iwi. Please comment on the nature of the partnering arrangement and linkage to project outcomes.
- B. Provide examples of how your previous developments have delivered outcomes consistent with Eke Panuku's social and cultural objectives, as summarised earlier within the 'Eke Panuku's vision and objectives' section on page 32, with reference to (for example):
 - Engagement with Māori and Pasifika owned businesses and/or social enterprises (where this is not applicable you may also give examples of engagement with international supplier diversity initiatives).
 - Delivery of sustainable and quality employment opportunities for peoples experiencing barriers to participation in the labour market.
 - Supporting staff through high quality training, coaching, and/or mentoring and how this was facilitated and led by your contractors and their supply chains.
 - Working with local businesses to deliver localised benefits for communities

Section 5: Project vision and targeted outcomes

- A. Please provide an indication of your overall vision for the Lake Road Super Lot including potential uses (and the rationale for those uses), public realm and activation strategies. Please comment on how your high level vision will deliver or exceed Eke Panuku's Project Objectives for the Northcote Town Centre regeneration. For the avoidance of doubt, this **EOI is not seeking advanced or detailed concept plans**, but respondents need to be able to articulate at a high level how their development approach has the potential to respond to Eke Panuku's Project Objectives. A design response will be required for parties shortlisted to the RFDP phase (Stage 2)
- B. Provide a summary of how your organisation can support and meet Eke Panuku's environmental and social responsibility objectives.

Section 6: Delivery of Māori outcomes

- A. Eke Panuku's Selecting Development Partners policy recognises its Te Tiriti based partnership with mana whenua. Please provide a statement about how you plan to collaborate with mana whenua to achieve outcomes aligned with their commercial, design, and environmental aspirations. Eke Panuku would be happy to provide respondents with assistance in this area and / or make introductions to mana whenua.

Evaluation Criteria

Respondent's EOI submissions will be scored by an Evaluation Panel on a weighted attributes basis. The weightings applied to each section of submissions will be as follows:

Evaluation criteria	Weighting
Bona fides	Pass / fail gateway
Financial capacity and indicative transaction structuring	20%
Track record and experience	15%
Partnering experience and capability	25%
Project vision and target outcomes	25%
Delivery of Māori outcomes	15%

The Stage 2 evaluation process will be communicated at the commencement of the RFDP process.

Appendix I: Disclosures & Declaration Statements

Conflict of Interest Disclosure

Do you have any actual, potential or perceived conflicts of interest relating to Eke Panuku or any other respondent and/or the delivery of the requirements and/or the services required to be provided by you, in terms of this EOI?

YES / NO

If "Yes", please declare the conflict here and provide details below including a proposed management plan that details how you will address and mitigate any conflicts of interest of which you are aware or that may arise during the course of your involvement in this process:

Details of conflict

Proposed mitigation strategy

Respondent's Statements and Declarations

All respondents submitting a Response to this EOI are required to complete and sign this declaration confirming the information given to Eke Panuku in response to this EOI and any other document provided as part of the response to this EOI is true and correct in all aspects.

In addition, the respondent submitting this EOI response declares that:

Acceptances of Responses

We understand that Eke Panuku is not obliged to accept any response that it may receive.

Currency of Responses

We acknowledge that our response is irrevocable and remains open for 90 days.

Comprehension of EOI Requirements and Intellectual Property

On behalf of the respondent submitting this EOI response, I/we confirm that we have fully understood the requirements set out in the EOI documents and that all of the information submitted by us does not breach any third-party copyright.

We further warrant and undertake to comply with the continuing obligations and commitments set out in this EOI including in relation to confidentiality and intellectual property, even if our response is not accepted.

Declaration

On behalf of the respondent submitting this EOI response, I/we declare that the information provided to Eke Panuku in response to this EOI is true and correct in all aspects.

Signature

(of duly authorised officer):

Signed By:

Print Name:

Date:

Full Name and Designation:

Witness:

Signed:

Date:

Appendix II: Terms and conditions

This document is not an offer to enter into a contract nor does Auckland Council, Eke Panuku Development Auckland, or PwC Advisory Services make any representation or warranty (express or implied) as to the accuracy, reliability, currency, completeness or reasonableness of the information. Participants rely on any information provided in this document at their own risk.

Respondents must direct all enquiries related to this EOI through John Schellekens, Chagalle Ellis and Andrew Sowry. Respondents should not directly or indirectly make contact with Auckland Council or Eke Panuku Development Auckland regarding this EOI for additional information/enquiries.

Respondents must declare any conflict of interest.

This document is not intended to create an obligation to consider EOI responses received in a particular manner, to proceed to any further process or negotiation or to enter into an agreement at all.

Eke Panuku Development Auckland reserves the right to alter or to terminate the EOI process at any stage or to re-advertise for further responses (including on the same or a different basis).

Eke Panuku Development Auckland reserves the right to extend any dates and waive any irregularities or informalities in the EOI process.

Eke Panuku Development Auckland may accept, reject or negotiate with any, all or none of the persons who provide

responses to the EOI, or other persons, including to the exclusion of others.

Auckland Council and/or Eke Panuku Development Auckland may seek further clarifications or information from any person at any time. Eke Panuku Development Auckland does not need to give any reason for any actions or decisions of Eke Panuku Development Auckland relating to this EOI.

The respondent warrants the submission in response to this EOI is complete and accurate in all material aspects and is not misleading.

Respondents submitting a proposal shall bear all costs of preparing and submitting the proposal and any subsequent discussions and negotiations.

A respondent must take all reasonable endeavours to keep information included in this EOI confidential.

Eke Panuku Development Auckland will use its reasonable endeavours to keep information confidential, but cannot assure that information disclosed to Auckland Council, Eke Panuku Development Auckland or PwC Advisory Services will be kept confidential.

Respondents must not make any public statements regarding this EOI or the process nor should any of this document (in part or whole) be included in any published document or statement without written approval from PwC Advisory Services.



Decision paper: 4 Melview Place, New Lynn - Go to Market Strategy

Author: Grant Massey – Development Manager

December 2023

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

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

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. Approve the sale of 4 Melview Place (previously known as 10 Ambrico Place), New Lynn, being Lot 2 DP 511801 containing 1,366m² of vacant land, by way of an open market sale process.
- b. Rescind its decision from the July 2017 board meeting requiring the sale of this site to be a closed tender to mana whenua.
- c. Delegate authority to the Chief Executive to execute the required documentation to sell the property based on the following key terms:
 - i. price at or above a current market valuation.
 - ii. the essential outcomes for the development of the property being:
 - achieve a 6 Homestar Built rating certificate for residential components.
 - be built to the existing resource consent or an alternate development that incorporates quality architecture and is of a similar scale to the consented development.
 - iii. Māori outcomes to be achieved as described in section 6.2 of the Eke Panuku Selecting Development Partners Policy which will form a minimum 15% of the criteria for assessing developer proposals.

Whakarāpopototanga matua | Executive summary

1. The site at 4 Melview Place, New Lynn is a small corner site containing of 1,366m², which is zoned for terrace housing and apartments buildings. It is within a 600 metre walk of the New Lynn train station.
2. In 2017 Eke Panuku obtained a resource consent for a 10 unit mix of terrace houses and apartments. This consent enabled the sale of the property with surety of an approved design. An outline plan of the site and resource consent is included in attachment A.
3. The property is subject to a prior board decision from July 2017 which required the sale to be an exclusive tender to mana whenua. The decision was made at the time as the scale and consented project was considered an ideal catalyst project for mana whenua to be involved in commercial development.
4. In early August, shortly after advising mana whenua of the opportunity, the Council's Healthy Waters team advised that it required the property temporarily for a planned stormwater pipe from land on the east side of Rankin Avenue to the Te Manawa Wetland on the west of the site which passed directly under the site. This temporary hold provided timing uncertainty and in turn mana whenua were advised at the Eke Panuku forum on 15 August 2017 the property would not be available for sale.
5. In 2022 the Eke Panuku Board approved a new Eke Panuku Selecting Development Partners Policy. Section 6.2 of the policy requires 'Category A' development site market tenders to be weighted based on the level of participation in the project by Māori. As previously agreed with mana whenua portfolio wide, a 15% weighting for Māori outcomes has been adopted of which 9% will be for commercial participation by mana whenua. This aligns with current practice.
6. In this instance with the fixed factors of the resource consent and a non-negotiable outcome of Homestar 6, the 15% Māori outcomes weighting should be a significant determining advantage for mana whenua led parties.
7. We are therefore recommending that the board rescinds its prior decision and approves the sale by open market tender with the recommended 15% mana whenua weighting.

Horopaki | Context

8. The site at 10 Ambrico Place was acquired by Waitakere Council as a development site to promote intensity around New Lynn.
9. Waitakere Council created a new Margan St intersection in New Lynn. This resulted in the relocation of the Auckland Kindergarten Association taking a long term community lease on the front half of 10 Ambrico Place as part of the settlement.
10. The rear section of the land was approved for sale in February 2016. No specific conditions were imposed by council.
11. Included on the title were design covenants in favour of the original owners to ensure quality development was delivered in the larger area it had subdivided. In order to ensure Eke Panuku could sell the property with certainty and to avoid significant design approval delays Eke Panuku obtained a resource consent for a complying development.

12. Following the Healthy Waters team completing the pipe installation works in June 2023, the site is now available for sale and development.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
26 JULY 2017 BOARD MEETING DECISION PAPER 6.1 – 10 AMBRICO PLACE	Board Minute 10-07/17	<p>Toni Giacon presented this decision paper.</p> <p>The Board supported the initiative. They queried the closed tender approach on the basis that it may not be appropriate to create competition amongst iwi. The Board suggested providing iwi with the valuation figure and asking for unconditional offers at that price, with the winning complying bid begin chosen on a random basis, such as a ballot. They supported an experience and capability threshold be met as a precondition.</p> <p>It was RESOLVED THAT the Board:</p> <p>Authorises the development team to enter into a closed tender process with Mana Whenua for 10 Ambrico Place, New Lynn on the basis it complies with cl 4.2 (d) and (e) of the Panuku Policy for Selection of Development Partners; and</p> <p>Requires this limited contestable process to be in line with independent valuation advice and on acceptable terms that will ensure (within reason) a good quality outcome with mana whenua for the sale of 10 Ambrico Place, New Lynn.</p> <p><i>Moved Paul Majurey, seconded Mike Pohio; CARRIED.</i></p>
26 Feb 2016 Finance and performance committee	Minute FIN/2016/4	<p>That the Finance and Performance Committee:</p> <p>a) approve, subject to the satisfactory conclusion of any required statutory processes, the disposal of the land at:</p> <p>i) part of 10 Ambrico Place, New Lynn comprised of an estate in fee simple comprising approximately 1,500m² (subject to survey) more or less being half of Lot 1 Deposited Plan 346020 contained in certificate of title CFR188748;</p>

Nga whiringa me te taatai | Options and analysis

13. The preferred option is to sell the site via an open market process subject to a development agreement, with a mana whenua weighting of 15%. This option is expected to deliver the best outcomes and revenue return.
14. Selling the site without outcomes was not deemed appropriate as it does not provide certainty that Eke Panuku's housing, or Homestar 6 quality housing requirements will be met. Without outcomes there is a possibility the site could be land banked.
15. [REDACTED]

[REDACTED]

16. [REDACTED]

17. The options we considered for the site are

- Selling without outcomes via an open market process
- An exclusive mana whenua tender to deliver the consented scheme.
- Selling by an open market tender with a 15% weighting for mana whenua, housing and Homestar 6 environmental outcomes.

18. The sale assessment criteria proposed, are as follows:

a) developer capability, developer financial capacity (pass/fail)

Assessed as either acceptable or non-acceptable. If acceptable, the submission is then assessed on b) & c) below:

b) price and contract terms (60%)

- price 40%
- commercial terms, programme and conditionality risk 20%

c) non-price criteria (40%)

- compliance with the resource consent, or exceeds consent with no significant delay or risk 15%
- exceeds Homestar 6 or other innovative improvements 10%
- Māori outcomes 15%, comprising:
 - mana whenua partnerships – inclusion of mana whenua in a development consortium 9%
 - social procurement – growing capability and capacity of Māori 3%
 - expression of culture and identity 3%

Ngā ritenga ā-pūtea | Financial and resourcing impacts

19. [REDACTED]

20. Eke Panuku will have a reduced operating expenditure for the maintenance and rates for the vacant site with the only operating expenditure post sale being \$5,000 p.a. for two years to monitor compliance with the development agreement.
21. Existing internal resources will be used to undertake the work including procuring services, negotiating the development agreement, reviewing the design, and monitoring the development agreement.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

22. Due to the current economic factors affecting property development the sale of the site could be delayed as offers may fall short of the valuation, and therefore the sale may be delayed. We expect having a resource consent and the small size of the project may help mitigate this.

Tauākī whakaaweawe Māori | Māori impacts

23. The site is not seen as a significant cultural site by mana whenua.
24. Mana whenua were made aware of the proposed sale in August 2017. On 15 August 2017 mana whenua was informed of the withdrawal of the property from the exclusive opportunity list due to the 2-3 year delay projected by Auckland Council's Healthy Waters stormwater diversion requirements.
25. On 27 November 2023, Eke Panuku advised at the Eke Panuku Mana Whenua Governance Forum that the property was to go to the open market with a weighting for Māori outcomes. No adverse concerns were raised.
26. Eke Panuku recognises the commitment to enable commercial opportunities for mana whenua as part of a wider commitment to achieving Māori outcomes in an open market sale process. The outcomes to be assessed as part of the sale process will include a 15% weighting for Māori outcomes.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

27. The site sale will have a positive impact on all stakeholders:
 - New Lynn businesses should benefit from the additional population residing or working close to the town centre.
 - The intensification of land use within 600 metres of a public transport terminal is expected to increase public transport patronage.
 - The local board and council will be informed of progress as required.

Tauākī whakaaweawe āhuarangi | Environment and climate change impacts

28. The site is marginally flood prone. Resource consent has been given and floor levels are set above the minimums. The significant size of the Te Manawa Wetland saw it cope with the February 2023 flood, with no flooding on the site.
29. The location of the site adjacent to an existing town centre, close to existing infrastructure, including train and bus routes supports sustainable outcomes.

30. Eke Panuku's climate objectives are supported by the requirement for the developer to achieve a minimum 6 Homestar rating.

Ngā koringa ā-muri | Next steps

31. Procure a real estate agent to market the property through an open market sale process in March 2024.
32. After undertaking the sale process Eke Panuku will select a preferred development partner and execute a development agreement to enable the redevelopment of the site.

Ngā tāpirihanga | Attachments

Attachment A – Outline plan of the site and resource consent

Ngā kaihaina | Signatories

Marian Webb, GM Assets & Delivery

Allan Young, GM Development

Attachment A – 4 Melview Place, New Lynn

Site plan & resource consent layout



View from NW corner - reserve



E-01 North-West Elevation (Street) Jan 2012



E-02 North-East Elevation (Street) Jan 2012

Decision paper: Revised Scope of Edinburgh Superblock - Go to Market Strategy

Author: Tom Belgrave, Development Manager

December 2023

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

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

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. Approve the sale of 1 Roulston Street (Lot 1 DP 70196) through a contestable process to achieve identified urban renewal outcomes.
- b. Note that the property will be included and sold as part of the Edinburgh Superblock project.
- c. Delegate authority to the Chief Executive to execute the required documentation to sell the property based in the following terms.
 - i. Price at or above the current market valuation based on independent valuation advice.
 - ii. In accordance with the essential outcomes for the development being in general alignment with the following:
 - Appropriate use, density and scale,
 - High quality design,
 - Provide new pedestrian laneway between Massey Avenue and Devon Lane,
 - Minimise car parking impact,
 - Environmentally sustainable development.
 - Highly activated interface with the Town Square

- iii. Māori outcomes to be achieved as part of section 6.2 of the Eke Panuku Selecting Development Partners Policy will form a minimum 15% of the criteria for assessing developer proposals.

Whakarāpopototanga matua | Executive summary

1. The Edinburgh Superblock (Superblock) is considered the Flagship development within the Unlock Pukekohe Programme and was approved for sale by the Eke Panuku Board in September 2023.
2. This approval did not include 1 Roulston Street (Lot 1 DP 70196) as it was envisaged that the building on site was to be refurbished and activated by Eke Panuku through the capital delivery programme.
3. Subsequent work by Eke Panuku has indicated that the refurbishment of the existing building on site is not financially feasible. Therefore, it has been recommended that the property be included within the Edinburgh Superblock project for sale and redevelopment under a development agreement.
4. Following a process of urban renewal option analysis for the Superblock, a decision was sought and approved by the Eke Panuku board in October 2021 to use the Public Works Act 1981 and the Strategic Development Fund to acquire 1 Roulston Street. 1 Roulston Street was considered a fundamental strategic acquisition which would consolidate Auckland Council's landholdings and allow significant urban renewal outcomes to be achieved.
5. 1 Roulston Street was acquired by Eke Panuku in June 2022 for [REDACTED].
6. This sale will deliver outcomes envisaged in the Unlock Pukekohe High Level Project Plan (HLPP). The site is expected to be developed in accordance with the Essential Outcomes and Design Guidelines (EODG) and meet the criteria for urban renewal as outlined. However, discretion is provided to the Eke Panuku CE to alter the EODG provided the key intent of the outcomes remains intact.
7. The Essential Outcomes are included as Attachment A and are summarised as follows:
 - Appropriate use, density and scale,
 - High quality design,
 - Provide new pedestrian laneway between Massey Avenue and Devon Lane,
 - Minimise car parking impact,
 - Environmentally sustainable development,
 - Interface with the Town Square.

Horopaki | Context

8. Council's Finance and Performance Committee approved the Edinburgh Street Superblock properties for sale in June 2019 (FIN/2019/60).

9. In October 2021, the Eke Panuku board approved the use of the Public Works Act 1981 and the Strategic Development Fund (SDF) to acquire 1 Roulston Street to enable the consolidation of a strategic site to achieve urban renewal outcomes.
10. The board noted that Auckland Council has delegated to Eke Panuku all powers and duties under the Public Works Act 1981, to acquire and dispose of land while acting within its urban renewal mandate where the location is within a High-Level Project Plan (HLPP) area and is in accordance with HLPP objectives.
11. The sale of the property will align strongly with the outcomes of the Unlock Pukekohe HLPP. The Superblock is identified as one of the urban renewal precincts within the HLPP and the planned sale and development is consistent with the key moves including:
 - Encourage new growth in the town centre,
 - Improve access for all,
 - Attract new businesses and services,
 - Enhance local community identity.
12. The sale of the site is being undertaken to achieve urban renewal as a public work under the Public Works Act 1981. The Essential Outcomes and Design Guidance document has been prepared in accordance with the Unlock Pukekohe HLPP and the predetermined assessment criteria within the Defining Urban Renewal in Unlock Pukekohe document.
13. All documentation has been subject to a legal review by Simpson Grierson which has advised that they meet the criteria for urban renewal as a public work for the Unlock Pukekohe Project Area.

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
September 2017	Delegation Instrument ACDI2017/335	Delegation of powers and duties under the Public Works Act 1981 to Eke Panuku to acquire and dispose of land while acting within its urban renewal mandate
May 2019	Unlock Pukekohe HLPP: Eke Panuku Board Decision Paper	Approved by the Board
June 2019	FIN/2019/60	Approved the disposal of the Edinburgh Superblock properties to contribute strategically and financially to the outcomes of the Pukekohe HLPP objectives of urban regeneration, urban renewal and housing. Subject to agreement with AT.

October 2021	Eke Panuku Board Decision Paper	Approved the use of Public Works Act 1981 and Strategic Development Fund (SDF) to acquire 19 Massey Avenue.
September 2023	Eke Panuku Board Decision Paper	Approved the sale of the Edinburgh Superblock (excluding 1 Roulston Street Lot 1 DP 70196) through a contestable process to achieve identified urban renewal outcomes.

Nga whiringa me te taatai | Options and analysis

Kua whakaarohia nga whiringa | Options considered

14. Eke Panuku assessed options for the site based on the key project objectives and critical success factors.
15. The key project objectives include delivering new fine grain development to attract small business to the town centre and generate more jobs for the local community, encourage walking by creating high visitation and visibility of Devon Lane and Pukekohe Town Centre, and reduce vehicle crossing and surface parking areas on site by having any carparking screened from the street.
16. The critical success factors include market acceptance (commercial feasibility) and public good (urban design outcomes).
17. Numerous options were considered for 1 Roulston Street (Lot 1 DP 70196) including retaining the existing building on site with Eke Panuku delivering a refurbishment and activation as well as the site being sold and developed under a development agreement.
18. Initially, an Eke Panuku lead project for this property was the preferred option largely due to the benefit of being in control of delivery timeframes. However, subsequent work through the business case indicated that retaining and refurbishing the existing building on site was significantly commercially unfeasible and would generate significant risk for Eke Panuku.
19. As a result, the preferred option is to include the property within the Edinburgh Superblock for sale and redevelopment. The Essential Outcomes have been updated to include a specific outcome to provide a highly activated edge to the boundary on the Town Square.
20. Whilst not required as an essential outcome, the design guidance within the EODG encourages the character of the existing building to be retained or respected in any new development.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

21. 

22.

23.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

24.

25.

26.

Tauākī whakaaweawe Māori | Māori impacts

27. Māori outcomes are encouraged and promoted through the EOI and RfDP assessment criteria which provides a weighting for parties who partner with mana whenua and include mana whenua perspectives within their design response.
28. A design response which incorporates a mana whenua approach is encouraged within the design guidance of the Essential Outcomes and Design Guidance documents.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

29. Key stakeholders, including the Franklin Local Board and the Pukekohe Business Association have previously been consulted and remain informed.
30. In August 2022, the public were consulted on the Updated Unlock Pukekohe Masterplan which include the Edinburgh Superblock project which received positive feedback.

Tauākī whakaaweawe āhuarangi | Environment and Climate change impacts

31. The Essential Outcomes require the proposed development be undertaken in a sustainable manner including 5 Green Star required for commercial buildings over 1000m² and a minimum of 6 Homestar rating for residential units.
32. Deconstruction and a process to maximise landfill diversion is also required as part of the removal of any existing structures from the site.

Ngā koringa ā-muri | Next steps

- 33. [Redacted]
- 34. [Redacted]
- 35. [Redacted]

36. Following completion of the marketing process Eke Panuku will select a preferred development partner and execute a development agreement to enable the redevelopment of the site.

Ngā tāpirihanga | Attachments

Attachment A – Essential Outcomes and Design Guidance

Ngā kaihaina | Signatories

Allan Young, GM Development

David Rankin, Chief Executive

Edinburgh Street
Superblock Site

Pukekohe

**Essential Outcomes and
Design Guidance**

November 2023 | Revision C





Contents

Edinburgh Street Superblock

1 Roulston St, 3 Roulston St, 29 Edinburgh St, 29a Edinburgh St, 33 Edinburgh St, 17 Massey Ave, 21 Massey Ave and 19 Massey Avenue.

Essential Outcomes and Design Guidance

Prepared by Eke Panuku Development Auckland

Document Control

Prepared by:

Michael Nettleship | Principal Urban Designer

Reviewed and Approved by:

Maria Walker | Team Leader Urban Design and Masterplanning

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09 336 8820

REVISION	DATE	DESCRIPTION
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C	2023-12-04	
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THE EKE PANUKU DESIGN REVIEW PROCESS 4

COLLABORATING WITH EKE PANUKU

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INTRODUCTION AND PURPOSE

This document has been prepared to help shape design responses and to identify the key requirements for the site that would help in achieving Eke Panuku's vision for the area.

This document includes five key sections that should be taken into account when designing in this location:

- + Eke Panuku and Council's vision for the site
- + Eke Panuku review process
- + site characteristics
- + essential outcomes
- + design guidance + precedents

This material will form part of Eke Panuku's Development Agreement with the selected development partner.

THE OPPORTUNITY

The sites are located at 1 Roulston St, 3 Roulston St, 29 Edinburgh St, 29a Edinburgh St, 33 Edinburgh St, 17 Massey Ave, 21 Massey Ave and 19 Massey Avenue. The sites currently contain a mix of low scale commercial buildings and council carparks. It is a flagship project within Unlock Pukekohe Programme.

The site is ideally located near the main town centre facilities, community hub, library, retail centre and the town square.

The recent developments in the area show that there is a large appetite for a redevelopment in this area, and this site can add additional value to boosting the economy and activation of the town centre.

The site is mostly suitable for a mixed-use/ residential/ commercial/ retail use with high quality architectural expression adding visual interest to the town centre.

The site has been a subject of discussions with the Franklin Local Board, and numerous concept have been suggested. Therefore we are delighted to provide an opportunity for this site's development.



1 Roulston Street character building in foreground with indicative buildings ranging from 2-6 storeys illustrated for the site behind.

DESIGN REVIEW PROCESS AT EKE PANUKU

As Tāmaki Makaurau / Auckland’s urban regeneration agency, we have a bold ambition to create amazing places and thriving town centres through high-quality developments, place-based programmes, and in-depth partnerships.

We do this by working collaboratively with a variety of external organisations and experts, as well as our communities – after all, when we work closely with others, we achieve better outcomes than we would alone.

A huge part of our mahi is working closely with development partners to ensure the best results for each town centre and community. All of our developments must meet our high standards around quality and sustainability, as well as adhering to our social, environmental, cultural and economic values.

Upon selecting the right development partner for a project, we provide them with a set of rules and parameters, including creating buildings that benefit neighbourhoods and guaranteeing all homes are healthy, energy-efficient and better for the environment.



Auckland Council / Eke Panuku Alliancing Framework

COLLABORATING WITH EKE PANUKU

- + We seek a collaborative process around design to enable a productive and open dialogue on site outcomes from inception through the resource consent stage and beyond.
- + A complete design package is to be provided to Eke Panuku Design Team at concept stage, and prior to lodging resource consent and building consent for review and approval.
- + Development partner is required to obtain Eke Panuku’s approval as a landowner. Our main focus is to ensure the proposal meets our Essential Outcomes and Design Guidance. Eke Panuku does not provide a resource consent approval.
- + Eke Panuku’s Design Team will prepare a design review document (a memo) stating our recommendations and assessment in relation to the Essential Outcomes and Design Guidance document (this document).
- + Eke Panuku design review includes the use of an independent design review panel called the Technical Advisory Group (TAG). Eke Panuku will refer to TAG’s recommendations as a guidance and rationale for our approval.

THE TECHNICAL ADVISORY GROUP (TAG)

- + The Technical Advisory Group (TAG) is Eke Panuku’s independent design review panel made up of industry professionals working within the disciplines of Architecture, Urban Design and Landscape Architecture.
- + TAG is involved at each stage of Eke Panuku’s regeneration programme from masterplanning, reference designs, concept through to resource consent stages.
- + TAG review for site sales is typically required at Concept stage and prior to obtaining Resource Consent to ensure the proposal has taken the correct direction.
- + TAG is also used for regulatory review by Council instead of the Auckland Urban Design Panel (AUDP). Eke Panuku and Council staff work together on preparation of the cover notes and attend TAG. TAG review that involves Council usually happens after the pre-application meeting, but Council can be involved or informed earlier depending on the type and complexity of a project.
- + If at a later stage a proposal needs fundamental design changes, Eke Panuku may require additional panel review to ensure high quality outcomes.



Project Life Cycle, TAG review and Council involvement

STRATEGIC CONTEXT

Kia Puāwai a Pukekohe (Unlock Pukekohe High Level Project Plan) is a strategic planning document developed by Eke Panuku Development Auckland on behalf of Auckland Council.

The key focus of the plan is to deliver urban prosperity so that the town centre is competitive, safe, walkable and vibrant, with better access to employment, education and healthcare.



HIGH LEVEL PROJECT PLAN

- This document give Eke Panuku the mandate to operate as a regeneration agency in Pukekohe and seek outcomes from our development partners.
- Approved by the Franklin Local Board, the Auckland Council Planning Committee and Panuku Board in May and June 2019

EDINBURGH STREET SUPERBLOCK SITE

The plan outlines that we should:



Encourage new growth
by enhancing and place-shaping the town centre. We will use the properties in our portfolio to spark this regeneration.



Improve access for all
by creating a connected, safe, walkable and vibrant town centre.



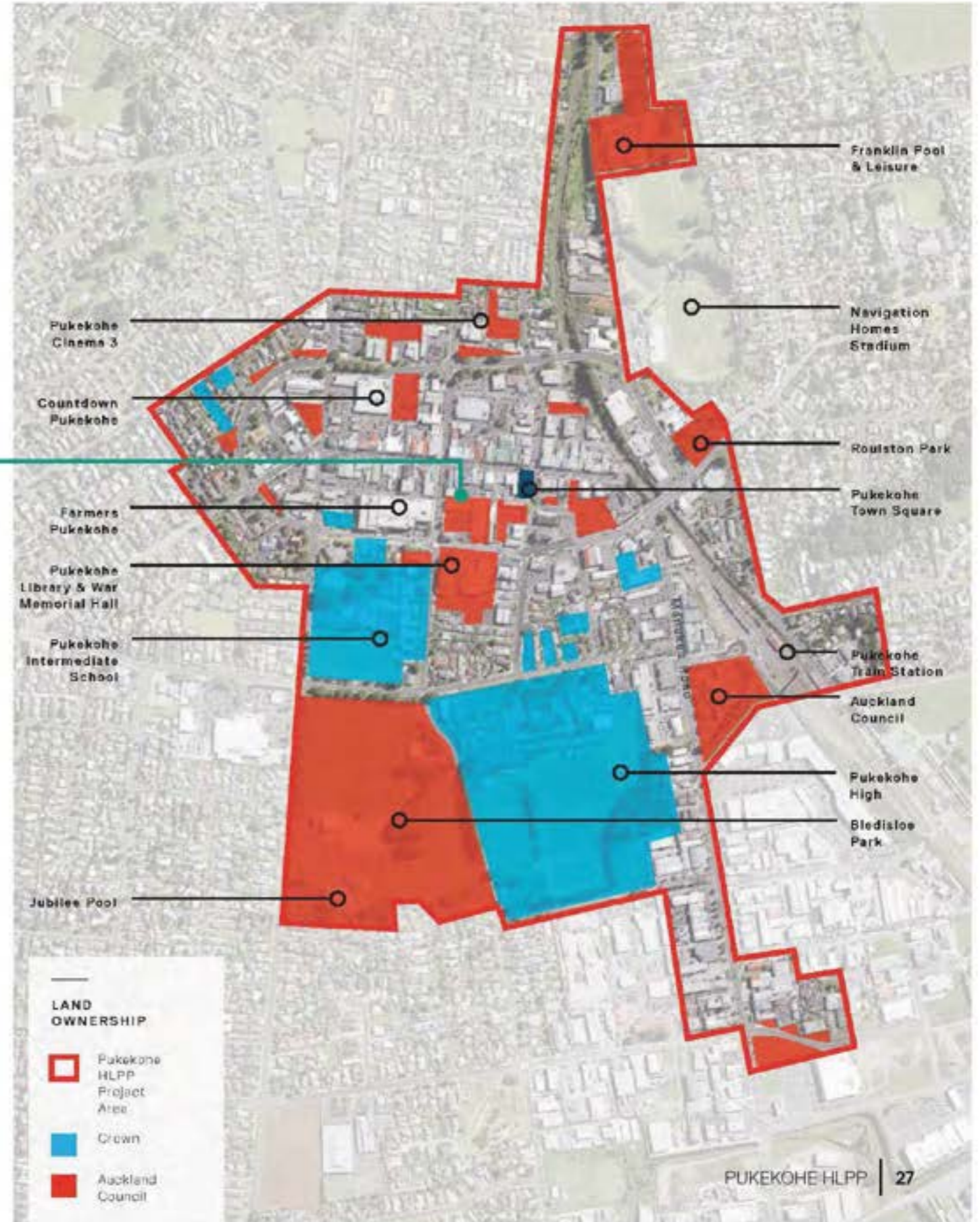
Attract new businesses and services
to create a thriving local economy that offers better access to employment, education and healthcare for local people.



Enhance local community identity
by making sure Pukekohe's diverse communities will be celebrated and reflected in the town centre.

The full document can be found at:

<https://www.panuku.co.nz/pukekohe>



PUKEKOHE MASTERPLAN

The Pukekohe Masterplan proposes a series of improvements to the town centre so that it remains competitive as the region grows.

The Masterplan highlights Pukekohe's heritage, improves its character buildings, and emphasises local produce.

The Masterplan proposes a number of projects to the boundary of the Edinburgh Street Superblock site.

Upgrades are proposed to Roulston Street to provide more space pedestrians, events and the opportunity to host the Pukekohe Farmers Market. Devon Lane will also be reconfigured into a one-way laneway, allowing greater space for pedestrians and creating a new street frontage to the flagship Edinburgh Street Superblock site development.

Key

- 1 Market Street
- 2 Community and Market Hall
- 3 Edinburgh Street Development Opportunity
- 4 Devon Lane Upgrade
- 5 Roulston Lane Upgrade
- 6 Civic Hub Enhancements
- 7 Skate & Roulston Park Enhancements
- 8 Parking Management Solutions (across entire programme)
- 9 82 Manukau Road Development Opportunity
- 10 22 Edinburgh Street Development Opportunity
- 11 Train Station to Centre Connections
- 12 Future Investigations
- 13 Auckland Transport led projects / Investigations



BULK AND MASSING STUDY

The following images of the Edinburgh Street Superblock site illustrate the vision to create a comprehensive development with new commercial, retail or residential spaces resulting in a thriving, 24/7 economy.

- Improves access to the town centre via a new pedestrian and cycling laneway between King Street and Franklin: The Centre
- The laneway could become a new dining district, turning into a lunch and dinner hotspot to service the growing number of shoppers, workers and locals.
- A range of buildings between 2-6 storeys over the sites that respond to the immediate context
- Restoring the existing character building at 1 Roulston Street
- High amount of fine-grain development in tenancies, architecture and laneways
- Carparking is integrated and sleeved by buildings and not visible from street



SITE DESCRIPTION

The Edinburgh Superblock site is the flagship redevelopment site for the Unlock Pukekohe programme

The site is bounded by Devon Lane to the north, Roulston Street to the east, Massey Ave to the south and Edinburgh Street to the west.

The superblock is a key site located within the ring-road on the southern edge of the town centre. It is approximately 600m from the Pukekohe train station and has bus stops located around the perimeter of the block. The north-eastern corner of the block joins the Town Square and on to King Street, the main retail street of Pukekohe. The site is across the road from the Franklin Centre which houses the local library and arts centre. The site will be one of the defining sites of Pukekohe Town Centre.

Site address:	1 Roulston St, 3 Roulston St, 29 Edinburgh St, 29a Edinburgh St, 33 Edinburgh St, 17 Massey Ave, 21 Massey Ave, 19 Massey Avenue
Site area:	Approximately 8,704sqm
AUP Zoning:	Town Centre Zone
Permitted Uses:	A wide range of activities including commercial, leisure, residential, community and civic services, providing a focus for commercial activities and growth
Historic Use:	Commercial and light industrial activities
Building Height:	Height variation control of 18m
Carparking:	No carparking required
Other Features:	Generally flat terrain

Note: Refer to the Auckland Unitary Plan for a summary of all provisions, including full detail on applicable standards.

OPPORTUNITIES

- + Site provides an ideal opportunity for a mixed-use development in a central location one block back from King Street.
- + Multiple access point opportunities
- + Walking distance to Train Station and Town Centre



Existing site aerial and survey information

 INDICATIVE BOUNDARY

ESSENTIAL OUTCOMES

The following design outcomes must be achieved in the proposal. These Essential Outcomes should be read in conjunction with the Design Guidance and Design Review Process sections.

These outcomes and guidelines do not encompass detailed aspects that are otherwise covered through planning consent requirements.

1. Appropriate use, density and scale:

- a. The proposal must contain a mix of building types and scales contributing to a mixed urban grain that reflects the character of Pukekohe.
- b. The proposal must contain a range of buildings with varied heights above 2 storeys but still responding to the context (excluding the retention/renovation of 1 Roulston Street).
- c. The proposal must include a mix of uses promoting a daytime and night-time economy.
- d. The proposal must achieve a site density of at least 20,000 sqm distributed across the site.

2. High quality design

- a. Proposal must demonstrate high quality architectural design that includes articulation of the building and use of high quality materials.
- b. Proposal must respond to the existing character and relationship with the neighbouring buildings with respect to scale, materiality, colour and proportions.

3. Pedestrian Laneway

- a. Proposal must provide a new at grade pedestrian laneway. The north-south laneway between Devon Lane and Massey Ave should be generally aligned with the entrance to Franklin: The Centre.
- b. The laneway must:
 - Provide active edges/uses at ground level
 - Be at least 5 meters in width
 - Be publicly accessible 24 hours a day
 - Provide for universal access
 - Follow best practice CPTED principles

4. Minimised car parking impact:

- a. Parking must be designed with minimal impact on pedestrian activity on the site
- b. Any parking within the building footprint must be either basement, semi-basement or sleeved i.e. no blank walls/ garage doors/ multiple vehicle crossings along street frontage.
- c. if surface parking is needed, it must be 'screened' or 'hidden' behind the proposed built form – i.e. not at the 'front' or public facing edge of the development.
- d. Surface carparking must be softened by landscaping including specimen trees dispersed within / around the carpark. Quality landscaping and substantial tree cover is required to mitigate heat island effects from large uncovered areas of hardstand

5. Town Square Interface:

- a. The proposal must provide a highly activated edge to the southern boundary of the Town Square on Devon Lane. This 20m long edge must:
 - Include generous wall openings to Devon Lane
 - Include a simple veranda canopy over the pedestrian-only zone on Devon lane
 - Provide an appropriate ground/street level use to optimise the north facing environment eg F&B, markets or commercial uses relating to food to celebrate Pukekohe's 'food bowl' identity

6. Activating Street Edges:




- a. The proposal must achieve continuous, highly activated edges on primary street frontages (Roulston St, Massey Ave, Edinburgh St). Active frontages could include retail and food and beverage type uses, building lobbies and entrances, and occupied spaces such as offices or communal areas.
- b. Secondary street frontages (Devon Lane) must achieve a minimum 60% activated edges (excluding the needs of building servicing).
- c. Each building must have a public facing address which must front onto the public streets or laneways.

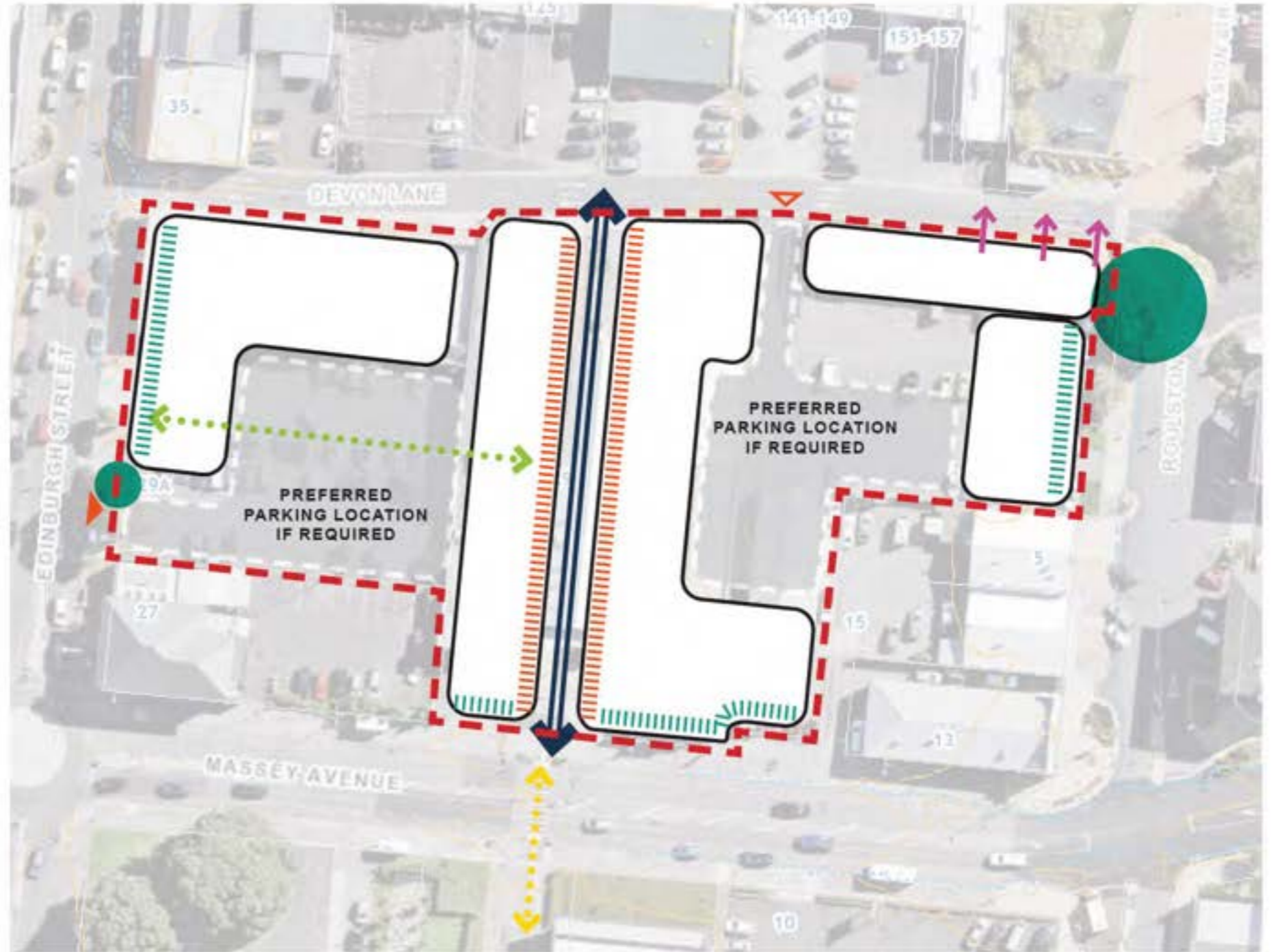
7. Environmental sustainability

- a. Provide New Zealand Green Building Council (NZGBC) certification: minimum Five Green Star rating for commercial uses over 1,000sqm and minimum 6 Homestar rating certification for residential units. Green Star and Homestar ratings must conform with the Eke Panuku curated pathway of credits.
- b. Structures on-site to be removed must be deconstructed so that the value of fixtures, fittings, and materials are preserved for reuse.
- c. A document that outlines the sustainability initiatives and measures that will be undertaken for the new development must be provided.
- d. Structures on-site to be removed must be deconstructed so that the value of fixtures, fittings, and materials are preserved for reuse.

8. Design Guidance: The proposal must demonstrate how it takes into account the Design Guidance (next section) in the proposed design.

ESSENTIAL OUTCOMES

-  SITE BOUNDARY
-  INDICATIVE MIXED USE BUILT FORM
-  REQUIRED ACTIVATION OF DEVON LANE FRONTING THE TOWN SQUARE
-  REQUIRED PEDESTRIAN LANEWAY (NO VEHICLE ACCESS) ON GENERAL ALIGNMENT WITH FRANKLIN: THE CENTRE AXIS
-  EXTERNAL WALKING CONNECTIONS TO BE ALIGNED WITH
-  POTENTIAL WALKING CONNECTIONS
-  PREFERRED VEHICLE ENTRY LOCATION
-  ALTERNATE VEHICLE ENTRY
-  INDICATIVE PUBLIC REALM/LANDSCAPE TREATMENT
-  INDICATIVE ACTIVE EDGE
-  ACTIVATED INTERNAL EDGES TO NEW LANEWAYS
-  TREES TO BE RETAINED



Indicative diagram of site layout only (not to scale)

DESIGN GUIDANCE

This Design Guidance section further explains potential ways to achieve the preceding Essential Outcomes, and offers additional guidance which can enhance and enrich a proposal.

a. Contextually Responsive

- i. Development should respond to the challenges and opportunities of the site - and be forward thinking in defining the future vision of Pukekohe as a thriving town centre.
- ii. Future development on the neighbouring sites, whether planned or potential should be taken into consideration.
- iii. The design proposal should include a context analysis and design response, and refer to the work that has been undertaken in the Pukekohe High Level Project Plan.

b. Mana Whenua approach

- i. In order to appropriately represent Mana Whenua in the proposal, the development partner should appoint a design team who has the expertise to engage with mana whenua on Māori design outcomes. Mana Whenua can provide advice on who is considered appropriate to develop narrative representation, and Eke Panuku can assist to facilitate an EOI process to appoint a mana whenua artist to support the project. The developer should consider how these can be integrated into the proposal.
- ii. Mana whenua aspire to see themselves reflected in the urban landscape of their ahi ka (homeland). The development partner should engage with the 19 iwi and hapu (collectively known as mana whenua) to express their values, principles, and aspirations within the development. If needed, Eke Panuku can support the developer to engage with mana whenua.
- iii. Development partners should acknowledge and celebrate the rich cultural narratives of mana whenua in the area through the development either in the public realm/landscape or built form, or both.

c. Architectural response

- i. Consider materiality and modulation of building form to provide facade variation and visual interest.

- ii. Consider orientation of habitable rooms and building cores along with fenestration to provide passive surveillance between public realm and private / communal areas.
- iii. Consider variation of the roof line to provide a visually interesting building or series of buildings.
- iv. Plan strong, legible entrances for buildings that are easy to find and easily understood.
- v. Design of service plants, air conditioning units and machinery should be considered to screen or concealed from view from the public realm, and minimise noise emissions.
- vi. Consider integrating rooftop plant, including PV panels into the design of the roof rather than allowing it to appear as an applied afterthought.

d. 1 Roulston Street character building

- i. There is a strong preference to retain and restore the existing character building at 1 Roulston Street.
- ii. Development should retain and celebrate the character facade on Roulston Street if only a portion of the existing building is retained.
- iii. Any new development on the site of this building should maintain the original scale, look and feel.

e. Signature 'Glasshouse' building:

- i. The proposal could include a new building that draws upon Pukekohe's agricultural history and is a modern interpretation of the 'Glasshouse / Greenhouse' aesthetic.

f. Landscape response

- i. Consider how soft landscaping can enhance the street character and provide amenity for the people occupying the building initially and over time as it matures.
- ii. Consider maintenance requirements for any soft

landscaping through design process.

g. Pedestrian access and street activation

- i. Universal Design principles should be applied to shared spaces to allow access for people of all ages and abilities.
- ii. The design should take into account Crime prevention through environmental design CPTED principles for safety.
- iii. In addition to primary active frontage, secondary active frontage should be considered for the rest of the building frontages. This could include pedestrian entries, lobby areas with windows, any commercial or services use at ground with windows facing the street, any residential living spaces with windows facing the street.
- iv. Internal pedestrian connections must extend from the street (allowing access to carparks) and connect with existing pedestrian paths and crossing points outside of the boundary.

h. Parking

- i. Car parking on the site should be limited to a minimum, given the proximity to the public transport options.
- ii. Bicycle Parking should be in alignment with Green Star standard 17.4 - Secure bicycle parking for occupants should be provided at 1 bicycle park for every 1 unit and secure bicycle parking should be provided for 5% of dwellings.
- iii. Consideration should be given to car share schemes as alternatives to traditional private car parking.
- iv. Loading or parking entries should be minimised and screened.

i. Apartment amenity

- i. Consider passive approaches such as appropriate orientation, efficient spatial planning and natural

Eke Panuku uses the Auckland Design Manual as a reference document to guide design quality. Visit <http://www.aucklanddesignmanual.co.nz> for further guidance.

- cross ventilation.
- ii. Design buildings to moderate the environment as much as possible by using passive or low-energy efficiency measures, and use this as an opportunity for architectural expression.
- iii. Consider making any rooftops deemed unsuitable for energy generation accessible, landscaped and designed for use by occupants.
- iv. Architecture should consider size of surrounding trees at full maturity and respond with openings and windows accordingly.
- v. The design should limit the number of south facing and single aspect units.
- vi. To optimise the direct sunlight to habitable rooms and balconies and provide cross ventilation in the residential units a number of the following design features can be used:
 - dual aspect apartments
 - shallow apartment layouts
 - two storey and mezzanine level apartments
 - bay windows

j. Environmental response

- i. Eke Panuku Corporate Responsibility Team can assist in the streamlining of achieving a Homestar 6 rating through the use of the Eke Panuku Homestar checklist.
- ii. It is encouraged to seek Green Star rating or equivalent for the other uses, and/or demonstrate how sustainable approach in is being met.
- iii. Consider the environmental sustainable design (ESD) principles including potential for low embodied material use, water conservation and waste management, including construction waste.
- iv. Consider water sensitive design solutions on site to improve quality and reduce quantity of stormwater runoff.

PRECEDENTS: MIXED USE DEVELOPMENTS



Long Bay Village, Auckland

Contemporary apartment and retail building with high quality materials



Long Bay Village, Auckland

Contemporary apartment and retail building with interesting roof form



Mackelvie Street Precinct, Auckland

Retail development with varied building form



The Crossing, Christchurch

Commercial and retail development with facade modulation



Stranges & Glendenning Hill Building, Christchurch

Commercial building with high quality materials



Riverside Market, Christchurch

New market hall with outdoor dining

PRECEDENTS: MID-BLOCK PEDESTRIAN LANEWAY AND SIGNATURE 'GLASSHOUSE' BUILDING



Osborne Lane, Newmarket

High quality pedestrian laneway with integrated landscaping and artwork



Riverside Lanes, Christchurch

Pedestrian laneway activated by retail tenancies



Eat Street, Takapuna

Pedestrian laneway activated by F&B tenancies and outdoor seating



Glasshouse, Morningside

Function venue with high proportions of glazing



The Grange, Smales Farm, Takapuna

F&B venue with high proportions of glazing



Brick Bay Restaurant, Snell's Beach

F&B venue with high proportions of glazing

1 ROULSTON STREET STUDY

The following images of 1 Roulston Street illustrate the vision to upgrade the existing character building into a dynamic new space to house local markets and celebrate Pukekohe's food story.

- Acts as a beacon that activates the Town Square and reinforces the identity of Pukekohe
- Draws pedestrians through the square and down Roulston Street
- Active edge is north facing, providing optimum environment for outdoor seating and dining
- Provides shelter for outdoor dining / activities
- Celebrates the character architecture through adaptive re-use
- Length of building (and floor level changes) allows for different zones and potential activities
- Simple existing construction allows for open plan and multi-use scenarios, with large openings to Devon Lane opposite the square



PRECEDENTS: 1 ROULSTON STREET

The following precedents are examples of different mix-use residential, commercial and retail designs, each illustrating a different facade treatment that provide sufficient interest in the urban scale, and responses to the historical character of Pukekohe.

Each is an example of the expected standard of design and construction, and each reflects some quality relevant to the development opportunity: be it scale, use, response to context and environment, architectural treatment, sustainable design or historical and cultural expression.



Fabric Cafe, Hobsonville Point
F&B development and renovation of an existing character building



Catalina Bay Market, Hobsonville Point
Conversion of character building into a weekend Farmers Market



Grid AKL, Wynyard Quarter
Renovated character buildings to commercial office and retail space

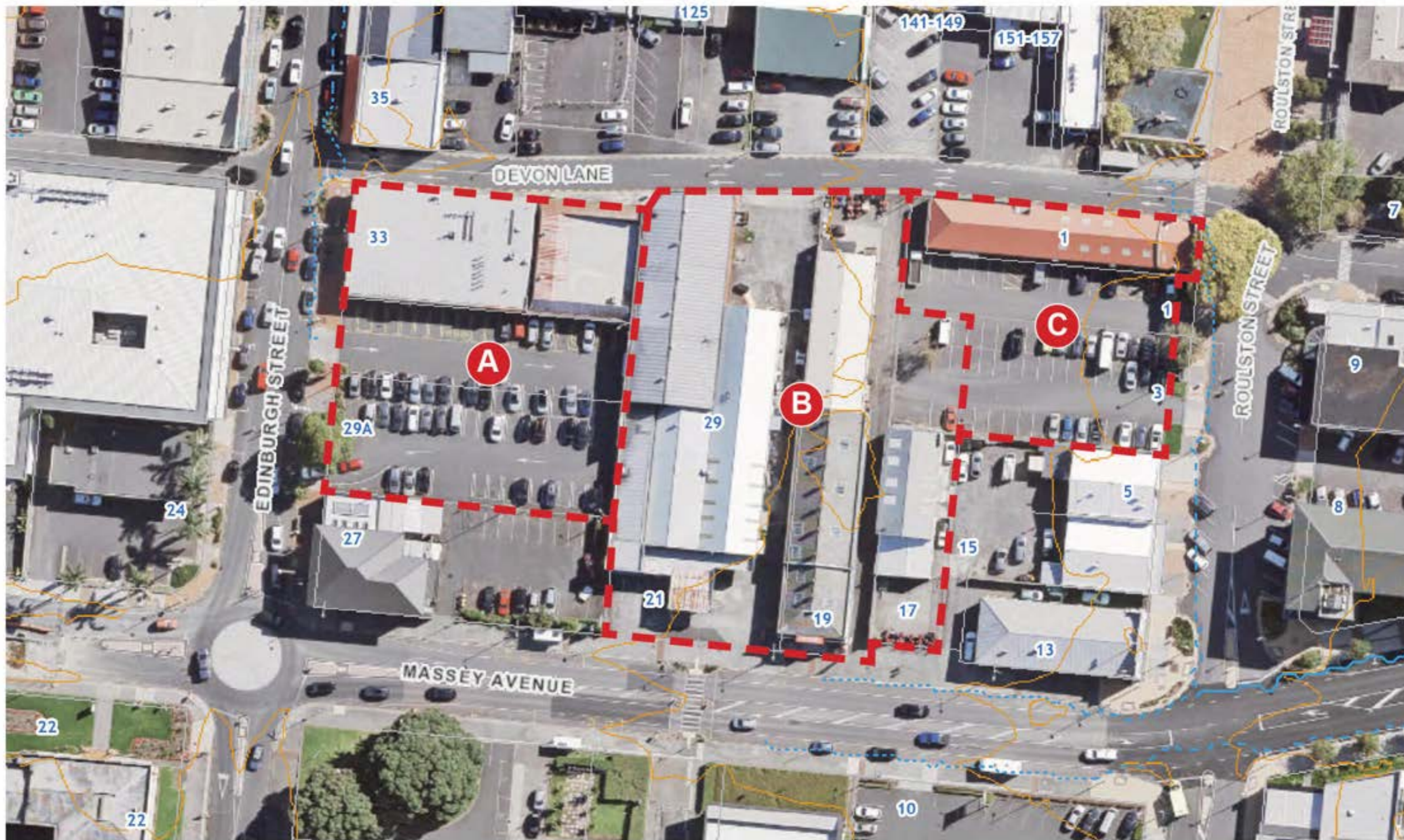


Fortleth and Hurstmere, Auckland
Renovated character buildings to F&B



Market Building
Uncovering and elevating the existing materials of the building

ALTERNATIVE DEVELOPMENT OPTIONS



Decision paper: Land acquisition - Avondale

This paper has been redacted as releasing it would prejudice the commercial position of Eke Panuku or Auckland Council. In terms of Section 7 of the Local Government Official Information and Meetings Act 1987, Eke Panuku is entitled to withhold information where making available the information where:

- s7(2)(i) - The withholding of the information is necessary to enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); and
- would affect the commercial interest of a third party (s7(2)(b)(ii)); and
- would be likely to prejudice or disadvantage the commercial position of Council (s7(2)(h)).

Decision paper: Statement of Intent 2023 – 2026 Amendment

Author: Michele Harpham, Finance Manager

December 2023

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

- a. approve the amended Statement of Intent 2023 – 2026 for submission to Auckland Council.
- b. delegate the approval of any further minor changes required to the forecast financial disclosures in the Statement of Intent 2023 – 2026 to the Chief Executive.

Whakarāpopototanga matua | Executive summary

1. An amendment to the Local Government Act 2002 was passed in 2019 to require the inclusion of forecast financial statements in the Statement of Intent (SOIs) of Council-Controlled Organisations (CCOs).
2. The forecast financial statements included in the SOI need to comply with generally accepted accounting practice. The applicable accounting standard requires a complete set of forecast financial statements including significant accounting policies.
3. The template for the current approved SOI 2023 – 2026 was amended to require some of the information needed, however it did not include everything required by the accounting standard. This affects all Auckland Council CCOs and was noted by Audit New Zealand in their audit for the year ended 30 June 2023.
4. Auckland Council has asked all CCOs to amend their SOI 2023 – 2026 to comply with the new requirements.
5. We have chosen to present the forecast financial statements in an appendix to the SOI. It is included as attachment A and contains:
 - a. forecast statement of comprehensive revenue and expense
 - b. forecast statement of changes in equity
 - c. forecast statement of financial position
 - d. forecast statement of cash flows

- e. notes, comprising a summary of significant accounting policies, significant assumptions and other relevant information underlying the forecast financial statements.
6. Prior to the amended SOI being sent to Auckland Council, we will provide it to Audit New Zealand to ensure it meets all requirements.

Ngā koringa ā-muri | Next steps

7. The amended SOI will be presented to the CCO Direction and Oversight Committee in March 2023 for approval.
8. The financial statements for the year ended 30 June 2024 will include a comparison of the actual financial statements with the forecast financial statements with explanations for major variances.

Ngā tāpirihanga | Attachments

Attachment A – Appendix A for the Statement of Intent 2023 - 2026

Ngā kaihaina | Signatories

Carl Gosbee, Chief Financial Officer

David Rankin, Chief Executive

Forecast Financial Statements

These forecast financial statements have been prepared for inclusion in the Statement of Intent 2023-2026 for Eke Panuku Development Auckland Limited. The information may not be appropriate for any other purposes. Actual financial results achieved for the periods covered are likely to vary from the information presented, and the variations may be material. It is not anticipated that there will be any factors that may lead to a material difference between information in the forecast financial statements and the actual financial results prepared in future reporting periods.

The forecast financial statements have been authorised for issue by the Board of Directors on 13 December 2023. The Board of Directors is responsible for the forecast financial statements presented, including the appropriateness of the assumptions underlying the forecast financial statements and all other required disclosures. The forecast financial statements have been prepared using the actual financial position as at 30 June 2023 as a starting point. It is not intended that these forecast financial statements will be updated after they have been authorised for issue.

Significant Assumptions

The forecast financial statements for 23/24 have been prepared using the operating revenue and expenditure budgets for Eke Panuku approved by the shareholder, Auckland Council. The forecast financial statements for 24/25 and 25/26 have been prepared using the expected operating revenue and expenditure budgets for those years, however those budgets are subject to approval by the shareholder, Auckland Council, prior to the start of the respective financial years.

Forecast statement of comprehensive revenue and expense

(\$million)	23/24 Budget	24/25 Budget	25/26 Budget
Revenue			
Revenue	42.1	43.3	44.4
Total Revenue	42.1	43.3	44.4
Expenditure			
Personnel costs	33.3	34.4	35.2
Depreciation	0.3	0.3	0.3
Other operating expenses	8.5	8.6	8.8
Total Expenditure	42.1	43.3	44.4
Surplus/(deficit) before income tax	0.0	(0.0)	(0.0)
Income tax expense / (benefit)	(0.1)	(0.1)	(0.1)
Surplus/(deficit) after income tax	0.1	0.1	0.1
Other comprehensive revenue and expense			
Gains / (losses) on revaluation of property, plant and equipment	0.0	0.0	0.0
Tax on revaluation (gains) / losses	0.0	0.0	0.0
Total other comprehensive revenue and expense	0.0	0.0	0.0
Total comprehensive revenue and expense	0.1	0.1	0.1
<u>Surplus is attributable to:</u>			
Auckland Council	0.1	0.1	0.1
<u>Total comprehensive revenue and expense is attributable to:</u>			
Auckland Council	0.0	0.0	0.0

Forecast statement of changes in equity

(\$million)	23/24 Budget	24/25 Budget	25/26 Budget
Equity at the beginning of the year	11.0	11.1	11.2
Total comprehensive revenue and expense			
Surplus / (deficit) for the year	0.1	0.1	0.1
Other comprehensive revenue and expense	0.0	0.0	0.0
Total comprehensive revenue and expense	0.1	0.1	0.1
Equity at the end of the year	11.1	11.2	11.3

Forecast statement of financial position

(\$million)	23/24 Budget	24/25 Budget	25/26 Budget
ASSETS			
Current assets			
Cash and cash equivalents	1.0	1.0	1.0
Debtors and other receivables	7.7	8.1	8.5
Total current assets	8.7	9.1	9.5
Non-current assets			
Property, plant and equipment	9.1	8.8	8.5
Total non-current assets	9.1	8.8	8.5
Total assets	17.8	17.9	18.0
LIABILITIES			
Current liabilities			
Creditors and other payables	1.8	1.8	1.9
Employee entitlements	2.7	2.7	2.8
Provisions	0.1	0.1	0.1
Total current liabilities	4.5	4.6	4.7
Non-current liabilities			
Deferred tax liabilities	2.2	2.1	2.0
Total non-current liabilities	2.2	2.1	2.0
Total liabilities	6.7	6.7	6.8
Net assets	11.1	11.2	11.3
EQUITY			
Contributed equity	1.8	1.8	1.8
Accumulated funds	2.0	2.1	2.2
Asset revaluation reserve	7.3	7.3	7.3
Total equity	11.1	11.2	11.3

Forecast statement of cash flows

(\$million)	23/24 Budget	24/25 Budget	25/26 Budget
Cash flows from operating activities			
Receipts from customers (inclusive of GST)	17.7	18.0	18.4
Operating expenditure funding from Auckland Council	24.1	25.2	25.9
Payments to suppliers and employees (inclusive of GST)	(41.2)	(42.9)	(43.9)
Net cash from operating activities	0.5	0.3	0.3
Cash flows from financing activities			
Advances from Auckland Council (net movement)	(0.5)	(0.3)	(0.3)
Net cash from financing activities	(0.5)	(0.3)	(0.3)
Net increase / (decrease) in cash and cash equivalents	0.0	0.0	0.0
Cash and cash equivalents at the beginning of the year	1.0	1.0	1.0
Cash and cash equivalents at the end of the year	1.0	1.0	1.0

Note to the Forecast Financial Statements

Significant Accounting Policies

The forecast financial statements have been prepared in accordance with the accounting policies expected to be used in the future for reporting historical general purpose financial statements.

a) Foreign currency translation

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at period end exchange rates of monetary assets and liabilities are recognised in the Statement of Comprehensive Revenue and Expense.

b) Property, plant and equipment

Property, plant and equipment consists of marinas.

i) Measurement

Marinas are measured at fair value. Property, plant, and equipment is shown at valuation, less accumulated depreciation and impairment losses, if any.

ii) Revaluation

Marinas are revalued with sufficient regularity to ensure that their carrying amount does not differ materially from fair value and at least every 3 years. Each year, Eke Panuku considers whether the carrying value reflects fair value. If there is a material difference, then the asset classes are revalued off-cycle.

Revaluations of property, plant and equipment are accounted for on a class of asset basis.

Net revaluation results are credited or debited to other comprehensive income and are accumulated to an asset revaluation reserve in equity for that class of assets. Where this would result in a debit balance in the asset revaluation reserve, this balance is not recognised in other comprehensive income but is recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expense. If a revaluation increase reverses a decrease previously recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expense, the increase is recognised first in the surplus or deficit in the Statement of Comprehensive

Revenue and Expense to reverse previous decreases. Any residual increase is then recognised in other comprehensive income.

iii) Additions

The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to Eke Panuku and the cost of the item can be measured reliably.

Property, plant and equipment is initially recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value as at the date of acquisition.

iv) Disposals

Gains and losses on disposal are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit in the Statement of Comprehensive Revenue and Expense. When revalued assets are sold, the amounts included in asset revaluation reserves in respect of those assets are transferred to accumulated funds.

v) Depreciation

Depreciation on all property, plant and equipment is provided on a straight line basis at rates that will write off the cost of the assets to their estimated residual values over their useful lives. The residual value and remaining useful life of an asset is reviewed, and adjusted if applicable, at each financial period end. The useful lives of major classes of assets have been estimated as follows.

Asset class	Estimated useful life
Marina	35 years

c) Impairment of non-financial assets

Intangible assets that have an indefinite useful life, or are not yet available for use, are not subject to amortisation and are tested annually for impairment. Assets that have a finite useful life are reviewed for indicators of impairment at each balance date. When there is an indicator of impairment, the asset's recoverable amount is estimated. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use is depreciated replacement cost for an asset where the service potential of the asset is not primarily dependent on the asset's ability to generate net cash inflows and where Eke Panuku would, if deprived of the asset, replace its remaining service potential. The value in use for cash-generating assets is the present value of expected future cash flows.

If an asset's carrying amount exceeds its recoverable amount, the asset is impaired and the carrying amount is written down to the recoverable amount. For revalued assets, the impairment loss is recognised against the revaluation reserve for that class of asset. Where that results in a debit balance in the revaluation reserve, the balance is recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expense.

The reversal of an impairment loss on a revalued asset is credited to the revaluation reserve. However, to the extent that an impairment loss for that class of asset was previously recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expense, a reversal of the impairment loss is also recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expense.

For assets not carried at a revalued amount, the total impairment loss is recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expense. For assets not carried at a revalued

amount, the reversal of an impairment loss is recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expense.

d) Financial assets

Financial assets are initially measured at fair value plus transaction costs.

Purchases and sales of financial assets are recognised at trade date, this being the date on which Eke Panuku commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and Eke Panuku has transferred substantially all the risks and rewards of ownership.

The financial assets of Eke Panuku are classified as financial assets at amortised cost. After initial recognition, these are carried at amortised cost less provision for impairment. Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expense.

e) Impairment of financial assets

The provision for impairment of receivables is determined based on the expected loss credit model. In assessing credit losses for receivables, Eke Panuku applies the simplified approach and records lifetime expected credit losses on receivables. Eke Panuku uses the provision matrix based on historical credit loss experience upon initial recognition of the receivable, based on reasonable and available information on the debtor. Expected loss is established by taking into account factors affecting the ability of the debtors to settle their debt.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised (such as an improvement in the debtor's credit rating), the reversal of the previously recognised impairment loss is recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expense.

f) Cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held on call with financial institutions, other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and subject to an insignificant risk of changes in value, and bank overdrafts.

g) Debtors and other receivables

Debtors are amounts due from customers. If collection is expected in one year or less, they are classified as current assets. If not, they are presented as non-current assets.

Debtors and other receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

When a receivable for which the provision for impairment has been recognised becomes uncollectable in a subsequent period, it is written off against the provision for impairment of receivables. Subsequent recoveries of amounts previously written off are credited to 'other income' in the surplus or deficit in the Statement of Comprehensive Revenue and Expense.

h) Creditors and other payables

Creditors and other payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. They are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

Creditors and other payables are initially measured at fair value and subsequently measured at amortised cost, using the effective interest method.

i) Current and deferred income tax

Income tax expense comprises both current tax and deferred tax, and is calculated using tax rates (and tax laws) that have been enacted or substantively enacted by balance date. Income tax expense is charged or credited to the surplus or deficit in the Statement of Comprehensive Revenue and Expense, except when it relates to items charged or credited directly to equity or other comprehensive income.

Current tax is the amount of income tax payable based on the taxable surplus for the current period, plus any adjustments to income tax payable in respect of prior periods.

Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses. Temporary differences are differences between the carrying amount of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable surplus.

The measurement of deferred tax reflects the tax consequences that would follow from the manner in which Eke Panuku expect to recover or settle the carrying amount of its assets and liabilities.

Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that taxable surplus will be available against which the deductible temporary differences or tax losses can be utilised.

Deferred tax is not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition of an asset and liability in a transaction that is not a business combination and at the time of the transaction affects neither accounting surplus nor taxable surplus.

j) Goods and Services Tax (GST)

All items in the financial statements are stated exclusive of GST, except for debtors and other receivables and creditors and other payables, which are presented on a GST inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related expense or asset.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of receivables or payables in the Statement of Financial Position.

k) Personnel costs and Employee entitlements*i) Short-term employee entitlements*

Employee benefits that Eke Panuku expects to be settled wholly before 12 months after the end of the reporting period in which the employees render the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, annual leave earned to, but not yet taken, at balance date, and sick leave.

ii) Long-term employee entitlements

Employee benefits that are not expected to be settled wholly before 12 months after the end of the reporting period in which the employees render the related service, such as long service leave, have been calculated on an actuarial basis. These calculations are based on:

- likely future entitlements accruing to employees, based on years of service, years to entitlement, the likelihood the employees will reach the point of entitlement, and contractual entitlement information; and
- the present value of estimated future cash flows.

iii) *Presentation of employee entitlements*

Sick leave, annual leave, and vested long service leave are classified as current liabilities. Non-vested long service leave expected to be settled within 12 months of balance date are classified as a current liability. All other employee entitlements are classified as a non-current liability.

l) Revenue recognition

Revenue is measured at the fair value of consideration received or receivable. The specific accounting policies for significant revenue items are explained below:

i) *Other income*

Income from provision of services is recognised in the accounting period in which the services are rendered, by reference to completion of the specific transaction assessed on the basis of the actual service provided as a proportion of the total services to be provided.

ii) *Service income*

Income from the rendering of services to Auckland Council group entities is recognised when the service is provided. These services include Eke Panuku staff time on urban regeneration projects and marina operations, as well as council group property acquisitions and disposals. The income from services provided is calculated based on direct costs and staff time incurred or allocated to specific projects.

iii) *Funding from Auckland Council*

Funding is recognised as revenue upon entitlement based on the eligibility of expenditure in accordance with the Statement of Intent between Eke Panuku and Auckland Council.

m) Leases

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the surplus or deficit in the Statement of Comprehensive Revenue and Expense on a straight line basis over the period of the lease.

Breakdown of forecast other operating expenses

(\$million)	23/24 Budget	24/25 Budget	25/26 Budget
Directors' fees and expenses	0.6	0.6	0.6
Lease payments under operating leases	1.9	1.9	1.9
Grants, contributions & sponsorship	0.1	0.1	0.1
Professional services	2.7	2.9	2.9
Repairs and maintenance	0.2	0.3	0.3
Utilities and occupancy	0.3	0.3	0.3
Other operating expenses	2.7	2.5	2.6
Total operating expenses	8.5	8.6	8.8

Out of Cycle Decisions – at the time of publishing there were no out of cycle decisions between the November and December meetings to ratify

Director interests at 1 December 2023

Member	Interest	Company / Entity	Conflicts pre-Identified?
Paul F. MAJUREY	Chair	Eke Panuku Development Auckland Limited	
	Member	Auckland Light Rail Mana Whenua Sponsors Group	
	Director	Hāpai Commercial General Partner Limited	
	Chair	Hāpai Housing General Partner Limited	
	Chair	Hauraki Collective (12 iwi collective)	
	Tangata Whenua Representative	Hauraki Gulf Forum	
	Director	Holm Majurey Limited	
	Director	Homai General Partner Limited	
	Chair	Impact Enterprise Partnership GP Limited	
	Director	Manawa GP Limited	
	Chair	Marutūāhu Collective (5 iwi collective)	Possible
	Chair	Marutūāhu Rōpū General Partner Limited	
	Director	MO5 Properties Limited	
	Director	MRLP Group Limited	
	Chair	Ngāti Maru Limited	Possible
	Director	Pare Hauraki Asset Holdings Limited	
	Chair	Puhinui Park GP Limited	
	Chair	Te Pūia Tāpapa GP Limited	
	Chair	Tūpuna Taonga o Tāmaki Makaurau Trust Limited (Tūpuna Maunga Authority)	
	Director	Westhaven Marina Limited	
Director	Whenua Haumi Roroa o Tamaki Makaurau General Partner Limited		
Chair	Whenuapai Housing GP Limited		

Member	Interest	Company / Entity	Conflicts pre-Identified?
David I. KENNEDY	Director, Deputy Chair	Eke Panuku Development Auckland Limited	
	Chair	Beachlands South GP Ltd (JV between NZ Super Fund and Russell Property Group)	
	Member	Business Reference Group Te Arotake Future for Local Government	
	Director	Cathedral Property Limited	
	Board Advisor	Civix Limited	
	Director	Grantley Holdings Limited	
	Chair	Kaha Ake GP Ltd (JV between NZ Super Fund and Classic Developments)	
	Director	Naylor Love	
	Trustee	New Zealand Housing Foundation	Possible
	Chief Executive	Te Kaha Project Delivery Limited	
	Director	Westhaven Marina Limited	
John COOP	Director	Eke Panuku Development Auckland Limited	
	Trustee	JE and CS Coop Family Trust	
	Managing Director and Principal	Warren and Mahoney	Possible
Kenina COURT	Director	Eke Panuku Development Auckland Limited	
	Shareholder	Arrakis Limited	
	Director	Banking Ombudsman Scheme Limited	
	Director	BDE Bonus Limited	
	Director	Business in the Community (2013) Limited	
	Director	Business Mentors New Zealand Limited	
	Director	CP Resettlement Trustees Limited	
	Director	Eight Peaks Holdings Limited	
	Director	Fale Developments Limited	
	Director	Fortitudine Trustees Limited	
	Director	Greer Family Trustees Limited	
	Director	Holly Corp Trustees Limited	
	Director	Huma Holdings Limited	
	Director	IBS	

Member	Interest	Company / Entity	Conflicts pre-Identified?
Kenina COURT continued	Shareholder	IBS Corporation Limited	
	Director	It's Happened Trustees Limited	
	Director	KW Westgate Limited	
	Director	Lovelock Trustees Limited	
	Director	Lujato Trustees Limited	
	Director	M&G Trustees Limited	
	Director	Nathan Whanau Trustees Limited	
	Director	New Gipsy Limited	
	Director	NTA Holdings Limited	
	Director	Oceania Career Academy Limited	
	Director	Pathfinder Management Partner Limited	
	Director	Pathfinder Trustees Limited	
	Director	Pathsol Limited	
	Director	PGFT Trustees Limited	
	Director	Platinum Securities Limited	
	Director	PSL Freedom Limited	
	Director	Rice Family Trustees Limited	
	Director	Silvereye Investments Limited	
	Director	Slice Limited	
	Director	Stak Trustees Limited	
Director	Twinlion Trustees Limited		
Director	Up Skill Teams Limited		
Steven EVANS	Director	Eke Panuku Development Auckland Limited	
	Member	Construction Industry Accord Residential Sector Reference Group	
	Chief Executive	Fletcher Building Limited	Yes
	Director	Homai General Partner Limited	
	Director	Okahukura GP Limited	
	Member	Steering Group Construction Industry Accord	
	Director	Tauoma FRL Limited Partnership	
	Board Member	Urban Development Institute of New Zealand	Yes

Member	Interest	Company / Entity	Conflicts pre-Identified?
Susan HURIA	Director	Eke Panuku Development Auckland Limited	
	Director	Accessible Properties NZ Limited	
	Chair	Leaderbrand Holdings and associated entities	
	Director	Ospri and associated entities	
	Director/Shareholder	Rawa Hohepa	
	Director	Royal College of General Practitioners	
	Director/Shareholder	Susan Huria Associates (2003) Limited	
Jennifer KERR	Director	Eke Panuku Development Auckland Limited	
	Committee member	Audit and Risk – Police	
	Deputy Chair	Callaghan Innovation	
	Trustee	J.R. Kerr Portfolio of Shares and Bonds managed by Craig Investment Ltd	
	Trustee	J.R. Kerr Portfolio of Shares and Bonds managed by Forsyth Barr	
	Settlor, Trustee, Beneficiary	J.R. Kerr Trust	
	Chair	NZTE	
	Member	Port Nicholson Trust	
	Trustee	Te Manawaroa Trust	
	Member, Advisory Board	University of Waikato Management School	
	Board member	Waipa Networks Ltd	
	Chair	WorkSafe New Zealand	

Changes made to Directors' interests register since November 2023 Board meeting:

Additions:

Director	Conflict/interest added	Date notified
David Kennedy	Civix Limited	20 November 2023

Amendments:

Director	Conflict/interest amended	Date notified
	N/A	

Deletions:

Director	Conflict/interest deleted	Date notified
	N/A	

Director Meeting Attendance Register – 2023

	2023										
	22 Feb	22 Mar	26 Apr	24 May	28 Jun	26 Jul	23 Aug	27 Sep	25 Oct	22 Nov	13 Dec
P. Majurey	✓	✓	✓	✓	×	✓	✓	✓	✓	×	
D. Kennedy	✓	✓	✓	✓	✓	✓	✓	×	✓	✓	
J. Coop	✓	✓	✓	✓	✓	✓	✓	✓	×	✓	
K. Court	✓	✓	✓	✓	×	×	✓	✓	✓	✓	
S. Evans	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
S. Huria	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
J. Kerr	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
S. Solomon*	×	×	✓	✓	✓						

*Board intern

Minutes of the meeting of directors of Eke Panuku Development Auckland Limited, held in partly confidential session, in person at 82 Wyndham Street, Auckland and online via Teams, on Wednesday 25 October 2023

<p>Attending</p>	<p>Board: Paul Majurey (Chair), David Kennedy (Deputy Chair), Kenina Court, Steve Evans, Susan Huria, Jennifer Kerr</p> <p>Executive: David Rankin, Chief Executive; Gyles Bendall, GM Design & Place; Alaina Cutfield, Head of People & Culture; Angelika Cutler, GM Community & Stakeholder Relations; Carl Gosbee, Chief Financial Officer; Brenna Waghorn, GM Strategy & Planning; Marian Webb, GM Assets & Delivery; Ian Wheeler, Chief Operating Officer, Allan Young, GM Development</p> <p>In Attendance: Rachel Wilson, Principal Advisor, Auckland Council; Alice Newcomb, Governance Manager; Rosemary Geard, Governance Coordinator (Minute Taker)</p>
<p>Opening remarks</p>	<p>The Chair welcomed everyone to the Board meeting.</p>
<p>1. Meeting opening</p>	<p>The Board meeting opened with a karakia at 10.02am.</p>
<p>1.1 Apologies</p>	<p>John Coop, Councillor Angela Dalton</p>
<p>1.2 Procedural motion to exclude the public</p>	<p>Pursuant to clause 12.3 of the Development Auckland Ltd Constitution, the public be excluded from confidential papers or parts thereof, so that commercially sensitive issues can be discussed.</p>
<p>2.0 Chief Executive's report</p>	<p>David Rankin, Chief Executive, spoke to the report. Items of note included:</p> <ul style="list-style-type: none"> • Queens Wharf update <div style="background-color: #cccccc; height: 15px; width: 100%; margin-bottom: 5px;"></div> <div style="background-color: #cccccc; height: 15px; width: 80%; margin-bottom: 5px;"></div> <div style="background-color: #cccccc; height: 15px; width: 95%; margin-bottom: 5px;"></div> <div style="background-color: #cccccc; height: 15px; width: 75%;"></div> <p>Rachel Wilson left the meeting.</p> <ul style="list-style-type: none"> • Ormiston Town Centre Steve Evans left the meeting for this topic due to a disclosed conflict of interest. • Avondale Central Paul Majurey left the meeting for this topic due to a disclosed conflict of interest, and David Kennedy took the Chair. An update of Avondale Central and the issues with the development partner was provided. <div style="background-color: #cccccc; height: 15px; width: 100%; margin-top: 10px;"></div> <div style="background-color: #cccccc; height: 15px; width: 100%;"></div>

	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
3.0 Health and Safety report	Paul Brown, Head of Health, Safety and Wellbeing, joined the meeting for this item and introduced the report. Following the conclusion of discussions, the Eke Panuku Board received the report.
4.0 Workshop - Ports Precinct Future Development - Draft Framework plan	<p>Fiona Knox, Nick McKay, Caisey Marter, Vrinda Moghe, Kristen Webster, Ben Parsons, Jamie Faull, Gavin Peebles and John Smith joined for this item.</p> <p>Fiona Knox, Priority Location Director – City Centre Major Projects, provided an oversight of the work to date.</p> <p>Following the conclusion of the presentation and discussions, the Eke Panuku Board endorsed continued work.</p> <p>David Kennedy did not attend this item.</p>
5.0 Decision papers	
5.1.2 & 4 Svendsen Road, Pukekohe - Go to Market Strategy	<p>Allan Young, GM Development introduced the report. Following the conclusion of discussions, the Eke Panuku board resolved to:</p> <p>a. approve the sale of 2 & 4 Svendsen Road, Pukekohe, comprising 2,409m² in Section 6, Survey Office Plan 440667 and Section 4, Survey Office Plan 440667, held in record of title’s 599300 & 599301, to Tolian Properties Limited, the current lessee of the property, under the terms of its first right of refusal to purchase at market value in its lease.</p> <p>b. [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>c. delegate authority to the Chief Executive to execute the sale and purchase agreement in accordance with the first right of refusal lease terms.</p>
5.2 Downtown Car park Redevelopment	<p>Tom Belgrave, Development Manager, joined the meeting for this item.</p> <p>The Chief Executive updated the Board on the Governing Body workshop held on 24 October 2023 on this project.</p>

	<p>Following the conclusion of discussions, the Eke Panuku board resolved to:</p> <ul style="list-style-type: none"> a. [REDACTED] b. [REDACTED] c. [REDACTED] d. [REDACTED] e. [REDACTED]
<p>5.3 Unlock Henderson/Te Kopua - Programme Refocus</p>	<p>Richard Davison, Priority Location Director joined the meeting for this item, and introduced the report. Following the conclusion of discussions, the Eke Panuku board resolved to:</p> <ul style="list-style-type: none"> a. approve the refocussed programme for Unlock Henderson Te Kopua. b. note that a refocussed programme for Unlock Henderson was workshopped with the Eke Panuku Board on the 23rd of August 2023. c. note the following financial and non-financial benefits will be targeted: <ul style="list-style-type: none"> i. [REDACTED] of public good investment in the Henderson Centre ii. [REDACTED] net site sales proceeds directly from the Unlock Henderson Programme including site sales already completed. iii. An additional [REDACTED] in net site sale proceeds from other separate Auckland Council Group sales in Henderson have completed by Haumaru and Corporate Property Programmes and are not attributable to the programme. iv. The potential future sale of the Auckland Film studios site is not attributable to the programme.

	<p>v. An estimated 620 homes across 5 development sites, including the Haumaru development.</p> <p>vi. An estimated 14,200 Sqm of upgraded public realm.</p>
5.4 Asset Management Policy & Strategy Framework	<p>Marian Webb, GM Assets & Delivery, introduced the report.</p> <p>Following the conclusions of discussions, the Eke Panuku Board endorsed the Council Group Asset Management Policy and the Asset Management Strategy Framework, noting Eke Panuku has a specific Earthquake-Prone Buildings Management and Occupation Guideline which addresses buildings with an NBS score below 67% NBS.</p>
6.0 Information papers	
6.1 Waterfront Commercial Opportunity	<p>Mark Norton, Senior Portfolio Specialist and Dawson Mutu, Development Manager, joined the meeting for this item. Marian Webb introduced the report. Following the conclusion of discussions, the Eke Panuku board received the report.</p>
6.2 Communications and engagement - Update	<p>Angelika Cutler, GM Community & Stakeholder Relations introduced the report. Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
6.3 Selecting Development Partners Policy - One year review	<p>Angelika Cutler, GM Community & Stakeholder Relations introduced the report. Following the conclusion of discussions, the Eke Panuku Board received the report.</p>
7.0 Governance matters	
7.1 Out-of-cycle decisions	<p>The Eke Panuku Board noted there were no out-of-cycle decisions made between the September and October 2023 board meetings.</p>
7.2 Directors' interests	<p>The Eke Panuku Board reviewed and received the Registers of Directors' Interests reports.</p>
7.3 Director meeting attendance	<p>The Eke Panuku Board noted the Directors' meeting attendance.</p>
7.4 Minutes of previous meeting held 27 September 2023	<p>The Eke Panuku Board reviewed and confirmed the Minutes of the Board Meeting 27 September 2023, with confidential information included, as a true and accurate record of the meeting.</p>
7.5 Board action list	<p>The Eke Panuku Board noted the Board action list.</p>

7.6 Board forward work programme	The Eke Panuku Board noted the Board forward work programme.
8.0 General Business	<p>The Eke Panuku board discussed and noted as follows:</p> <ul style="list-style-type: none"> • The November meeting is a half-day strategy session/half-day board meeting. • On 28 October 2023, Susan Huria will attend a one-day governance workshop for new directors of Ngāti Tamaoho.
Meeting close	The meeting closed with a karakia at 1.10pm.

Confirmed as a true and accurate record:

----- **Deputy Chair**

----- **Date**