



panuku

Statement of Intent

2022-25

Me Mihi

E ngā mana whenua, e ngā iwi e noho haumarua ana ki raro i ngā maunga whakahii o Tāmaki Makaurau, tēnā koutou kātoa. Mo te oranga o ngā iwi kātoa, me kaha tātou ki te mahi tahi hei tūtuki i ngā wawata o tēnei wāhi whānui.

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



Our name

Tame Te Rangi, a representative of Te Rūnanga o Ngāti Whātua, gifted us the name Eke Panuku. 'Eke Panuku' is derived from the whakatauki (proverb) 'Eke Panuku, Eke Tangaroa!', which acknowledges the unseen energies of the land and sea. In te ao Māori, Māori mihi to Tangaroa (Atua of the sea) to inspire success, excellence, and progress. We have a role in supporting mana whenua as the kaitiaki [guardians] of Tāmaki Makaurau.

Contents

- 1.0 Message from the Chair and Chief Executive..... 2
- Part 1:.....3
- 2.0 Strategic overview 3
 - 2.1 Role and mandate..... 3
- 3.0 Response to Council’s Strategic Objectives 4
 - 3.1 Contribution to the Auckland Plan and council strategies..... 4
 - 3.2 Māori Outcomes 5
 - 3.3 Te Tāruke-ā-Tāwhiri – Auckland’s Climate Plan..... 6
 - 3.4 Supporting implementation of other plans and strategies..... 6
- 4.0 Nature and scope of activities – ‘what we do’ 7
 - 4.1 Programmes and activities to deliver our outcomes and vision 8
 - A. Urban Regeneration..... 10
 - B. Property portfolio and marina management..... 12
 - C. Sector leadership 13
 - 4.2 Operating environment - Risks, challenges and opportunities..... 17
- 5.0 About us – statement of the board’s approach to governance..... 19
 - 5.1 Board meetings 20
- Part 2:..... 21
- 6.0 Statement of performance expectation 2022/23 21
 - 6.1 What we will deliver – three-year programmes 2022-25 21
- 7.0 Performance measures and targets 30
- 8.0 Financial statements..... 34
 - 8.1 Property managed on behalf of Auckland Council..... 35
 - 8.2 Other financial information..... 36

1.0 Message from the Chair and Chief Executive

He Kupu nā te Kaihautū me te Tumu Whakarae

Over the past three years, Eke Panuku has worked successfully with a wide range of partners to realise many changes across Tāmaki Makaurau.

The world we work in is changing fast and in the next three years, we are seeing our reach to create thriving town centres expand significantly. Our Statement of Intent sets out our focus areas to support Auckland Council's growth and climate change strategies over this period.

We are seeing Aucklanders change how they live and work in our neighbourhoods.

The need for well designed, walkable and sustainable neighbourhoods is in sharper focus following the COVID-19 pandemic. Our focus is on creating amazing places where people can make the most of local economic and social opportunities and get around them in more sustainable ways and support these neighbourhoods. We need to support communities through change to ensure these places continue to thrive.

We are leading the regeneration of the city centre in partnership with the council group, which was added to our programme at the end of 2021.

The new light rail route is proposed to pass through four Eke Panuku locations, providing greater opportunity for regeneration and new homes as a result. We will work with the council and government on this opportunity.

Enabling new healthy and affordable homes continues to be a focus for us over the next three years, as we bring a significant number of properties to the market to attract investment.

Our work with mana whenua is something that we are proud of and a relationship that will continue to have our complete focus. Eke Panuku is working to ensure that mana whenua is able to participate in property development, procurement and increasingly in other aspects of our work. Through these and other measures, Eke Panuku strives to achieve improvements for Māori wellbeing across Tāmaki Makaurau.

A new investment partnership between the NZ Super Fund and Eke Panuku aims to accelerate and improve the regeneration of town centres. We will embed this partnership and progress joint opportunities.

There is significant uncertainty in the economic outlook and a rapidly changing housing market. We expect that ongoing fluctuations in the global and local development supply chains will continue to challenge us, along with the tight labour market, increasing interest rates, tighter lending and inflation. The likely impact being that development of new homes and public spaces will take longer. Despite this, we are committed to setting a high bar for the development community to participate in our urban regeneration plans. We will seek partners and investment to deliver well designed and sustainable communities.

We will also continue to manage one of Auckland's most significant property portfolios. Our role is to ensure the city's property assets are well maintained, and where appropriate, the value is leveraged to provide additional financial returns to the council.

Paul Majurey – Chair

David Rankin – Chief Executive

Part 1

2.0 Strategic overview

Te tirohanga whānui ā-rautaki

2.1 Role and mandate

Te Tūranga me te mana whakahaere

Eke Panuku Development Auckland is the urban regeneration agency for Auckland Council. It leads the redevelopment of town centres and managing a significant property portfolio. As a council-controlled organisation (CCO), Eke Panuku prepares an annual Statement of Intent (SOI), in accordance with the Local Government Act 2002. This report publicly states the activities and intentions of Eke Panuku Development Auckland (Eke Panuku) for the next three years, and the objectives to which those activities will contribute.

This SOI was adopted by the Eke Panuku Board in July 2022.

Eke Panuku has two core functions:

1. Our urban regeneration programmes across Tāmaki Makaurau / Auckland, with a focus on town centres and locations agreed with Auckland Council.
2. Our property portfolio, where we manage \$2.3 billion of council’s non-service properties and provide property-related services to the council group.

Our activities help support sustainable and well-functioning urban environments and thriving, resilient communities. We seek to achieve an overall balance of commercial and public interest outcomes in carrying out our functions.

Our vision is creating amazing places.



Our approach to urban regeneration (A), portfolio management (B) and strategic leadership (C), and our key activities, are presented throughout this document.

3.0 Response to Council’s Strategic Objectives

Te Urupare ki ngā Whāinga Rautaki a te Kaunihera

3.1 Contribution to the Auckland Plan and council strategies

Te āpitianga ki te Mahere a Tāmaki Makaurau me ngā rautaki a te kaunihera

Auckland is the fifth largest city in Australasia and is expected to reach 2.3 million by 2050. This growth is putting pressure on housing supply and affordability, as well as increasing the demand for infrastructure investment to support growth.





The Auckland Plan adopted by Auckland Council in 2018, is the long-term spatial plan for Tāmaki Makaurau Auckland. It includes a Development Strategy and six outcomes that set Auckland's strategy to 2050. It considers how we will address our key challenges of high population growth, shared prosperity, and environmental degradation.

Auckland Council has determined through the Auckland Plan that a quality compact urban form is the most effective way to provide infrastructure and services now and in the future. It has ambitious plans to accommodate two thirds of future growth within the existing urban area.

Facilitating brownfield redevelopment is the most significant factor to achieve a quality compact urban form. Vibrant, low carbon town centres with frequent transport services and great walking and cycling access, that offer housing choices and amenities is at the heart of the Auckland Plan.

This table sets out how Eke Panuku contributes to the implementation of the six outcomes and the development strategy of the Auckland Plan:

Auckland Plan Outcomes	Our outcomes	How Eke Panuku contributes
 Belonging and participation	Supportive community	<ul style="list-style-type: none"> Implement inclusive placemaking, that ensures local people play a strong collaborative role in the building of their public places. This helps create the kinds of places where people feel a strong relationship and commitment to their communities. Improve the function of town centres to create a heart for a local community that is vibrant, attractive and accessible to all (via design, planning and project delivery). Partner with Community Facilities to deliver accessible, multi-functional community facilities for the future. Engage local communities on local projects and urban change (increasing participation and sense of pride).
 Homes and Places	Urban living – residential choices & high quality urban development	<ul style="list-style-type: none"> Lead urban regeneration and development programmes, planning for and facilitating thriving town centres. Create quality public spaces that are inclusive, accessible and contribute to urban living and civic life. Facilitate new, well designed, sustainable homes that meet changing needs and preferences, working with Kāinga Ora, iwi groups, community housing providers (CHPs) and private partners.

	Partnership with mana whenua and Māori outcomes	<ul style="list-style-type: none"> • Enable commercial opportunities and capacity building for iwi to grow intergenerational wealth. • Reflect mana whenua mātauranga and Māori design principles in public realm projects to showcase Māori identity. • Provide placemaking opportunities to celebrate and showcase vibrant Māori culture including working with rangatahi. • Create environmental outcomes to restore and enhance the mauri of Tāmaki Makaurau. • Support te reo Māori to flourish.
<p>Māori identity and wellbeing</p>		
	Integrated transport	<ul style="list-style-type: none"> • Facilitate low carbon transit-oriented development by bringing people and housing closer to transport networks, to leverage the existing investment and provide increased transport choices. • Partner with Auckland Transport, Waka Kotahi (NZTA) and others (e.g. CRL, local boards) to improve connectivity and help make walking, cycling, and public transport the preferred choices for more Aucklanders.
<p>Transport and access</p>		
	Healthy natural environment and unique identity	<ul style="list-style-type: none"> • Facilitate quality urban development in town centres, to support a quality, compact urban form and more sustainable transport modes. • Facilitate energy and water efficient homes, and waste minimisation in developments and events. • Partner with others to restore environments as Auckland grows, to facilitate stream and open space enhancements and the objectives of the Urban Ngahere Strategy. • Ensure new development reflects the character and indigenous stories of an area or place, through place-led design.
<p>Environment and cultural heritage</p>		
	Prosperous & robust local economy & revenue for council's LTP	<ul style="list-style-type: none"> • Partner with Tātaki Auckland Unlimited and others to integrate economic outcomes and to provide opportunities for business and employment growth in the regeneration of town centres. • Provide opportunities for Māori and Pacifica businesses and social enterprises through sustainable procurement. • Create commercial and strategic value from council surplus sites. • Provide funding for the LTP through the operating surplus from the property portfolio and marinas.
<p>Opportunity and prosperity</p>		

3.2 Māori Outcomes

Ngā Hua ki te Māori

To respond more effectively to the needs and aspirations of mana whenua entities and Māori Communities, the Auckland Council Group developed **Kia Ora Tāmaki Makaurau**, a Māori outcomes performance measurement framework. The wellbeing-focused framework captures the outcomes that Māori have identified as mattering most for their whānau, marae, iwi, and communities.

Our specific contribution includes:

- Kia ora te Umanga – through facilitating commercial development opportunities and opportunities for Māori artists, designers and businesses.

- Kia ora te reo – through enabling te reo Māori to be seen, heard, spoken and learned, including in projects, places and parks.
- Kia ora te Ahurea – through events and the design of public spaces that reflects and promotes Māori culture and identity within the environment, and values mātauranga Māori.
- Kia ora te Taiao – through initiatives with Māori which protect and improve the environment, improve water quality and reduce pollution.

Mana whenua has co-developed a Mana Whenua Outcomes Framework with Eke Panuku. We will complete the actions in this three-year framework before adopting a new Achieving Māori Outcomes (AMO) plan aligned with the council group Kia Ora Tāmaki Makaurau, next year.

We continue to build a strong relationship with mana whenua iwi to facilitate Māori outcomes through urban regeneration. We will seek to develop a relationship with mataawaka where this is supported by council leadership and resource. We will also continue to build our collective capacity to respond to our te Tiriti o Waitangi obligations.

3.3 Te Tāruke-ā-Tāwhiri – Auckland’s Climate Plan

Urgent climate action is required to reduce emissions as well as building resilience to the already changing climate. **Te Tāruke-ā-Tāwhiri: Auckland’s Climate Plan**, sets out a plan for the region to reduce greenhouse gas emissions by 50 per cent by 2030, reach net zero emissions by 2050 and create a pathway to prepare for the impacts of climate change.

Eke Panuku has a Climate Change Strategy which responds to this direction and ambitious targets.

Our work in delivering well designed, intensive mixed-use developments, integrating land use and transport, and incorporating sustainable building approaches is a critical contribution to reducing emissions and the transition to a low carbon, resilient city. Our developments must meet minimum design standards (Homestar 6 and Greenstar 5 ratings by the New Zealand Green Building Council).

In our master planning we consider the changes necessary to respond to the already changing climate.

We are working with the council group to prepare a group climate change risk management plan and implement processes to manage climate risks across the group, undertake climate disclosure reporting and complete a climate-risk governance assessment.

3.4 Supporting implementation of other plans and strategies

As lead agency for the city centre, we collaborate with the council group to implement the **City Centre Masterplan**. We support implementation of the **Economic Development Action Plan**, specifically the “Local Tāmaki Makaurau” focus area, through implementing our *Thriving town centres: Guidance for urban regeneration in Tāmaki Makaurau / Auckland* in the Eke Panuku locations and facilitating urban regeneration of town centres. Strong, thriving and resilient local economies will provide the foundations to ensure that Auckland’s sub-regional economies and regional economy become more resilient, enabling greater economic prosperity.

We support the council’s **Waste Management and Minimisation Plan 2018**. We are committed to working towards zero waste events, reducing construction and demolition waste, and supporting sustainable procurement.

We also support Auckland’s **Urban Ngahere (Forest) Strategy 2019**. In our projects we explore opportunities to increase access for residents, enhance or create ecological corridors and connections, protect mature, healthy trees and manage urban forest on council land.

The **Auckland Water Strategy 2022-2050** is Auckland Council’s strategy to protect and enhance te mauri o te wai, the life-sustaining capacity of water. In our work we support regenerative water infrastructure, access to water for recreation and amenity, and the protection, restoration and enhancement of green and blue spaces. We promote water efficient homes, buildings, and places.

Eke Panuku is committed to working collaboratively with the council group to efficiently plan for and prioritise growth and intensification. This includes contributing to the development of the Auckland **Future Development Strategy** and the **Infrastructure Strategy** and participation in the further development of organisational strategic priorities.

We are committed to working with the council to translate these and other council-led strategies into meaningful action, including to identify, align and prioritise actions that can be resourced.

The Eke Panuku urban regeneration programme is agreed with the Council as will the addition of any new locations to our programme.

4.0 Nature and scope of activities – ‘what we do’

Te āhua me te whānui o ngā mahi – ‘tā mātou e mahi nei’

Eke Panuku Development Auckland (Eke Panuku) delivers urban regeneration across the city. Eke Panuku also manages and maintains approximately \$2.3 billion of the council’s non-service properties and provides property disposal and acquisition services.

4.1 Programmes and activities to deliver our outcomes and vision

This table provides a summary of the nature and scope of Eke Panuku activities and how our activities, programmes and performance measures align to our strategic outcomes and vision.

Our vision and purpose		
<p>Creating amazing places</p> <p>Urban regeneration agency for Tāmaki Makaurau Auckland, with a dual purpose to:</p> <ol style="list-style-type: none"> 1) redevelop urban areas through regeneration programmes 2) manage the diverse (non-service) property portfolio and provide property services to the council group 		
Our operational context		
<p>Factors affecting our operating environment</p> <p>The ongoing impact of COVID-19 and other external factors, such as competitive labour market, supply chain issues and construction costs, tighter lending and rising inflation, property market uncertainties and strategic policy reforms, are the key factors impacting the delivery of our current programmes and business activities.</p> <p>The challenges facing the council’s budget particularly in the short and medium term, will impact council services and priorities as well as progress towards the implementation of the Auckland Plan, Te Tāruke-ā-Tāwhiri: Auckland’s Climate Plan, meeting council’s greenhouse gas emissions targets and contributing to Māori outcomes.</p>		
Strategic outcomes		
Catalyse urban redevelopment to achieve thriving town centres and places (A)	Create strategic value from property assets (B)	Provide sector leadership in sustainable urban regeneration (support our core functions) (C)
<p>Thriving town centres¹ are places that enable growth and enhance:</p> <ul style="list-style-type: none"> • High quality urban development • Unique identity • Supportive community • Integrated transport • Healthy natural environment • Urban living – residential choices • Prosperous & robust local economy 	<p>Driving strategic and commercial value from council property assets:</p> <ul style="list-style-type: none"> • Revenue for Council’s LTP • Deliver services to tenants, berth holders and other specialist property services 	<ul style="list-style-type: none"> • Thriving town centres • Equity and affordability • Climate and sustainability action • Partnership with mana whenua and Māori outcomes • Placemaking and activation • Quality design • Effective partnerships and relationships • A highly collaborative business culture with a focus on leadership, innovation, learning and development • Looking after our health, safety and wellbeing

¹ Thriving Town Centres: Guidance for urban regeneration in Tamaki Makaurau Auckland, was prepared by Eke Panuku in early 2022.

How our Programmes and business activities aligned to our outcomes		
<p>Urban regeneration programmes by location</p> <p><i>Leading urban regeneration through commercial strategy, public good investment and placemaking</i> (our three levers), in the following agreed locations:</p> <ul style="list-style-type: none"> • North – Northcote, Takapuna • Central – City centre and waterfront, Karanga a Hape and Maungawhau • West – Avondale, Henderson • Isthmus – Onehunga, Panmure • South – Manukau, Papatoetoe, Pukekohe, Ormiston • Regional - identify transit-oriented and other development opportunities via service property optimisation and support individual developments. 	<p>Property and marina management</p> <p>Business activities/ operations:</p> <ul style="list-style-type: none"> • Tenancy management • Marina management • Property maintenance • Other property shared services such as property acquisitions <p>Property and asset renewal programme</p>	<ul style="list-style-type: none"> • Implementing climate action response • Implementing the Māori Outcomes Framework • Partnerships and relationships - development partner and pipeline • Engagement and communications • People strategy • Future programme and sustainable funding model • Continuous business improvement • Performance monitoring
How our performance measures link to our outcomes and activities		
<ul style="list-style-type: none"> • New housing (dwelling numbers) • Gross Floor Area (GFA) commercial/retail (Business investment in town centres) • Public realm improvements (sqm) • Capital project milestones (public good) • Priority development location asset sales (T&U \$ sale target) • Revenue from asset recycling target agreed with the council/ regional development sales • Town centre outcomes monitoring 	<ul style="list-style-type: none"> • Capital project milestones (renewals) • Property occupancy • Property net surplus • Marina service satisfaction 	<ul style="list-style-type: none"> • Number of Māori initiatives delivered • Māori satisfaction on level of support received • Complaints resolved on time

A. Urban Regeneration

Urban regeneration is the planning of neighbourhoods to transform physical spaces and bring positive and lasting social, economic and environmental change alongside the community.

The map below illustrates the locations where Eke Panuku is leading urban regeneration, as agreed with Auckland Council. The places we work in range in size, from the Auckland city centre and waterfront, metropolitan centres such as Manukau and Takapuna, to smaller town centres such as Avondale and Papatoetoe.

With the approval of the council, Eke Panuku has advanced urban regeneration programmes for these locations. After significant engagement with mana whenua, communities, local boards, and our partners, plans are in place and delivery is underway.

Map of Eke Panuku town centres - Te Mahere o ngā Pokapū Tāone o Eke Panuku



Future programme

The council and Eke Panuku will begin working together on the medium-long term urban regeneration programme. The original Eke Panuku priority locations were agreed in 2015, with work in some of these locations due to be completed in three to five years. This work will include how urban regeneration will be funded in the future and will feed into decision-making on the 10-year Budget 2024-2034. There are many town centres that have strong urban regeneration potential, but work will only progress in line with budget priorities.

At Eke Panuku, we have a bold ambition to achieve **thriving town centres** through place-based programmes and partnerships. Our vision is to create amazing places, and for town centres this means:

Tāmaki Makaurau / Auckland is a city of strong neighbourhoods with town centres that capture hearts and energise lives, unlocking potential and possibilities, where people can thrive.

As Tāmaki Makaurau / Auckland's urban regeneration agency, our focus is on strengthening and growing communities around thriving town centres.

Town centre regeneration is complex, and it involves the successful collaboration of many different people and organisations towards a shared vision. Eke Panuku takes an active role in bringing people together, facilitating and delivering that vision.

The activities we will do over the next three years to advance the regeneration of town centres are set out in the Statement of Performance Expectations, Part 2 of the SOI. We will provide the council with updates on the programmes through the quarterly reporting process.

We lead other development activities that also contribute to urban regeneration across many parts of the city outside of our town centres:

Affordable housing for older people

Haumarū Housing is a limited partnership between the Auckland Council and The Selwyn Foundation, providing safe and affordable housing for older people. Haumarū Housing has a vision to be the leading provider of affordable rental housing for older people in New Zealand. The sixty-two villages have around 1400 units, that are home to around 1500 tenants (2021).

Eke Panuku works with Haumarū Housing to redevelop the portfolio, to refurbish existing villages and build new homes that meet the health, social and community needs of older people. We are focussed on progressing new opportunities to expand the housing availability for the rising number of older Aucklanders who are reaching retirement in need of affordable rentals. We are currently working in partnership with Haumarū Housing, Kāinga Ora and the Ministry of Housing and Urban Development to grow the portfolio and are expecting to bring on stream more than 90 one-bedroom units in two developments in North and West Auckland.

Regional programmes

We are working with Auckland Transport to identify Transport-Oriented Development (TODs) opportunities. TOD is development occurring alongside or within close proximity of transport stations and routes. TOD is an urban regeneration tool supporting thriving town centres. It aims to maximise the amount of homes, businesses and leisure space within walking distance of a public transport stop. Together we are working to facilitate more intensive urban development close to public transport to increase housing and transport choices.

Auckland Council has surplus sites that are no longer needed or are underutilised in a wide range of locations. Once approved for sale by council, Eke Panuku takes these to the market, setting out the development outcomes sought. This provides revenue to council as well as new homes and commercial spaces.

We are working with Auckland Council's Customer and Community Services and local boards to identify opportunities to redevelop and optimise properties that are used to deliver council services. This programme seeks to release value from underperforming service assets 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. Experience has shown that these are multi-stakeholder, complex, redevelopment programmes that require strong local board and council support to progress.

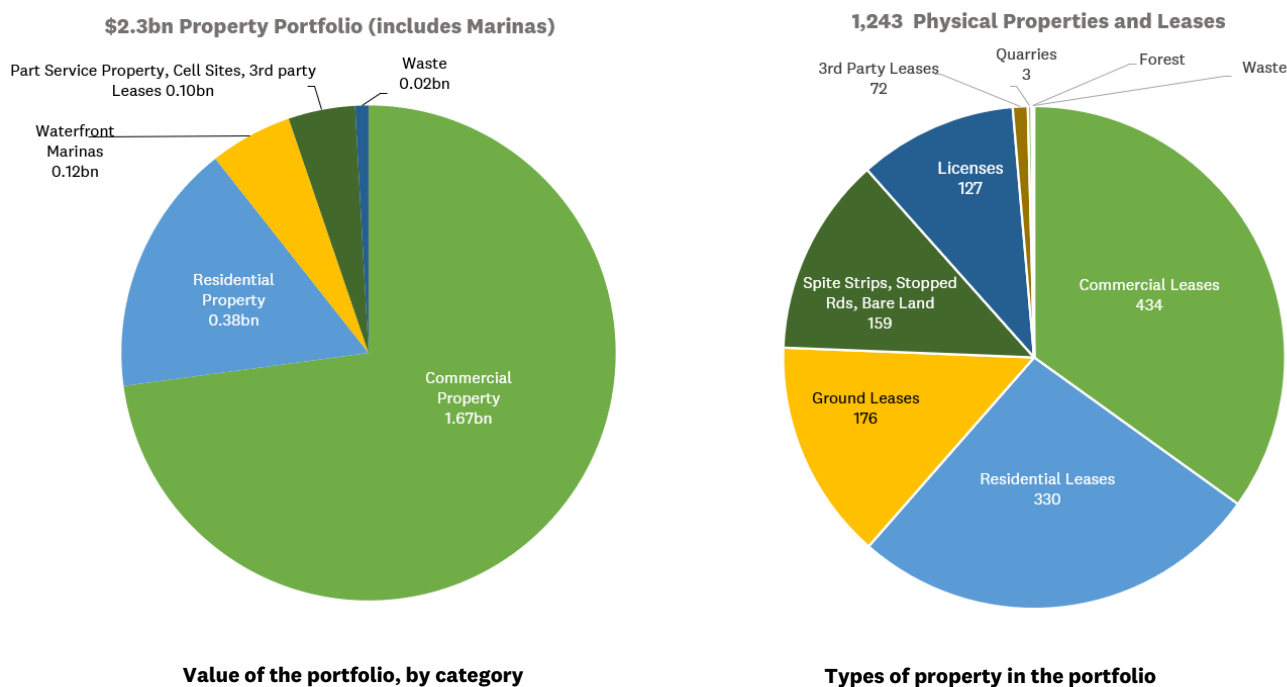
B. Property portfolio and marina management

Our portfolio management role includes the management of more than 1,200 properties and leases that are not currently being used to deliver services to the community but are owned by Auckland Council for a wide range of reasons. Of the total, around 400 properties (33%) are managed on behalf of Auckland Transport.

The properties are located across the region and are very diverse. The types of properties include commercial and retail including hospitality, homes, landfills, quarries and forestry. Some properties are held for future transport infrastructure projects such as the Eastern Busway, others are within Eke Panuku locations and will be developed to support urban regeneration, such as those in the Northcote town centre. Others are held for heritage protection and for other purposes. As a result, we work closely with the council group including Auckland Transport, Community Facilities, Healthy Waters and Corporate Property to develop shared objectives for these properties. In addition, we manage and operate the three council owned marinas - Westhaven, Viaduct and Silo.

The following diagrams illustrate the value and types of properties in the property portfolio.

Property Portfolio Profile - Portfolio value & leases



Our role is to drive strategic and optimal value from council group property assets in order to provide revenue for council. We optimise the returns from the property portfolio and maintain the properties to be fit for purpose in alignment with council group's wider objectives. We provide tenancy management, property maintenance and renewals, and marina management.

The COVID-19 pandemic and associated restrictions has caused backlogs and delays in property inspections, planned repairs, maintenance and renewals, rent reviews, as well as rent arrears. In FY23 we will ensure continuation of tenancy and delivery on return targets. We will develop an asset renewal programme FY23-33, review and improve the asset management plans, and support urban regeneration through tenancy choices, retail and interim strategies. We will begin monitoring our managed waste

streams, Eke Panuku common areas and public realm water and energy consumptions, healthy homes compliance and adopt green leases, where possible.

The city centre marinas provide world-class facilities for recreational boating, fishing, tourism and the marine industry. The marinas also enable the public to enjoy access and views along the water's edge. Westhaven Marina is the largest marina in the southern hemisphere, with over 1,800 boats, four yacht clubs, a variety of marine business and hospitality establishments, refuelling facilities, fishing charters, a public boat ramp and public use pontoons, 'learn to sail' programmes, and many other facilities. Silo Marina provides berths for superyachts. A major marine supplies and chandlery cluster is within walking distance in the Wynyard Quarter and offers the chance for refit and servicing opportunities. Viaduct Marina is a boutique inner-city marina catering for superyachts and is the only marina in Auckland that can provide customs clearance for boats over 25m.

Our goal is to optimise the returns from the marinas, provide quality infrastructure and continue to improve marina customer experience. Our operational activities include leasing of berths, mooring of vessels, repair and renewal of assets and carrying out new developments. This includes floating structures, wharves, and dredging. We also co-host national and international marine events and work with other marine stakeholders.

Over the next 3 years we will continue to operate the non-service property portfolio, including the waterfront marinas, and we will undertake urgent renewals of critical assets.

We measure success through:

- the managed non-service property portfolio and marina budget results
- occupancy targets for the residential and commercial property portfolio
- marina satisfaction surveys.

Capital investment programme to repair, replace and maintain council assets – while the Eke Panuku renewals programme increases next year, the LTP does not provide funding beyond the renewal of critical assets in the portfolio.

C. Sector leadership

As Auckland Council's urban regeneration agency, we seek to demonstrate leadership in the following areas:

Thriving town centres – sharing our experience

Delivering best practice urban regeneration outcomes and processes, as set out in our recently endorsed Thriving Town Centres guidance for urban regeneration in Tāmaki Makaurau, is our commitment.

Our Thriving Town Centres guidance, completed in 2022, with significant input from our stakeholders and partners, defines our core principles and critical success factors based on social, environmental, cultural and economic values. It describes our strategic urban regeneration approach and how we support climate action, low-carbon lifestyles and Māori outcomes, while facilitating new homes with better transport choices and enabling economic opportunities.

This guidance, available on our website, consolidates the experiences and lessons learnt from the urban regeneration of our town centres. We hope these provide insights and advice for others on how urban regeneration activity is delivered in a New Zealand context.

People and place are at the heart of our work – our approach to town centre regeneration builds on the following foundations that are woven throughout our principles and criteria: Mana whenua outcomes; regenerative practice; equity and communities of greatest need. These are illustrated on the next page.

Greater focus on equity and communities

Auckland Council has prepared the **Ngā Hapori Momoho Thriving Communities Strategy** 2022 – 2032. Eke Panuku through its programmes and activities contributes to addressing barriers to participation, addressing equity and affordability. Our key opportunities to leverage wider outcomes are through:

- social procurement, supporting supplier diversity including social enterprises, Māori and Pacifica businesses, and waste minimisation
- placemaking, ensuring we reach a diversity of communities in our neighbourhoods
- ensuring residential choices enable access to employment and services, working with a wide range of partners
- other partnership opportunities e.g. working more with Auckland Council Group including The Southern Initiative and Tātaki Auckland Unlimited, and with Kāinga Ora.
- ensuring town centres are designed to be inclusive and accessible.



Thriving Town Centres, foundation principles and criteria

Climate change

Te huringa o te āhuarangi

Our climate change focus areas address our corporate emissions as well as the outcomes delivered in our urban regeneration areas. We seek to provide leadership by:

- Setting and implementing sustainable performance standards for residential, commercial and mixed-use buildings and public realm developments, with climate adaptation and carbon reduction as key focus areas.
- Reducing destructive demolition practices and adopting and implementing deconstruction methods to facilitate the reuse of materials and reduce landfill waste.
- Delivering tactical urbanism and infrastructure projects that will enable and facilitate mode shift to walking and cycling in Eke Panuku neighbourhoods.
- Adopting sustainable procurement targets, supporting supplier diversity including Māori and Pacifica businesses and social enterprises, particularly in the west and south.
- Measuring and reducing our corporate emissions, through the delivery of initiatives around staff travel, waste minimisation and energy use.
- Working with council to support the production of a climate-related disclosure under the Taskforce on Climate-related Financial Disclosures (TCFD) framework.

Māori Outcomes

Ngā Hua ki te Māori

We are proud of our relationships and mahi with mana whenua and leadership in this space. Our focus includes:

- Implementing year three of the co-designed mana whenua outcomes framework
- Engaging with mana whenua on the pipeline of property sales to enable commercial opportunities
- Robust regular engagement with mana whenua to seek input to regeneration and property programme activities.
- Encouraging our development partners to engage with Māori businesses and supplier diversity intermediaries.
- Developing a capability building programme to increase the collective capability of our workers to meaningfully engage with the Māori communities we serve.
- Collaborating with Auckland Council through the Māori Outcomes Steering Group to achieve positive outcomes for Māori.

Within our neighbourhoods, we build public spaces and collaborate with the private sector to create commercial developments. These activities create significant opportunities for Māori to see themselves reflected within the landscape. We also undertake this work in a manner that restores te taiao.

Often mana whenua representatives are deeply involved in our work, an example is the signing of Te Whakaoranga o Te Puhinui Charter. The Charter represents our joint commitment to work together to return ora (health) to Te Puhinui - tangata, whenua and taiao.

Placemaking and activation

Placemaking is a process that fosters the making of vital public spaces; the kind of places where people feel a strong relationship with their communities, a commitment to making things better and the creation of built environments that people value as special. For Eke Panuku across our neighbourhoods this is achieved through:

- Supporting communities undergoing significant change
- Building trust and knowledge through relationships to ensure that regeneration fits with the characteristics of the place
- Developing an iterative Do, Learn, Do process to inform, test and foreshadow future design
- Community capacity building supporting social and economic regeneration.

Eke Panuku has a strong reputation for its placemaking approach, working with mana whenua, communities, CCOs, and through cross council collaborations.

Design and development quality

We pride ourselves on the quality of our **design**. Our team of urban and landscape designers ensure that our projects are functional, beautiful and in many cases, award winning. Independent design review through our Technical Advisory Group ensures we are achieving or leading best practice.

As Auckland Council's urban regeneration agency, we seek to demonstrate leadership within the development sector and across the disciplines involved in urban regeneration. Using council surplus land in the best way possible to implement the council's strategies and provide revenue to council is our ambition. Through the development agreements with our development partners we set out our expectations for high quality development including sustainable design.

Partnerships and relationships

We have a strong focus on relationships, partnerships and engagement including collaboration within the council group.

We use a wide range of tools to engage with our diverse communities including Social Pinpoint and community surveys. Community research and insights are shared across the council group to understand the views of local communities. This information informs our ongoing engagement and the way that projects are delivered.

A new investment partnership between the NZ Super Fund and Eke Panuku aims to accelerate and improve the regeneration of town centres in Tāmaki Makaurau. This partnership enables Eke Panuku to adapt to market changes over time and widen the footprint of our work at a time where the council finances are particularly challenged. The NZ Super Fund is looking for projects that are long term. It is a reliable and ethical investor, and the return it gets on its investment goes back to Aucklanders and New Zealanders to meet their needs in retirement.

The partnership is initially focused on development opportunities in the town centres in which we already work, such as Northcote and Panmure. Each project will be considered on a case-by-case basis, with NZ Super Fund investments made in line with its commercial mandate. Control and approval of urban development outcomes will remain with Eke Panuku, with Auckland Council and local boards, mana whenua and communities fully engaged on the projects.

Eke Panuku has supported the preparation and presentation of new joint CCO-Local Board engagement plans. This enables better alignment of CCO consultation activities with communities. For Eke Panuku this has included senior management participation and agreement on the level of engagement on programmes, projects and properties. We will continue to prepare a 6-monthly report to each local board.

We continue to focus on strengthening our relationship with the council group including Auckland Transport towards shared objectives.

4.2 Operating environment - Risks, challenges and opportunities

Ngā tūraru, ngā wero me ngā huarahi wātea

There are many factors that impact on the delivery of Eke Panuku programmes and achievement of performance targets. Eke Panuku will highlight issues, risks, challenges, and opportunities in our quarterly reporting to the shareholder.

- **Property market** – The residential property market sentiment has significantly changed since December 2021. Increasing interest rates, rising construction costs and tighter lending requirements have slowed the market considerably. We are moving to a subdued market which may increase the time it takes to find development partners, increase conditional periods, and impact strategic outcomes and value.
- **Construction sector** – ongoing problems with supply chains, labour shortages, high demand and escalating prices is impacting the wider construction sector. This will impact our ability to deliver capital projects including public realm and amenity improvements and renewals. It will impact the ability of our development partners to meet development milestones.
- **Labour market** – As a result of the strong development market reflected by the record levels of building consent approvals, the government’s infrastructure and development programmes and the closed borders, there is competition in the market for specialist skills in urban regeneration, planning and design, development, project management and construction. Impacts include higher turnover, slower recruitment and pressure on salaries.
- **Council budget** – The Auckland Council Group is facing both rising investment demand and reduced investment capacity. Several key factors are affecting the group and its objectives. These include population growth, transport demand and congestion, our diverse population and changing needs, aging infrastructure and assets, climate change commitments and the uneven impact of COVID-19 on business sectors and communities across the region. We have carried out a review of our activities and programmes and have made the relevant adjustments through the 2022-23 Council Annual Plan process. We will work with council to implement any permanent cost reductions in the form of

efficiency savings and service reductions from 2023/24 onwards based on the council set target and criteria.

- **Climate change** – there is an urgent need to reduce carbon emissions and adapt to the changing climate which is already impacting communities, infrastructure and property.
- **Dependencies** – our programme delivery is impacted by both development partner, existing tenant, and council group dependencies, often out of our control. Examples include the timing of development staging by a private partner linked to market pre-sales, the preparation of a community needs assessment, and release and vacating of a council property for renewal or development.
- **City centre** - While New Zealand’s economy continues to weather the impacts of the COVID-19 pandemic better than expected, impacts on the city centre, including the hospitality industry, education, and tourism are being keenly felt. City centre activity has not returned to past levels which presents a range of challenges.
- **Underutilised assets of the council group** – Throughout the city there are underutilised and unsuitable property and sites that can be used more intensively through redevelopment and more intensive use or released for sale for reinvestment in other community assets. Within council there needs to be a stronger and more consistent focus on, and commitment to, identifying underutilised and unsuitable property.
- **Auckland Light Rail** and other transport investment will provide major opportunities for urban regeneration if the land use planning is well integrated early with the transport planning. Working with the council group and key stakeholders, including Auckland Light Rail, Auckland Transport, Waka Kotahi, Kāinga Ora, we will assess these opportunities as part of our future programme.

In response to these challenges and the wider operating environment, we will:

- Manage the impact of COVID-19 on the business, including recovery of business activities and programmes affected by COVID-19.
- Monitor and manage the impact of changes in the property market and construction sector on our business. We will also continue to work closely and strengthen our relationships with our development partners including private sector, community housing providers, Kāinga Ora and mana whenua iwi.
- Work with council to implement any permanent cost reductions in the form of efficiency savings and service reductions from 2023/24 onwards based on the council set target and criteria.
- Work with council to better understand climate risks and continue to plan and support low carbon and resilient communities.
- build redundancy in projects such as use of alternative materials for capital works or alternative options for developments.
- Apply our people strategy to manage the impact of the competitive labour market and to support the retention and attraction of skilled staff which is key to our delivery performance.
- Contribute to government legislative changes and strategic policy reforms that impact our activity, through working with the council group.
- Support the implementation of the City Centre Masterplan as Lead Agency, ensuring better collaboration and integration to achieve outcomes.
- Implement the city centre recovery plan, with council group and city centre stakeholders.

5.0 About us – statement of the board’s approach to governance

Ngā kōrero mō mātou – he tauākī mō te huarahi ka whāia e te poari mō te mana hautū

Working in partnership with council group

Auckland Council works in partnership with its CCOs and the agreed approach to governance is outlined within the CCO Accountability Policy and the *Auckland Council: Statement of Expectations of substantive council-controlled organisations*, July 2021.

Eke Panuku engages with and reports to the council CCO Oversight Committee on the work programme set out in the Statement of Intent, performance, issues, opportunities and risks through the quarterly reporting.

Eke Panuku also engages with the Planning Committee for direction on urban regeneration planning and strategic outcomes, and with the Finance and Performance Committee for decisions on asset recycling.

Eke Panuku Board

Eke Panuku board has seven directors who bring a broad range of experience in property development and urban regeneration, construction, urban and architectural design, stakeholder engagement, people and culture, governance, strategy, performance management, health and safety, law, financial management and business development.

The Board Charter sets out the principles of corporate governance that assist the board in performing its duties. It outlines the various roles, responsibilities, and authorities of the board of directors, both individually and collectively, in setting the direction, the management and the control of the business.

The board’s core responsibilities are:

- Negotiate the Statements of Intent with the council
- Act consistently with the guidelines provided in the Statement of Expectations
- Actively review and direct the overall strategy, policies and delegations
- Obtain full and timely information to discharge its obligations
- Identify, evaluate and mitigate identifiable risk factors
- Manage and monitor the Chief Executives Performance
- Provide leadership in relation to key stakeholders

The Eke Panuku Board is supported by an Audit and Risk Committee.

The Eke Panuku Board has a regular programme of meeting with local boards in the locations where we work to discuss their aspirations and how we work together. The board visits the locations to see the projects first hand and discuss the issues and challenges and urban regeneration opportunities.

The Eke Panuku Board also meets with other CCO boards and the Independent Māori Statutory Board to ensure integration and work towards shared objectives. Regular engagement with mana whenua is supported by an annual Rangatira hui.

Board directors have a keen interest in the Eke Panuku team – supporting the executive’s focus on leadership, engagement, development, wellbeing and culture including the four behaviours: inspire, involve, enable, achieve. The board undertake regular health and safety audits visiting construction activity and business interests and support the overall health and safety culture.

The Eke Panuku Board approves all projects and site sales through application of a project management framework that is directly linked to board delegations; including programme business cases, development outcomes and “go to market” strategies.

5.1 Board meetings

Ngā hui a te poari

Eke Panuku is required to **hold two public meetings** a year under the Local Government, Auckland Council Act 2009.

Meeting purpose	Date	Form of Public Notification
Consider shareholder comments on draft SOI	July 2022	Advertisement in NZ Herald at least two weeks prior to meeting and on Eke Panuku website five working days prior.
Consider performance against SOI targets	October 2023	

Eke Panuku will hold as much of its monthly board meetings in the open as possible. A public-excluded session will be held at each meeting to discuss confidential matters.

Agendas and board papers (with confidential information redacted) will continue to be posted on the Eke Panuku website (ekepanuku.co.nz) prior to each meeting.

Members of the public are invited, via the Eke Panuku website, to present to the board on issues relevant to Eke Panuku. Board meetings are also held at various locations in Auckland to enable the Eke Panuku Board to meet with local boards.

Part 2:

6.0 Statement of performance expectation 2022/23

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

6.1 What we will deliver – three-year programmes 2022-25

Tā mātou e whakatutuki ai – Ngā tau e toru e tū mai nei

This Statement of Performance Expectation section sets out the key programme deliverables over the next three years (2022-2025). This statement aligns with our Strategic Framework and strategies outlined in Part 1 of the SOI to meet council and shareholder expectations. Our programmes and activities in FY22/23 are subject to approved budgets.

The successful delivery of programmes will be influenced by the effectiveness of actions and initiatives planned to address challenges and issues identified in our operating environment outlined in 4.2, which we will be monitoring during the financial year. Most significantly this includes the rapidly changing housing market, the ongoing impact of Covid-19 on staff and delivery partners, supply chain delays, inflation and the competitive labour market.

We will carefully monitor and manage the impacts of these issues and report to the shareholder on our performance against our programmes and performance targets through the quarterly reporting process.

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

Urban regeneration will be supported by a programme of place making.

A) Urban Regeneration Programmes by location

Te Hōtaka Whakarauora I ngā Wāhi o te Tāone

NORTH

NORTHCOTE

The long-term vision is to regenerate the shopping centre into an accessible, modern mixed-use town centre where people can live, work, play, and stay; where cultures are celebrated and connected by the Awataha Stream. Over the next three years, we will progress the design and construction of the community facility and surrounding public space with the council, secure a development partner for the town centre blocks, progress planning and infrastructure works and complete the Te Ara Awataha stage 1 reserve. We will also carry out placemaking activities to support the town centre regeneration activities and work with existing tenants as the town centre is redeveloped.

2022/23

Northcote Community Hub and Public Realm

- Work in partnership with the council's Service Strategy and Integration team to obtain approval of the Community Hub concept design by the Kaipātiki Local Board. This is for the refurbishment and extension of the Mitchell Building, currently home to the Northcote Library, into a multi-purpose community hub, and integrated with Cadness Reserve. *(Refer to milestone in performance measure No.4)*

Town Centre Development

- The Northcote town centre will be taken to the market to seek a development partner/s to undertake the retail and residential development.

Te Ara Awataha Reserve

- Te Ara Awataha stage 1, Northcote reserve works. This greenway is designed for people to walk, cycle, play and meet in the Northcote neighbourhood. It will link up existing parks and open spaces and includes

stream restoration works, new native planting and improved amenity. (Refer to milestone in performance measure No.4)

2023-25 (2 years)

- Design and obtain consent for the construction of the Northcote community facility.
- Progress the development of the town centre sites with selected partner/s, obtaining subdivision consents and road stopping to create the proposed new roads, infrastructure and development.
- Continue to work in partnership with Healthy Waters on the Te Ara Awataha greenway and stormwater infrastructure, and progress upgrade of Jessie Scout Tonar Reserve, including an overland flow path and flood retention in Greenslade Reserve to enable surrounding development to proceed.

TAKAPUNA

Over the next three years we will contribute to a safe, accessible and vibrant town centre by completing the Waiwharariki Anzac Square, a new active public space in the centre of Takapuna, and the streetscape upgrades in Huron and Northcroft streets. We will also be selling several significant sites to enable high-density high-rise developments that will provide new housing choices and bring more residents and economic activity. These developments will include sustainable and environmentally friendly elements that contributes to the Greenstar Community rating. The placemaking programme will support the community changes, and regeneration activities.

2022/23

- Design and commence construction of **Huron and Northcroft Streetscape** upgrades to improve walking/cycling connection to Takapuna town centre and enhance the quality of street furniture, planting and lighting. (Refer to milestone in performance measure No.4)
- Construction of the **Waiwharariki Anzac Square**. The town square will strengthen connections within Takapuna and through to the beach and create a welcoming space for the community to relax and spend time in, with space for a market and events, and provide a much-needed social, cultural and economic anchor for Takapuna. (Refer to milestone in performance measure No.4)
- Progress the sale of a site at **Auburn Street** Takapuna. The planned outcome is high-density high-rise residential accommodation with an estimated 150 new dwellings and 1,500sqm of new commercial space.
- Progress the sale of a site at **Hurstmere Road** to build 500 sqm of retail space and 15-20 apartments.

2023-25 (2 years)

- Progress the staged sale and development of the site at Anzac Street and Hurstmere Road with a potential development partners/company to create Takapuna Central, a mixed-use development over five sites surrounding the Waiwharariki Anzac Square.
- Sale of a site located at Huron street for a mix of commercial and residential outcomes.

Central

City Centre

Over the next three years we will lead the council group to support delivery of the City Centre Masterplan and implementation of the city centre recovery plan. We will progress a number of significant developments in the mid-town and downtown such as the Civic Administration Building, Downtown Carpark and the Symphony Centre. As part of the joint programme for the city centre, a comprehensive placemaking programme of activities will support visitor attraction, business activity and city centre recovery.

2022/23

- **City Centre** – implementing our lead agency role in collaboration with the council group and agreeing an integrated implementation plan and joint programme business case to guide the next phase of delivery of the City Centre Masterplan (CCMP).

- **Civic Administration building (CAB)** – monitor the completion of the redevelopment which restores the heritage building and provides 110 high quality apartments.

2023-25 (2 years)

- Work with our development partner on the Symphony Centre, the over-station development at Te Wai Horotiu station, to build a mixed-use building upon the completion of the CRL station. It will include new public space between Wellesley St and Aotea Square.
- Sale of **Downtown Carpark** to a development partner to deliver a high-quality sustainable mixed-use development that supports both daytime and night-time economy and contributes positively to Auckland’s cityscape.
- Ongoing implementation of agreed and funded priorities of the City Centre Masterplan.

Karanga a Hape and Maungawhau

Development around the new **Karanga a Hape and Maungawhau CRL stations** offers a significant opportunity to deliver vibrant, urban living. New homes will be delivered in a part of the city that is central, highly accessible and in close proximity to the emerging rapid transport network. The programme is being delivered in partnership with Kāinga Ora. Over the next three years we will facilitate the delivery of required infrastructure to enable development, agree development outcomes and commence a market process to seek private sector investment.

2022/23

- Complete the **business case for Karanga a Hape and Maungawhau**. Finish the infrastructure plan and work with Kāinga Ora to advance the agreed strategic outcomes.

2023-25 (2 years)

- The development approach and staging are agreed for Karanga a Hape and Maungawhau. Development will commence once the CRL stations are completed.

Waterfront Programme

Eke Panuku will continue to enable the building of new homes, enhanced public amenity and access; place activation and community engagement, and implementing the Waterfront Plan. Over the next three years we will complete the design of the public space and plan change for Wynyard Point to enable staged development in accordance with the Te Ara Tukutuku Plan. We will continue to consult on the use of Queens Wharf for events space, ferry and a cruise terminal.

We will progress a number of public realm projects and monitor the delivery of development outcomes by our development partners such as Precinct Properties and Willis Bond.

We will also support the Waterfront with the placemaking programme already established. We will continue to foster the social and cultural importance of lively neighbourhoods and inviting public spaces.

2022/23

- Engage a **design consortium** for Wynyard Point to lead on design for public realm and integration of future development sites in the Te Ara Tukutuku Plan. Created in partnership with mana whenua, our planning document sets the scene for the next phase of design and delivery on Wynyard Point over the next 15 years.
- Progress the plan change for **Wynyard Point** to enable the next tranche of open space, park and development.
- Progress stage 1 of the upgrade of the **seawall near the harbour bridge**, reducing potential for inundation of the road and protect our property assets and roading infrastructure.
- Obtain design and resource consent for physical works and improvements to **Auckland Harbour Bridge Park**. The project reinvigorates Harbour Bridge Park, connect it to the Westhaven Promenade and provide additional recreational access to the water as we expect the number of users will dramatically increase in the future.

2023-25 (2 years)

- Progress the **strategy and plans for Queens Wharf**. The objectives include the wharf being used for public space, an events space, ferry terminal and a cruise terminal.
- Secure a development partner for the long-term lease and development of **North Wharf**.
- Complete improvements to **Auckland Harbour Bridge Park**.
- Design of the **East West connection** public space upgrade, including new street furniture, new paving, shared spaces for pedestrian, cyclist and vehicle movement and flexible space that can be used for events.
- Work with our development partners to deliver new commercial space including a 2-level carpark as part of our development agreement.

West

Avondale

Avondale is close to the city centre, with good infrastructure and excellent access to public transport. Avondale has evolved into an area rich in culture, with a strong and vibrant community. The centre is realising its potential to accommodate significantly more people. Over the next three years working with partners, stakeholders and Kāinga Ora and the council family, we'll create the new residential neighbourhoods, public spaces and a purpose-built community facility. We'll also support town centre vitality and local business growth to create a prosperous community.

We will continue working with council's Service Strategy and Integration team on developing a new multi-purpose community facility and new town square.

We will progress property development opportunities and monitor the completion of outcomes in signed agreements that include high-quality residential dwellings and mixed-use retail, providing new housing and business opportunities.

Placemaking and other initiatives will be used to improve business growth and positively influence the perception of the Avondale town centre.

2022/23

- Continue to support and monitor the intensification of the Avondale town centre, including the completion of the Aroha development at 1817 Great North Road.
- Lodge resource consent for the new **Avondale Civic Precinct open space** that integrates with the Multi-Purpose Community Facility (MPCF) led by council's Service Strategy and Integration (Community Facilities) team.
- Work with Marutūāhu Ockham Group to progress the staged development of **Avondale Central**, a significant mixed-use residential development on a critical site that has been vacant for many years.
- Enable quality public access through proposed development sites including **18 Elm Street and Avondale Central** as part of enhancing the access and connection in the town centre.
- Complete a new **carpark at Racecourse Parade**, Avondale to support future town centre activity. (*Refer to milestone in performance measure No.4*)

2023-25 (2 years)

- Detailed design of the Avondale Civic Precinct.
- Continuing to support and monitor the programme of quality residential development.

Henderson

Henderson will become an Urban Eco Centre, enhancing the mauri of the twin streams. This will incorporate quality public realm, creative arts and sustainable Greenstar quality developments. Over the next three years, public realm investment projects will continue, like the walking, cycling and enhancement of rail corridor to improve connectivity within the town centre.

Placemaking initiatives are creating a positive vibe in Henderson and more activities are planned.

2022/23

- Design and obtain resource consent for the **Opanuku Link Bridge**. 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. *(Refer to milestone in performance measure No.4)*
- Concept plan for the upgrade of **Catherine Plaza**, Henderson is approved by the Henderson-Massey local board. *(Refer to milestone in performance measure No.4)*

2023-25 (2 years)

- Complete the construction of **Opanuku Link Bridge**
- Staged construction of the **Wai Horotiu Connection (Oratia Link)** providing a safe new connection over Oratia Stream, between new development sites and the town centre and improving the wider walking and cycling network.
- Upgrade of **Catherine Plaza** to support the vitality of the town centre businesses
- Enable development of the site at **Alderman Drive**, Henderson as a C40 low carbon development. The objective is showcasing of a sustainable, low carbon, residential development incorporating high quality urban design.
- Progress the sale of the **Falls Carpark** to enable the regeneration of the town centre.

Isthmus

Onehunga

The goal is to create a flourishing Onehunga that is well connected to its past, its communities and the environment, including the Manukau Harbour. Over the next three years, we will deliver the Waiapu Precinct public realm and development sites, progress master planning for the Municipal Precinct in Onehunga, and deliver the first in a series of works to open up parts of the Onehunga Wharf precinct to the public. These developments will create a series of new public spaces with great design, facilitating new retail and housing choices. Work will progress on the Town Centre to Onehunga Wharf shared walking/cycling path to improve connection to the waterfront and the new Manukau Harbour Bridge.

Placemaking initiatives will continue to focus on holding events around the town centre.

2022/23

- Undertake community engagement and finalise design and development agreements for the **Waiapu Precinct** public realm, commercial and residential development sites. Progress enabling works to ready the precinct for development.
- Progress master planning for the 5.8 ha **Municipal Precinct**. The masterplan will inform how this precinct integrates with adjacent precincts, support transport planning for the town centre in conjunction with Auckland Transport and guide future work around public realm, movement through the precinct and potential residential and community facility opportunities.
- Design for the shared **walking and cycling connection** between the Onehunga Train Station to the eastern edge of Onehunga Wharf, joining up with the old Māngere Bridge. This will improve access and provide health and safety benefits.
- Monitor the development agreement outcomes for delivery at the Dress Smart Precinct. This includes pedestrian and retail access at street level of Dress Smart, linking to Onehunga Mall.
- Progress the concepts for the staged redevelopment of the Onehunga Wharf, undertake community engagement and progress enabling works to ready the wharf site for redevelopment.

2023-25 (2 years)

- Initiate construction works for the Waiapu Precinct public realm and the wider precinct enabling works.
- Upgrade of the public space on Paynes Lane to support the redevelopment of the Dress Smart Precinct and east-west corridor through to the Waiapu Precinct.
- Planning and consent for the construction of the Town Centre to Onehunga Wharf walking and cycling link.

- Complete the first in a series of staged development agreements for the sale of Waiapu Precinct residential development sites.
- Deliver the first stage in the Onehunga Wharf redevelopment plan and secure the port operations infrastructure.

Panmure

The focus is on reviving the Panmure town centre with new housing options, enhanced amenity, local connections and community facilities, building on the natural landscape (the maunga and the basin) and the great transport infrastructure. In the next three years, progress will be made on the redevelopment plans for the heart of the town around the Basin View Precinct and a new transport-oriented development in and around the train station.

Public realm investment will be progressed to create a well-connected network of high-quality urban spaces in the centre that enhances visitor experience and supports future residential growth in Panmure. We will start construction on the Lagoon Edge Reserve Enhancement - an urban waterfront park, and the Maungarei connection that will provide a connection to the maunga from the town centre. Development agreements will be completed or progressed to enable new homes. Placemaking initiatives will continue to focus on holding events around the town centre.

2022/23

- Progress **Basin View Masterplan implementation**. This includes planning for mixed-use development and a better visual and physical connection between the town centre main street (Queens Road) and Panmure Basin.
- Planning and design of the **Lagoon Edge Reserve Enhancement**. This is 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.
- Design for **Maungarei (Mt Wellington) connection Panmure**. This will provide an improved pedestrian connection to the Maunga from the town centre. Works include footpaths and cycling facilities, wayfinding and cultural interpretation for the Maunga. High amenity footpath (incorporating sections of cycleway as part of the future Tamaki Loop) between Queens Road junction with Jellicoe Road through to Mountain Road entrance to Maungarei.
- Streetscape and public realm upgrade at Clifton Court, Panmure. (*Refer to milestone in performance measure No.4*)

2023-25 (2 years)

- Development agreements are progressed on Kings Road and residual land associated with redevelopment of the Community Hub, Panmure. The project seeks to dispose the site at Kings Road, Panmure to enable building of up to 36 sustainable dwellings.
- Sale of the Gateway West site (Queens Road and Lagoon drive) is at conditional stage. The Gateway West Development seeks to catalyse mixed-use development at the entrance to the Panmure main street and set a standard for new urban buildings within the town centre such as Homestar 6 homes.

South

Manukau

Manukau is a thriving heart and soul for the south Auckland. The intent of the Manukau programme is to deliver, in collaboration with the Crown, a mixed-use urban core by redevelopment of both council and crown land holdings to create significant affordable new medium and high-density residential development, employment and education opportunities. This is supported by a range of joined up local and regional transport investments and a joint focus on improving water quality and places to walk, cycle and play along the Puhinui green spine. These will include upgraded local connections, improved public realm and ongoing place activation initiatives.

Over the next three years, we will implement projects that support the Puhinui Regeneration Strategy that aims to regenerate the green Puhinui area bordering Manurewa and Manukau.

We will continue to invest in public realm improvements increasing access, connectivity, safety and amenity.

We will prioritise property development projects that enliven Manukau's city centre. Development agreements will be entered into for sites at Putney Way and Osterley Way. We will also progress the sale of sites at Wiri Station Road, Manukau Station Road and Davies Avenue, Manukau.

Placemaking initiatives will support increased activity at Market Square and support upcoming projects such as the Puhinui regeneration.

2022/23 – FY23

- Implementation of the **Puhinui Regeneration Strategy including progressing land acquisitions**. The project brings together local boards, government, business and the community with Te Waiohau Iwi representatives to regenerate the Puhinui area bordering Manurewa and Manukau. It also brings together ecological planning and design strategies with indigenous narratives.
- Construction of the **Hayman Park Playground** includes a large play tower, flying fox, rope play, flow bowl and pump track. This is a destination playground located 300m from the Manukau town centre and shopping precinct. *(Refer to milestone in performance measure No.4)*
- Progress Hayman Park wetland work planning with Healthy Waters. Hayman Park wetland is a key green asset that collects, filters, retains and re-uses water. Planned works include draining and excavating the existing stormwater pond and installing a new wetland and stream channel.
- **Manukau Wiri Bridge Works** are completed providing a connection to the Puhinui reserve from the new Barrowcliffe development site, improving access, safety and observation into the reserve.
- Progress development agreements for the redevelopment of sites at Putney Way and Osterley Way in Manukau for residential and commercial development, which will bring new residents and businesses into the centre.
- Enabling the ongoing development of new homes including a further 100 houses in Barrowcliffe Place, Manukau. A total of 310 houses are planned in this development.

2023-25 (2 years)

- Progress the planning for the walkway and cycleway along the stream corridor through the Counties Manukau DHB land that allows for an active transport connection from central Manukau to the Botanic Gardens.
- Progress construction of a number of public realm upgrades including walking and cycling connections and Hayman Park wetland enhancement.
- Finalise Putney Way and Osterley Way development agreements.
- Progress sale of sites at Wiri Station Road, Manukau Station Road and Davies Avenue to enable commercial, mixed use and residential development supporting new housing choices and business opportunities in the town centre.

Papatoetoe

Our goal is developing new housing choices around the completed commercial developments of a shopping mall, supermarket and carpark to enable the centre to flourish and the community to thrive. Our programme will focus on delivering an outcome for our key site behind the town centre at St George Street. We will complete the sale of two St George Street sites to enable new commercial space to be built as part of a new development. We expect around 120 new homes to be built on two Papatoetoe sites and the public realm design approved in Stadium Reserve.

2022/23

- Planning and design of **Cambridge Terrace extension and car park**. Cambridge Terrace extension will catalyse and enable the St George Street redevelopment opportunities. *(Refer to milestone in performance measure No.4)*

- Enabling the development of 120 new homes on two sites in St George Street near the town centre.

2023-25 (2 years)

- Complete the Cambridge Terrace extension and car park enabling further redevelopment.
- **Design and planning of Papatoetoe Stadium Reserve capital works upgrade.** The Stadium Reserve attracts low visitation because of its unstructured layout, fenced leased areas which create visual barriers from street frontages, negative perceptions of safety and low recreational appeal. The reserve upgrade will create a new accessible playground and additional parks infrastructure to encourage visitation by a range of age groups and abilities, new planting and landscaping, pedestrian and cycle routes, lighting and seating and improved pedestrian connection to Allan Brewster Leisure Centre. *(Refer to milestone in performance measure No.4)*
- Complete the sale of two St George Street sites in Papatoetoe.

Pukekohe

The vision is for Pukekohe to be a self-sustaining service town with a range of public realm projects and site redevelopments to support growth, a more walkable and vibrant centre, increased access to local job opportunities and to enhance local identity.

We will complete the acquisition of potential development sites, progress site sales and complete a public realm upgrade.

Our primary placemaking activities will support projects that are important for the regeneration of Pukekohe Town Centre.

2022/23

- **Acquisition of properties** in Pukekohe to enable consolidation of central development sites resulting in better development outcomes.
- Planning and design of **the Roulston Park and skate park upgrade.** The Pukekohe High Level Project Plan identified an opportunity to contribute to the appeal of Roulston park by developing a new child, youth, or even all-age-friendly play opportunities. *(Refer to milestone in performance measure No.4)*

2023-25 (2 years)

- **Agreements are reached** on acquisition of properties in Pukekohe to consolidate central development sites.
- Roulston Park and skate park upgrade **construction completed.**
- Planning for a new Commercial space is built at Tobin Street and three sites on Manukau Rd in Pukekohe.
- Progress the sale for five sites for redevelopment in Pukekohe.

Urban regeneration – Regional programmes

Over the next three years:

- Complete the sale of the **remaining properties in the Corporate Property Programme**, supporting the council's goal of creating a fit-for-purpose and future-proofed corporate property network that will result in a new property portfolio that is better aligned to how council provides services to local communities. The remaining properties include Bledisloe House in the city centre, Kotuku House in Manukau and Coles Crescent in Papakura.
- Continue to progress the sale of various small and medium size sites that make up the **support and general asset portfolio** approved for sale by the council.
- Continue to work with **Auckland Transport (AT) on transport-oriented development (TOD)** opportunities and with **local boards on optimisation** of council service properties. These involve working through issues such as future parking or services issues, land designation, infrastructure and potential development outcomes that will help realise value and outcomes.

- Work with **Haumaru Housing** on planning the development pipeline, taking into account any impacts on its service. We will also continue to progress next tranche of properties going through the development process such as the 52-unit development at Greenslade Crescent, Northcote.
- Continue to work with the council finance team on properties approved for sale that feed into future sites in the programme and contribute to the next LTP funding.

B) Property & Asset Renewal Programme

Property and marina management

We manage council's properties that include commercial, residential, and waterfront public assets that optimise return to the council and deliver levels of service to the public. Our property and marina management activities are covered in the earlier part of the SOI will not be repeated in this section.

The focus of this section is **on asset management planning and new projects** that accommodate for marina growth, renewals and repairs and maintenance that enable continuity of service delivery for property management and the marinas.

2022/23

- **Review and update the Waterfront and Westhaven Asset Management Plans** (AMPs) based on better defined levels of service. This will help form our future asset renewals programme and asset repairs and maintenance plan.
- **Upgrade of the Westhaven Piers G, H and J** to prevent failure and further deterioration. The piers will be replaced to enhance service delivery at the marina. A change in configuration would provide berthage for larger vessels, increasing revenue. *(Refer to milestone in performance measure No.4)*
- Upgrade of **AC pier** and **Z pier** to improve services and increase number of berths. *(Refer to milestone in performance measure No.4)*
- **Structural repairs on Shed 10 at Queens Wharf**, a heritage listed building, to support service continuity.
- Complete seismic strengthening and refurbishment works on the property at **27 Princes Street**, in the central city. *(Refer to milestone in performance measure No.4)*

2023 - 25 (2 years)

- Implement our annual asset renewals and repairs and maintenance plans generated from the updated AMPs, enabling continuity of asset levels of service and optimising of the return from the council property portfolio.

7.0 Performance measures and targets

Ngā ine me ngā pae whāinga

Eke Panuku has an agreed set of performance measures and targets which form the basis of accountability for delivering on the council's strategic direction and priorities. These are reported to the shareholder on a quarterly basis in accordance with the CCO Accountability Policy.

The performance measures and targets are as follows:

Service Level Statement	Measure	Actual 2020/21	Annual Plan	SOI Targets			
			2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	
Urban regeneration programmes and projects							
Develop and activate town centres	1	Net new dwellings (housing units) ² - LTP performance measure	New measure	Annual - 350 net new dwelling units.	Annual - 200 net new dwelling units	Annual - 350 net new dwelling units or balance of the 3-year target.	Annual - 500 net new dwelling units
	2	Commercial / Retail gross floor area (GFA) or net lettable area (square meter) ² - LTP performance measure	New measure	Annual - 0	Annual - 1,000 sqm Note: This target will not be measured as there are no projects in this category.	Annual - 29,000 or balance of the 3-year target	Annual - 6,000sqm
	3	Public realm - square meters ²	New measure	Annual - 21,000 sqm	Annual - 7,000 sqm	Annual - 57,000 sqm	Annual - 19,000sqm
	4	Capital project milestones approved by the board achieved - LTP performance measure	Achieved Actual 82% of the capital project milestones was achieved (14 out of 17 project milestones met)	Achieve 80 per cent or more of project milestones for significant capital projects	Achieve 80 per cent or more of project milestones for significant capital projects	Achieve 80 per cent or more of project milestones for significant capital projects	Achieve 80 per cent or more of project milestones for significant capital projects.

² These targets will be subject to risks and challenges noted in part 1 of the SOI due to the uncertain environment.

Service Level Statement	Measure	Actual 2020/21	Annual Plan	SOI Targets			
			2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	
	5	Achieve total board approved budgeted Transform and Unlock (T&U) sales for the financial year through unconditional agreements ² <i>These site sales also enable housing and wider urban regeneration outcomes.</i>	Not Achieved Actual net sales \$21.1m (Gross sale amount \$25.3m)	Meet \$48m T&U annual unconditional sales approved by the Board (Gross sale amount \$48.1m)	Meet \$21.7m T&U annual disposal target approved by the board	Meet T&U annual disposal target approved by the board	Meet T&U annual disposal target approved by the board
<p><i>*Note on change: From 2022/23 we have changed the measurement basis of the T&U sales from net sale to gross sale value to enable more efficient and accurate calculation of target results at the end of the year. We have adjusted past results to reflect gross sale values to enable comparison. Cost of sales is not material and is generally around 3% of total sale value. The types of costs include sale agent fees, legal fees and other costs of selling sites.</i></p>							
	6	The asset recycling target agreed with the Auckland Council ²	New performance measure	\$115m	\$70m	Achieve asset recycle target agreed with Auckland Council	Achieve asset recycle target agreed with Auckland Council
Property Portfolio and Marina Management							
Manage and maintain council's properties assets, and services to optimise financial returns	7	Annual property portfolio net operating budget result agreed with the council achieved - LTP performance measure	Achieved Net surplus is \$14.7m ahead of target (actual surplus of \$41.1 million against target of \$26.4 million)	\$21.9 million	\$19.4 million	\$16.3 million	\$17 million

Service Level Statement	Measure	Actual 2020/21	Annual Plan	SOI Targets		
			2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025
	8 The monthly average occupancy rate for tenantable properties – LTP performance measure	Achieved Actual Commercial 93.9% Residential 98.8%.	Commercial 85% Residential 95%	Commercial 85% Residential 95%	Commercial 85% Residential 95%	Commercial 85% Residential 95%
	9 The percentage of marina customers surveyed who are satisfied with marina facilities and services	Achieved Actual 89%	80%	85%	85%	85%
Sector Leadership						
	10 Creating positive outcomes for Māori Deliver 50 ongoing or new initiatives that support Māori Outcomes <i>This activity is supported through the delivery of the Mana Whenua Outcomes Framework.</i>	Achieved Actual 45 The target was 40 due to COVID-19 impact on activities and budgets	50 initiatives that support Māori Outcomes	50 initiatives that support Māori Outcomes	50 initiatives that support Māori Outcomes	50 initiatives that support Māori Outcomes
	11 Enhancing the relationship between Eke Panuku and mana whenua. Increasing the percentage of satisfaction with the support they	New performance measure	Baseline survey	5 per cent increase on previous year	5 per cent increase on previous year	5 per cent increase on previous year

Service Level Statement	Measure	Actual 2020/21	Annual Plan	SOI Targets		
			2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025
	receive from Eke Panuku.					
12	<p>Complaints received by Eke Panuku are resolved.</p> <p><i>This means we will provide information or respond to the complainant or resolve the complaint within 10 working days.</i></p>	New performance measure	80% of complaints are resolved within 10 working days	80% of complaints are resolved within 10 working days	80% of complaints are resolved within 10 working days	80% of complaints are resolved within 10 working days

8.0 Financial statements

Ngā tauākī ā-pūtea

Eke Panuku will demonstrate value for money across all expenditure in delivering its programmes. This includes greater transparency on operating expenditure and a strong focus on managing sensitive expenditure lines. Eke Panuku will inform the council on any significant challenges that arise and will work closely with the council on these issues.

Eke Panuku is cognisant of the economic recovery impacts on the council and the community and of the need to be prudent with the use of council resources. This means undertaking efficient processes, developing and accessing realistic options, balancing strategic and commercial outcomes, smart procurement processes, managing costs, and undertaking a regular review of priorities. There will be times when Eke Panuku needs to be open to innovation to test different ways to achieve outcomes which may carry greater risk.

The 2022-25 budgets are aligned to the Council FY23 Annual Plan and changes to LTP 2021-31

This section outlines the council approved adjusted LTP budgets for Eke Panuku for the next three years. This excludes the activities that Eke Panuku manages on behalf of the council, which are outlined separately in the next section.

Operating budgets - \$m	2020/21 Actual	2021/22 Budget	2022/23 LTP	2023/24 LTP	2024/25 LTP
Net direct expenditure/ (income)	15.3	22.1	24.1	24.8	25.6
Direct revenue	16.2	15.3	17.2	17.6	18.1
Fees & user charges	0.0	0.0	0.0	0.0	0.0
Operating grants and subsidies (external)	0.0	0.0	0.0	0.0	0.0
Other direct revenue	16.2	15.3	17.2	17.6	18.1
Direct expenditure	31.5	37.4	41.3	42.4	43.7
Employee benefits	25.7	28.8	32.6	33.4	34.5
Grants, contributions & sponsorship	0.0	0.0	0.0	0.0	0.0
Other direct expenditure	5.8	8.6	8.7	9.0	9.2
Other key operating lines					
AC operating funding	(15.7)	(22.1)	(24.1)	(24.8)	(25.6)
Vested assets					
Non-direct revenue					
Non-direct expenditure					
Depreciation and amortisation	0.3	0.0	0.0	0.0	0.0
Net finance expense					
Tax expense					

* The Budget represents the 2021-2031 LTP, adjusted to approved changes.

Other revenue comprises recharges to the council for consultancy costs related to acquisition as well as staff time recharged to the council for marina activities and priority location operating expenditure projects.

Other expenses include director's fees, audit fees, consultancy, corporate communication, office and administration costs.

8.1 Property managed on behalf of Auckland Council

He rawa wāhi e whakahaerehia ana mā Te Kaunihera o Tāmaki Makaurau

This section outlines the budgets for Auckland Council activities which are managed by Eke Panuku, as contained in the council's approved adjusted LTP budgets for the next three years.

Operating budgets - \$m	2020/21 Actual	2021/22 Budget	2022/23 LTP	2023/24 LTP	2024/25 LTP
Net direct expenditure/ (income)	(15.0)	(4.3)	0.4	(0.5)	(0.3)
Direct revenue	56.4	43.8	43.1	40.0	39.9
Fees & user charges	1.3	1.3	1.2	1.7	1.7
Operating grants and subsidies (external)	0.0	0.0	0	0	0
Other direct revenue	55.1	42.5	41.9	38.3	38.2
Direct expenditure	41.4	39.5	43.5	39.5	39.6
Employee benefits	1.8	0.0	0.1	0.0	0.0
Grants, contributions & sponsorship	0.0	0.0	0.0	0.0	0.0
Other direct expenditure	39.6	39.5	43.4	39.5	39.6
Other key operating lines					
AC operating funding					
Vested assets					
Non-direct revenue					
Non-direct expenditure					
Depreciation and amortisation	17.8	19.8	22.1	23.1	25.2
Net finance expense	(0.9)	(0.5)	(0.0)	(0.0)	(0.0)
Tax expense					

* The Budget represents the 2021-2031 LTP, adjusted to approved changes.

Operating budgets by activity - \$m	2020/21 Actual	2021/22 Budget	2022/23 LTP	2023/24 LTP	2024/25 LTP
Net direct expenditure/ (income)	(15.0)	(4.3)	0.4	(0.5)	(0.3)
Commercial Property (includes BI)	(20.2)	(14.8)	(10.2)	(9.0)	(8.7)
Marinas	(7.9)	(6.1)	(8.3)	(8.5)	(8.6)
Public	3.0	4.1	4.5	3.9	4.0
Development/Regeneration	10.1	12.5	14.4	13.1	13.0

Capital expenditure budgets - \$m	2020/21 Actual	2021/22 Budget	2022/23 LTP	2023/24 LTP	2024/25 LTP
Capital expenditure	78.2	90.8	80.0	108.9	79.9
- to meet additional demand	18.1	61.2	16.9	24.6	17.5
- to improve the level of service	38.2	6.5	56.2	77.3	55.4
- to replace existing assets	21.9	23.1	6.9	7.0	7.0
Capital funding sources	(78.2)	(90.8)	(80.0)	(108.9)	(79.9)
Source 1					
Source 2					
AC capital funding	(57.1)	(54.8)	(63.0)	(48.6)	(38.5)
Asset sales for Reinvestment	(21.1)	(36.0)	(17.0)	(60.3)	(41.4)

The commercial property portfolio includes non-service properties owned by the council throughout the Auckland region and Westhaven, Silo and Viaduct marinas.

Other direct revenue includes rental and berthage income. Other direct expenditure includes repairs and maintenance, rates and utilities plus staff costs recharged by Eke Panuku to the council for marina activities. Business interests include activities such as quarries and forests.

8.2 Other financial information

Ētahi atu pārongo ā-pūtea

The "other financial information" around shareholder equity is unchanged from previous years.

Current value of assets	The projected value of Eke Panuku total assets as at 30 June 2022 is \$17 million	
Shareholder equity ratio	The projected shareholder equity ratio for Eke Panuku as at 30 June 2022 is 68%	
Accounting policies	Eke Panuku Development Auckland's accounting policies are consistent with those of the Auckland Council group policies	
Financial reporting	Eke Panuku Development Auckland's financial reporting will be in accordance with requirements of the CCO Accountability Policy and Statement of Expectations	
LTP general asset sales (\$ million)	2020/21 Actual	\$52.7m
	2021/22 LTP	\$115m asset recycling target agreed with the council
	2022/23 LTP	\$70m asset recycling target agreed with the council
	2023/24 LTP	Achieve asset recycling target agreed with the council

Ngā Pae i Taea mō ngā Kaupapa ā-Haupū Rawa

This list of capital project milestones relates to performance measure 4 of the SOI.

Panmure

1. Clifton Court, Panmure - streetscape upgrade works completed.

A project to create a welcoming and inviting space for businesses and the community. The upgrade will include new public open space with play equipment that will enable future community activations to be held.

Northcote

2. Te Ara Awataha Greenway, Northcote - construction commenced on the Jesse Tonar Reserve upgrade (part of stage 2).

A project in partnership with the council group to enhance the existing Jesse Tonar Reserve by providing better connections to the stream, together with establishing pathways through the bush reserve.

3. Northcote Community Facility - hub concept design approved by Kaipātiki Local Board.

This project is working in partnership with Auckland Council's Service Strategy & Integration Team to deliver improved community facilities to Northcote. In October 2021 the local board gave approval for a new community hub to be located on the existing library site. Plans for the site include renovation and extension to the north-west, providing greater integration with the adjacent Cadness Reserve.

Takapuna

4. Waiwharariki Anzac Square (Anzac Street / Hurstmere Road Town Square), Takapuna - stage one construction completed (this is the area of Waiwharariki on Hurstmere Rd).

Eke Panuku is delivering approximately 3,000sqm of civic space at Waiwharariki Anzac Square, located across 38 Hurstmere Road and over 40 Anzac Street, opening up to Lake Road.

Commencement of construction began in January 2022.

5. Huron and Northcroft Streets, Takapuna - construction commenced on streetscape upgrades.

A project to improve the walking and cycling connectivity to the Takapuna town centre. Enhancements include street furniture, plantings and a review of street lighting.

Renewals

6. Replacement of piers at Westhaven Marina (piers G,H,J), Waterfront - construction completed.

G, H and J Piers have been in service for 41 years and require replacement to prevent failure and further deterioration, as the initial design life was only 30 years. This investment will provide a good quality berthage service to the berth holders and bring the asset up to a standard that will last an additional 30 years.

7. Seismic strengthening and internal refurbishment works completed on the historic Merchant House at 27 Princes Street, in the city centre.

The works on 27 Princes Street are to seismically strengthen the existing building to 67% of new building standard (NBS), with additional substantial internal refurbishment works. This will enable compliance requirements to be met and the commercial property to be leased in the new year.

Manukau

8. Hayman Park, Manukau - playground works completed.

The development of Hayman Park has been planned for many years by the Otara-Papatoetoe Local Board. The new playground is being constructed in two phases, with the intention of completing a destination playground for Manukau.

Phase one was successfully delivered by Community Facilities and has been well used since its opening in June 2019.

Eke Panuku is leading the delivery of Phase two, with construction commencing in FY22. Works include a large play tower, flying fox and rope play, as well as flow bowl and pump track.

Papatoetoe

9. Cambridge Terrace, Papatoetoe, extension and carpark works - concept plan endorsed by the Ōtara-Papatoetoe Local Board.

Cambridge Terrace extension and carpark works to extend the road and carpark to enable subdivision and utility works at 27 St George Street. This will unlock the development site in the area and improve cycle and walkways.

10. Papatoetoe Stadium Reserve upgrade - concept plan approved by the Ōtara-Papatoetoe Local Board

A project to enhance the existing reserve with works planned that include a new playground, shared user path, upgraded laneway and cycleway. This will improve access and connections in the town-centre.

Pukekohe

11. Roulston Park and skate park upgrades, Pukekohe - concept plan approved by the Franklin Local Board.

Roulston Park is a key open space in central Pukekohe that is currently underutilised. This project will support Community Facilities to further enhance the town centre experience by delivering a new skate park, improving pedestrian access and safety and the enhancement of the Roulston park.

Waterfront

12. AC Pier, Waterfront - construction commenced on up to 50 new marina berths.

A project to construct up to 50 serviced-marina finger berths at Westhaven Marina. The upgraded berthage will better meet the market demand for the marina business and improve the marina's commercial outcomes.

Avondale

13. Additional parking spaces at 28 Racecourse Parade, Avondale to support future town centre activity, - construction completed.

A project to construct a new public car parking facility containing 30 carparking spaces to service the planned Avondale Library & Community Hub.

Henderson

14. Opanuku Link, Henderson - bridge reserve and playground resource consent granted.

The works associated with this project include a new bridge for walking and cycling, a new playground, and a shared cycleway. It will improve connectivity between the Corban Estate and the Henderson Train Station will deliver enhanced public amenity and connectivity to accompany increased density proposed within the Henderson area.

15. Upgrade of Catherine Plaza, Henderson - concept plan approved by the Henderson-Massey Local Board.

Renovation of an existing public space to improve how the space functions and enhance safety in the area. Catherine Plaza is located in the very centre of Henderson and covers a 953m² area.