



Site address

Corban's Hill car park

430 Great North Road

Details and opportunity

About 2000sqm

About 50 spaces

Road reserve controlled, managed and operated by AT

Currently \$4/day for public use

The Henderson Implementation Plan identified this parking area as a potential development site under its key move 4.2 (“as an intermediary destination for a building development, a heritage museum, or an arts or similar commercial venture”). This site would also encourage people to Corban Estate through enhanced wayfinding, signs and safety.

This site would be progressed once a feasible scheme for either public or private use was determined to be viable. The next step would be the Local Government Act process to stop “the road” and enable development. Particular attention to the rail line and access to it would need to be considered.

Aerial image



Courtesy Google Maps.

Site address Details and opportunity Aerial image

5 Trading Place

Area: 873sqm

This is not currently a potential development site and is subject to ongoing legal investigation.



Courtesy Google Maps.





Site address

1 Ratanui Street

Details and opportunity

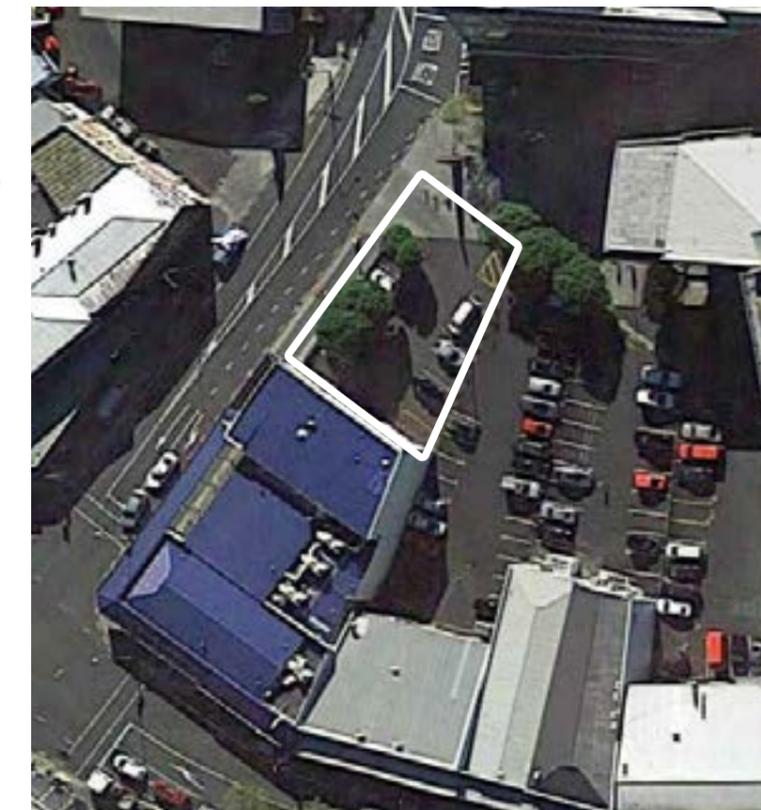
Area: 403sqm

The fifth site, next to the library, is unusual as it provides access to two other properties. After consultation with Community Facilities, the site would require consideration of sight lines to the library as part of the scheme.

An initial meeting has been held with the Bank of New Zealand site to the south (blue roof) to gauge their interest in purchasing the site or developing the sites together.

Any development that fronts the plaza would be need to have an active ground floor use and be considerate of how the car park is used in relation to library patrons and such factors as potential development shading and wind.

Aerial image



Courtesy Google Maps.

Project 4 – Explore the future form and function of Henderson Valley Road and investigate longer term development opportunities for the film studios site

AUCKLAND FILM STUDIOS (2, 10-14 HICKORY AVENUE, 3.76HA)

In the short term, Auckland Council Investments Ltd (ACIL) proposes to transfer control of this property to the council, and for the council to continue to use the site for the purposes of a film studio. In undertaking this action, the land and buildings will be managed by Panuku until such time as film activity ceases and the potential for urban redevelopment can be investigated.

FILM SITE AS CATALYST FOR HENDERSON VALLEY ROAD

Under Unlock Henderson, Henderson Valley Road is envisioned as a corridor of potential future change and urban renewal, as already detailed in Goal 4. The major area requiring intervention to enable change is the eastern side of the road that includes the council’s film studio site

Project 4 aims to explore the future of Henderson Valley Road in consideration of the potential for the properties on both sides of the road to contribute to transformation. This concept and goal will need to be further investigated with Auckland Transport as to how the future of the corridor is planned and considered in terms of form and function. There is also an opportunity to seek funding to upgrade the road corridor itself to support potential future land use transformation through the Long Term Plan.

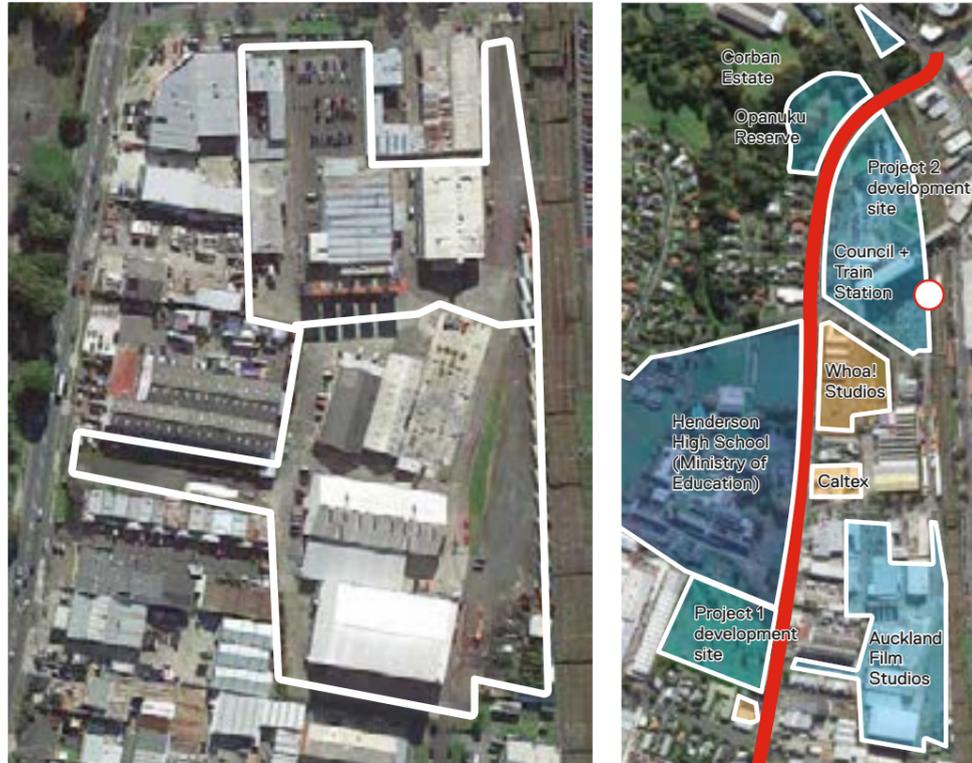


Figure 9: Auckland Film Studios site (yellow boundary) and land uses along Henderson Valley Road. Courtesy Google Maps.



Project 5 – Support council to consolidate and optimise Waitākere Central into one property and future-proof the site for enhanced mixed-use development

From mid to late 2017 Auckland Transport will begin relocating from the Waitākere Central Civic Centre and Central One buildings to a consolidated city centre location.

Moving council staff firstly from 1200sqm of Central One to the Waitākere Central Civic Centre will allow Central One to be a standalone and completely commercially-managed and tenanted building in the short term. Another staff move includes relocating some smaller teams from 22 Alderman Drive and potentially other sites to repopulate the Waitākere Central Civic Centre building.

Auckland Transport's relocation triggers a range of other possible initiatives in and around the site; these are outlined below.

CONSOLIDATING 2-4 AND 6 HENDERSON VALLEY ROAD INTO ONE SITE

We propose that 6 Henderson Valley Road stay as a council property and accommodate all the council's core remaining and future western service centre needs into the medium term. The property's two buildings, along with its adjacent fleet car park to the south, will accommodate all forecast and planned service requirements until a new strategic corporate accommodation strategy is confirmed.

PLANNING FOR FUTURE OF SOUTH CAR PARK

This car park needs future-proofing for a new City Rail Link platform, new bus movements and potentially a long term, over-build residential development.

Early planning has started for the new platform, which will have two additional lines located within the 6 Henderson Valley Road property.

The image to the right shows the area on the south car park where the City Rail Link platform and rail lines will be located, with the blue block marking the indicative area for the proposed platform.

This Auckland Transport-led project will enable new services to start and finish at Henderson from both Onehunga and Otahuhu directly.

Panuku will support the council and Auckland Transport in planning this new infrastructure to ensure future-proofing of the works for the longer term to integrate commercial and residential development.



Figure 10: Aerial view of Waitākere Central Civic Centre building features. Courtesy Google Maps.





Figure 10: Aerial view of Waitakere Central Civic Centre building features
 Courtesy Google Maps.

WAITĀKERE CENTRAL CIVIC CENTRE – INTERNAL PROJECTS

Once Auckland Transport vacates the building, the council will carry out internal work to address climate control issues. Panuku will provide support and advice from a commercial point of view to ensure this work future-proofs the building for a more flexible tenant and user mix if the council decides to also vacate the site.

CIVIC CENTRE – POTENTIAL FOR GROUND-FLOOR ACTIVATION

Panuku proposes to work with the council to explore an opportunity in the current local board space on the ground floor of the Waitākere Central Civic Centre. The proposal is to move council staff from this area to the third floor to better co-locate Local Board Services with the Council Chamber as part of the wider reshuffle. This would enable the front of the ground-floor area, as highlighted in red below, to be repurposed for 'community or commercial active use'.

This outcome would further enliven and revitalise the site and provide a better mixed-use environment and experience. We recommend an active use that does not have a membership fee or masked windows, and the public can enter and access goods and services freely.

CIVIC CENTRE – CONCOURSE SAFETY AND OPERATIONS

The Henderson Implementation Plan identifies the concourse of the Waitākere Central Civic Centre as an area to address and enhance safety through design and management. The council will respond to these issues through its proposed glazing project, which will avoid further insurance claims from vandalism.

ENHANCING WAITĀKERE CENTRAL PLAZA AND JAPANESE GARDEN

We have an opportunity to improve public-realm areas associated with the buildings of the 6 Henderson Valley Road property. The scale, quality and purpose of the plaza and Japanese garden could be enhanced in response to the residential development.

The development of the Central One car park site could potentially impact the Japanese garden. It will be important to engage and work closely with several stakeholders, including the sister city of Kakogawa, to maintain and enhance this area as a quality amenity for the site. A community initiative to re-house and celebrate the Peace Bell in the garden will be considered as part of development planning.

CENTRAL ONE, COUNCIL VISITOR PARKING AND INTERNAL STREET

There is potential to upgrade the private internal street between Central One, the Japanese garden and the Waitākere Central Civic Centre building to help enlarge the perceived area of the plaza and provide additional amenity on the site. One option could be to investigate a shared space approach. Changes to this private and internal site road would be progressed with the council, the local board and any future development partner of the car park.

There is also an important opportunity to explore an alternative visitor parking layout. This would be to maximise the Smythe Road visitor parking area and optimise the parking arrangement on 2-4 Henderson Valley Road and for Central One. Panuku will work with the council to explore an opportunity to shift the Central One visitor parking needs into 6 Henderson Valley Road by removing the old 'drive-through' rates payment lane in the current area, and turning parallel parking into perpendicular to allow for additional visitor spaces. Good design could increase the current nine spaces to more than 25 and enable better development outcomes near the plaza to the north of Central One.



Figure 11: Ground floor of Waitākere Central Civic Centre currently occupied by Local Board Services



Figure 12: Japanese garden and Kakogawa friendship city Peace Bell



Figure 13: Smythe Road visitor parking areas (left) and Waitākere Central Plaza (right) Courtesy Google Maps.

5.4 PUBLIC-GOOD INITIATIVES

The following initiatives aim to support the vision and goals of Henderson-Massy Local Board and the Unlock Henderson project. These public-good projects are associated with the envisioned development – they will act as catalysts for private investment and further build confidence in the centre to attract new visitors and improve public experience.

Initiative 1 – Place-making associated with development

Place-making initiatives will help Panuku connect and integrate with local creatives, businesses and communities through activations, installations or working groups. Place-making is a people-centred approach to planning, designing and managing public spaces.

The cultural narrative and vision for Unlock Henderson will inform these six conceptual place-making initiatives:

- ‘incubator kitchen’ – a food business start up project which could be located in the ground floor of Central One
- annual Silver Screen cuisine event bringing together Henderson’s film and wine aspects on an existing car park site. This outdoor cinema experience would cater to the urban adventurer and explore themes of car-free living
- Unlock Henderson project kiosk and development outpost, which would work as an engagement, education, information (and potentially sales) space

• ‘gap filler’ interventions for car park sites, modelled on the approach used after the Christchurch earthquakes which featured initiatives that made use of vacant spaces as ways of transitioning empty sites to development-ready

• collaboration with film and creative sectors to inform and test long term design outcomes and assumptions

• activations on Panuku-owned and controlled sites through planning and implementation phases. These would help communicate our work and involve Henderson’s communities in the Unlock process, e.g. community-driven art work on site hoardings, and working with groups from Corban Estate and Twin Streams.





Initiative 2 – Upgrade of Opanuku Reserve

1A AND 1B HENDERSON VALLEY ROAD – 1680SQM

The proposal is to improve Opanuku Reserve to make it more attractive as an amenity for the development of 2-4 Henderson Valley Road and as part of the goal to enhance the public experience along Henderson Valley Road.

The park site contains a simple playground and small parking area. It also has an Auckland Kindergarten Association centre as a community use under a long term lease on this council open space reserve. Our understanding is that this kindergarten was moved here temporarily 20 years ago from the older location. The individual lease on the property is due to expire on 31 October 2017. Panuku will look at relocating this community use to an alternative location to enlarge and enliven Opanuku Reserve as an open space and connection to Corban Estate. This will enable better use and visibility of the park and helps the potential alignment for a new pedestrian bridge over to the estate.

Henderson-Massey Local Board fully supports this concept proposal, as do the ward councillors. Collaborative discussion and engagement will be needed between the council and kindergarten to deliver an integrated outcome for the park, the Corban Estate connection and access to the Waitākere Central site.

Figure 14: 1A and 1B Henderson Valley Road – Opanuku Reserve and Henderson Kindergarten. Courtesy Google Maps.



Initiative 3 – Plan two new walking and cycling links to better connect development sites

The new links will run between Corban Estate and Henderson train station over Wai o Panuku/Opanuku Stream and along Wai Horotiu/Oratia Stream from the library to Tui Glen Reserve. They will be planned in association with Henderson-Massey Local Board. Panuku will also work with the local board to find options for progressing the following two projects.

OPANUKU STREAM – NEW INTERACTIONS, CORBAN ESTATE ACCESS

Planning for the proposed residential development on 2-4 Henderson Valley Road could include enhancing the attractiveness of Opanuku Reserve by giving access to the stream and having a new direct connection between Corban Estate and the train station. This could include improvements to existing footpaths in the area as well as works within the estate.

ORATIA STREAM – WALKING AND CYCLING CONNECTION

The Twin Streams walk and cycleway is a major amenity asset for Henderson. The two connections are almost complete; however, they each have a critical gap within the centre and to key destinations such as the library, Unitec and train station. The gap in the dedicated facility on the Oratia Stream pathway is from Pioneer Street to The Falls Hotel. There is an opportunity through the development to progress this link using the Alderman car park and The Falls car park.



Figure 15a: Potential indicative approach to walking and cycling links



Figure 15: Potential walking and cycling links (red dotted lines) in relation to open space (green) and the Twin Streams (blue)





Initiative 4 – Investigate opportunities to make Corban Estate fit-for-purpose and more attractive to the community, with better access

CORBAN ESTATE ARTS CENTRE, 2 MT LEBANON LANE – 6.67HA

Since October 2010 this council service property has been on a 15-year lease to the Waitākere Arts and Cultural Development Trust Board. It is a key strategic site in Henderson and zoned Metropolitan Centre in the unitary plan. Its attractiveness and uses could be enhanced so it entices more visitors and acts as a hub for the wider community, while respecting its wine heritage and historic character.

The site is constrained by relying on access from Mt Lebanon Lane, which has a rail level crossing. Any increase in development will need to address this issue. There is an opportunity for Panuku, the council and the leaseholder to develop a strategic plan for the land and buildings in the context of Unlock Henderson and in consideration of one of the Local Board's key moves which is to re-connect Corban Estate to the centre and make it more inviting and attractive for the community.



Figure 16: Corban Estate



6.0

PLACE-LED COMMUNITY ENGAGEMENT AND COMMUNICATIONS

6.1 OUR APPROACH

To engage effectively, Panuku will continue to work in partnership with mana whenua and the Henderson-Massey Local Board, and take a fresh and bold approach to stakeholder engagement and communications. We will be proactive, collaborative and authentic across all relationships.

A key priority is maintaining positive momentum and demonstrating quick wins. Engaging hearts and minds will be vital to this. Establishing understanding, trust and credibility with people will help us proactively mitigate negative sentiments, which can delay progress by leading to proposals being re-litigated.

We recognise that valuable engagement involves several disciplines. These include:

- place-making
- communications
- marketing
- stakeholder engagement.



6.2 COMMUNITY AND STAKEHOLDER ENGAGEMENT

MANA WHENUA

Based on the belief that effective collaboration will regularly out-perform individual or 'siloed' approaches, Panuku is committed to engaging regularly with key stakeholders to ensure that urban regeneration in Henderson takes place in a cohesive way. An Unlock Henderson Charter was prepared to guide the mana whenua engagement approach to the project and this engagement will continue as the project progresses. Panuku also holds a regular mana whenua forum that helps to inform and enable iwi/hapu to consider commercial opportunities that may arise through the project.

CENTRAL GOVERNMENT

While existing relationships are strong, Panuku needs to ensure more cohesive coordination with Central Government across the wider council family. The local MP for Te Atatu, which represents Henderson, is also a key stakeholder. We will connect with Central Government agencies such as the New Zealand Police and Ministry of Social Development.

HENDERSON-MASSEY LOCAL BOARD

Panuku is committed to developing collaborative partnerships with local boards. A tailored approach to engaging at the local level is vital to developing a genuinely effective working relationship with these essential partners.

We will work with Henderson-Massey Local Board in a collaborative manner and agree a Terms of Reference, setting out high-level roles and responsibilities.

We will also establish meetings with the local board to ensure clear lines of communication early in the development planning process.

COMMUNITY AND SPECIAL INTEREST GROUPS

Henderson has a strong history of community connectedness. We will engage, and where possible partner, with groups to produce engagement activities tailored by the community, for the community. An indication of the groups within the project scope includes:

- Henderson Business Improvement District (in formation)
- Unitec
- Corban Estate Arts Centre
- Community Waitākere
- Project Twin Streams
- Love Hendo
- Mataawaka.

AUCKLAND COUNCIL FAMILY

Panuku understands that to successfully deliver urban regeneration, we need to work in partnership with the Auckland Council family, particularly where there are shared interests in the assets and outcomes. We aim to take an integrated approach to our work in Henderson, working closely with the locally-focused council officers and establishing a cross-council engagement working group.



7.0

INDICATIVE DEVELOPMENT TIMELINE

7.0 INDICATIVE DEVELOPMENT TIMELINE

Panuku envisages this HLPP will enable the roll-out of staged residential development in Henderson. We have set out an indicative programme below, which will be clarified through additional engagement, planning and due diligence as we work through our implementation approach.

Projects		Estimated delivery/realisation dates								
Delivery programme	Site opportunity	Zone	2017	2018	2019	2020	2021	2022	2023	
1. 6 Henderson Valley Road optimisation	Consolidation of council operations to two buildings. Activation of ground floor of Waitākere Central Civic Centre, support for other internal projects and plaza/road investment	Metro Centre	Continued service property use until accommodation strategy is agreed					Potential for new reporting on future of site and buildings once accommodation strategies are approved		
2. Central One optimisation	Achievement of a standalone, commercially tenanted, 2400sqm office/retail building	Metro Centre	Approval to manage	Encourage ground floor retail/food and beverage mix, new tenants, plaza works			Potential disposal			
3. 21-33 Henderson Valley Road – stage 1 HfOP units	Delivery of 40 units under the Housing for Older People project	Terraced Housing and Apartment Buildings zone	Consenting	Delivery						
3. 21-33 Henderson Valley Road p stage 2	50-60 terraced units	Terraced Housing and Apartment Buildings zone	Planning and agreement	Disposal and initial works	Delivery of agreed staged development					
3. 2-4 Henderson Valley Road – stage one development	Medium-density residential units with renewable energy features	Metro Centre	Planning, design, marketing	Disposal and initial works	Delivery of agreed staged development					
4. 1 Ratanui St disposal	While this site has a very limited scope, it could be divested to the adjacent owners	Metro Centre	Due diligence	Disposal	Delivery of agreed development					
5. Corban's Hill car park – 430 Great North Road	Mixed-use/ commercial/arts development	Road Reserve	Auckland Transport (AT) requirements, road stopping process, reference design, market testing		Commercial arrangement	Delivery of agreed commercial and arts agreement				

Projects		Estimated delivery/realisation dates							
Delivery programme	Site opportunity	Zone	2017	2018	2019	2020	2021	2022	2023
6. 4-10 Edmonton Road (Alderman car park)	90+ medium-density residential units (6 storeys) and car parking 1500sqm of commercial and 100 car parks on first floor	Metro Centre	Due diligence, planning, AT requirements, feasibility, reference design		Development agreement	Delivery of agreed development			
7. 2-4 Henderson Valley Road – stage two	40+ medium-density, mixed-use development	Metro Centre	Due diligence and planning relating to Central One's existing tenant commercial parking provision			Divestment	Delivery		
8. 14-20 Edmonton Road (The Falls car park)	50+ medium-density, mixed-use residential units and associated parking	Metro Centre	Due diligence and AT requirements before developing feasible scheme				Potential disposal		Delivery
9. Potential Auckland Film Studios development	Potential five-year process to close out lease. Potential to progress a Panuku-initiated plan change to realise better outcomes for Henderson Valley Road corridor. Rail corridor considerations to be explored with relevant organisations					Potential delivery			

7.1 DEPENDENCIES

The projects and initiatives are dependent on, or a dependency for, a number of projects that should be considered in subsequent stages of Unlock Henderson. This will ensure efficiency in providing infrastructure and consistency in achieving the wider regeneration outcomes.

Project	Nature of dependency
Project 2 – 2-4 Henderson Valley Road	Site 2A: Staff car park – timing of development, market appetite to deliver the outcomes sought for the site Site 2B: Provision of office building car parking
Project 3 – Release and realisation of five council car parks	For all the below: Auckland Transport parking requirements Site 3: Alderman car park – lifting of parking designation, parking reporting Site 4: The Falls car park – lifting of parking designation, parking reporting Site 5: Subject to legal investigation Site 6: Access for two neighbouring properties Site 7: Approval of road stopping process
Project 4 – Film studios site	Completion of lease, appropriate planning
Project 5 – Optimisation of Waitākere Central	Site 1: 6 Henderson Valley Road – Auckland Transport vacating Waitākere Central Civic Centre, the council vacating Central One, and rail corridor considerations
Initiatives 1-4	Operational and capital funding, local board approvals

Table 4: Project dependencies

Initiatives	Estimated delivery/realisation dates							
	Opportunity	2017	2018	2019	2020	2021	2022	2023
1. Development-associated place-making	Aligning development with activations, events and engagement activities across the programme	Work with local board and the council to progress and explore creative arts, film and place-making opportunities						
2. Opanuku Reserve upgrade, 1A Henderson Valley Road – Kindergarten relocation exploration	Improve development amenity, increase park utilisation, public safety, access and attractiveness, re-connecting with Corban Estate, adding amenity to development	Advocate for park planning and funding; explore kindergarten outcomes					Potential relocation of Henderson Kindergarten if determined to be appropriate	
3. Pedestrian connection and associated footpaths from train station to Corban Estate	Re-connecting to Corban Estate and reducing walking distance from estate to train station and central area	Work with local board, the council, Auckland Transport and Corban Estate to explore and progress concept and prepare approach to funding for a new connection			Delivery of agreed outcome			
2. Potential pedestrian controlled crossing at Henderson Valley Road to Opanuku Reserve	Re-connecting with Corban Estate, enhancing development amenities, increasing access and utilisation of reserve	Work with the Local Board, Auckland Transport and development project team to investigate options for a controlled crossing between 2-4 Henderson Valley Road and Opanuku Reserve as part of project	Delivery					
4. Corban Estate: support, planning, community enhancement opportunities	Attracting families, building identity and adding amenity	Work with local board, the council and Corban Estate on how to enhance the attractiveness of Corban Estate and make it fit-for-purpose. Explore site constraints and the strategy for its land and buildings.			Delivery of programme of agreed initiatives			
5. Oratia Stream access and amenity enhancement	Walking and cycling links to better connect development sites to amenities and services, enhancing safety and legibility	Work with local board, Auckland Transport, the council and through the development of sites adjoining the stream to enhance access and amenity and extend the Twin Streams pathway			Deliver programme of agreed initiatives			

7.2 COMMERCIAL VALUE CREATION

As outlined in our development strategy and delivery approach, the goal is to grow value in Henderson centre over time by increasing density and market attractiveness, with each site starting from terraced housing and moving to low-rise apartments.

Place-making associated with development, along with investment in specific development-related initiatives in the public realm, will help to grow the value proposition in Henderson and ultimately change market perceptions to increase confidence.

Listed opposite are the 2013 rateable values and potential commercial development opportunities for the identified properties within the Unlock Henderson project area. We cannot include 21-33 Henderson Valley Road, as we need the sale proceeds of this property to deliver the 40 Housing for Older People units on the same site as part of the Panuku Housing for Older People project.



Site address	Site area	Current use	Development opportunity/outcome	2013 Rateable value
21-33 Henderson Valley Road (Wilsher Village) – Stage 1 and 2	15,990 sqm	Vacant land	<ul style="list-style-type: none"> Four level apartment for HfOP and terraced housing for stage two Surface group parking area and per unit 40 units for HfOP and 50-60 terraced houses for stage two North-facing private open space 	Proceeds of sale directed to Unlock HfOP
2-4 Henderson Valley Road – Stage A car park	12,773 sqm	Staff car park	<ul style="list-style-type: none"> 3-4 level terrace housing and apartments Per unit 50-80 residential units Enhanced plaza, new address to Henderson Valley Road, enhanced interface with Japanese garden 	\$12m (includes stage below)
2-4 Henderson Valley Road – Stage B (Central One)	4350 sqm	Three- level office building	<ul style="list-style-type: none"> Dispose of three-level office building and replace parking with four-storey mixed-use residential while retaining commercial parking requirements Potential for 30-40 units on 2000sqm site 	As above
6 Henderson Valley Road – Waitākere Central Civic Centre and car park	N/A	Council offices	<ul style="list-style-type: none"> Ground floor commercial and community opportunities: 700-1200sqm Future-proofing south car park for residential development after City Rail Link project Future-proofing admin building for multiple future tenants Increase amenity on plaza, internal street Optimised visitor car parking layout 	Market dependent
Alderman car park – 4-10 Edmonton Road and 22 Alderman Drive	7215 sqm	Surface car park	<ul style="list-style-type: none"> 3-6 level mixed-use residential Potential for 90+ units Potential for 1500sqm commercial on ground floor 100 parking spaces on first floor (no basement) 	\$1.81m

Site address	Site area	Current use	Development opportunity/outcome	2013 Rateable value
The Falls car park – 14-20 Edmonton Road	5313 sqm	Surface car park	<ul style="list-style-type: none"> 3-4 level mixed-use residential Potential for 50 units Potential for 400sqm commercial on ground floor 80+ parking spaces on first floorParking as required for The Falls Hotel 	\$885,000
5 Trading Place	873 sqm	Surface car park	<ul style="list-style-type: none"> Outcomes subject to legal investigation Potential for a walking and cycling link 	\$830,000
1 Ratanui Street	403 sqm	Surface car park	<ul style="list-style-type: none"> 3-4 level mixed-use office and residential in joint venture with neighbouring sites Potential for 8-12 units Parking access for neighbours 	\$310,000
Corban's Hill car park	2000 sqm	Surface car park	<ul style="list-style-type: none"> Requires feasibility Commercial or community arts to be explored 	Valuation required as this site is a road reserve
Auckland Film Studios site	37,598 sqm	Film studios	<ul style="list-style-type: none"> 250+ residential units with a mixed-use commercial component 	\$9.85m
Total	About 49,000 sqm	Mostly car parks	Predominantly residential	About \$25.7m

Note 1: 21-33 Henderson Valley Road, Wilsher Village proceeds of sale are to be directed to the Housing for Older People portfolio.

Note 2: 6 Henderson Valley Road, Waitākere Central is not sought for disposal and is not listed above for sale proceeds calculation. It has a 2013 rateable value of \$43.4m.

The subsequent development programme business case and implementation planning will establish the opportunities these properties feasibly present, and their contribution to the vision, principles, goals and key projects. It will also establish the basis for submission of detailed site-by-site business cases.

7.3 NON-FINANCIAL VALUE CREATION

Total value analysis and a framework process for monitoring outcomes will establish key indicators and baseline measures to enable the broader benefits of Unlock Henderson to be monitored and reported at key project milestones.

Each of the four wellbeing outcomes – environment, economic, social and cultural – will be considered. Mana whenua values and aspirations will also be specifically considered, along with recognition of Henderson's mana whenua identity and footprint.

7.4 PLANNED FUNDING

Auckland Council's Long Term Plan does not currently identify any planned funding within Henderson centre.





8.0

PROPOSED IMPLEMENTATION

8.0 PROPOSED IMPLEMENTATION

On adoption of the HLPP, the following actions are proposed during the 2017/18 financial year:

- Project 1 – reference designs for 21-33 Henderson Valley Road – stage 2
- Project 2 – reference designs for 2-4 Henderson Valley Road stages A and B
- agent appointments for the above two projects
- preparation of individual business cases, development agreements and board disposal approvals for the above two projects
- preparation of a Henderson Engagement and Place Plan
- preparation of a Programme Business Case for Projects 3 and 4
- development-associated place-making for Projects 1 and 2
- progress actions as necessary to enable and fund the four project initiatives.

A team of two full-time staff is required, with support as required from various internal specialists that will add up to another full resource. This would be spread across five staff each contributing 20 per cent of their time.



8.1 FUNDING STRATEGY

Unlock Henderson will require significant funding for both operational and capital works.

The scale of the projects and initiatives cannot be achieved within current budgets and Panuku funding, so access will be required to a number of funding sources. We will need to:

- use and reprioritise existing Auckland Council budgets towards delivering projects 1-5 and initiatives 1-4
- advocate to the Henderson-Massey Local Board for use of their discretionary funds
- advocate for long term plan budget as part of an organisational proposal
- advocate to other council divisions such as Healthy Waters, Corporate Property, Community Services and Community Facilities
- advocate to Auckland Transport.

This funding strategy will be developed following the adoption of the HLPP.

There are several other options available to Panuku, for both operational and capital expenditure, including Panuku Development and Strategic Development funds and local board discretionary funds. We will investigate all of these to assist in our funding strategy.

On adoption of this HLPP and completion of other work required, Panuku may seek Finance and Performance Committee approval for new budget requirements.



9.0

NEXT STEPS

9.1 TIMEFRAMES AND PHASING

Panuku expects to have enabled the development of all properties in the Unlock Henderson area within 10 years. The estimated timeframes for Panuku-led projects in Table 7 require further investigation and are indicative only. Where project delivery sits with another agency, Panuku will fulfil an advisory role.

Phase	Tasks	Estimated timing	Delivery agency
Project planning	Approval of HLPP by Panuku Board	29 March 2017	Panuku
	Decision - HLPP by Planning Committee	02 May 2017	Panuku / Auckland Council
	Preparation of Henderson Engagement and Place Plan	June 2017	Panuku
	Projects 1 and 2 – delivery of 21-33 Henderson Valley Road and 2-4 Henderson Valley Road (stage A)	Mid-2017 to mid-2018	Panuku
	Business cases and implementation planning as necessary	Late 2017 to mid-2018	Panuku

9.2 NEXT STEPS

Unlock Henderson will be led by a project team of Panuku staff from areas across our organisation, including strategy, engagement, place shaping, development, and portfolio management. At various

stages of the project there will be additional input from the Panuku Senior Leadership Team, wider council family, mana whenua and external reference groups, stakeholders and consultants.

9.3 MONITORING OUTCOMES

The goals of this HLPP will be monitored and reported three years after the plan's adoption and every three years after that. We will use a range of performance indicators to measure success, based

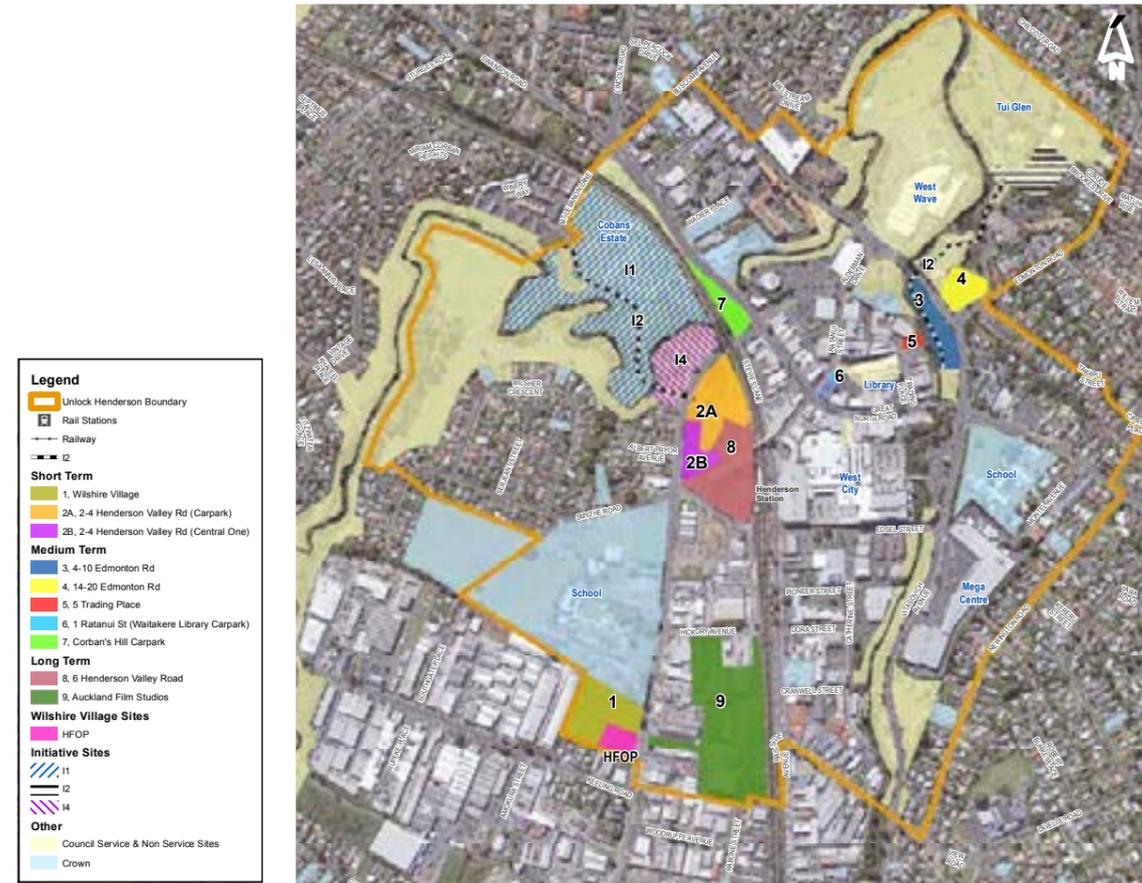
on an outcomes monitoring framework, which will be developed once the project is adopted.



Appendices

APPENDIX A – PROPERTY MAP, POTENTIAL SITES
APPENDIX B – PROPERTY SCHEDULE

APPENDIX A – PROPERTY MAP, POTENTIAL SITES



APPENDIX B – PROPERTY SCHEDULE

ID	Property address	High level category	Current use	Area (sqm)	Potential use	Rating \$CV	Current management portfolio
1	21-33 Henderson Valley Road and HFOP	Development	Vacant land	13,072	Residential	TBC	Panuku/HfOP Council's Community Services Department
2A+2B	2-4 Henderson Valley Road car park and office building	Development	Staff parking, commercial parking and three-level office/retail	17,290	Predominantly residential, with some mixed-use options along street and plaza	\$12m	Panuku
D3	4-10 Edmonton Road, 22 Alderman Drive	Development	Surface car park	7215	Predominantly residential with parking	\$1.81m	Auckland Council, managed by Auckland Transport (AT)
D4	14-20 Edmonton Road	Development	Surface car park	5313	Mixed-use and parking	\$885k	Auckland Council, managed by AT
D5	5 Trading Place	Offer back investigations	Surface car park	873	Not yet known	\$830k	Panuku
D6	1 Ratanui Street	Development	Surface car park	403	Commercial/ residential and parking	\$310k	Community Services
D7	Corban's Hill car park						
430 Great North Road	Development	Surface car park	2000	Commercial and/or community arts	N/A	AT (road reserve)	
D9	Auckland Film Studios site	Development	Film studios and buildings	37,598	Industrial/		
long term potentially residential	\$9.85m	Auckland Council Investments Limited and Auckland Council					
8	6 Henderson Valley Road	Optimisation initiatives	Council service building for staff	N/A	Future-proof for mixed-use and City Rail Link development, amenity	\$43.4m	Corporate Property
11	2 Mt Lebanon Lane, Corban Estate	Optimisation initiatives	Regional arts centre	N/A	Strategic plan, attractiveness, access, fit-for-purpose	\$9.7m	Council's Community Services Department – managed by Community Facilities Department-Arts
14	1A and 1B Henderson Valley Road	Optimisation initiatives	Henderson Kindergarten (AKA)	N/A	Expanded and enhanced open space	\$630k	Council's Community Services – managed by Community Leasing Department
Total potential developable		83,764sqm		\$25.7m	D1-7 only		

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