



Unlock Avondale

High Level Project Plan - October 2017



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Abbreviations

ACPL	Auckland Council Property Ltd
AT	Auckland Transport
BID	Business Improvement District
CCO	Council Controlled Organisation
Council	Auckland Council
HLPP	High Level Project Plan
LTP	Long-term Plan
Panuku	Panuku Development Auckland
AUP	Auckland Unitary Plan
SOI	Statement of Intent
HNZ	Housing New Zealand
HLC	Homes Land Communities

1 Introduction

This plan seeks to enable the regeneration of Avondale: Avondale represents a major intensification and revitalisation opportunity for Auckland. The town centre occupies a strategic location with good infrastructure, services and facilities. The area has a number of large development ready sites and market demand for different housing types including terraces and apartments. The Avondale Train Station is an important transport asset supporting redevelopment as it provides convenient access to the city's train network.

Panuku will play a lead role in orchestrating the urban regeneration of Avondale, including providing for a mix of housing choices and typologies to suit a diverse range of households. We will utilise surplus council land and strategic acquisition to provide development that creates momentum for change in the area. This will support the vitality of the centre and grow local business. Panuku will work with Council to relocate and update the community facilities and to improve public spaces and connections. Our place activation, working with the community, will also support the delivery of the vision of a strong vibrant centre in which a growing community want to live, work and play, building on Avondale's good accessibility, train station, schools and environment.

We will form the environment that encourages and supports the private sector to achieve great outcomes. This includes supporting Housing New Zealand (HNZ) to redevelop existing poor quality social housing stock and carefully integrate new social housing into the wider development.

The HLPP seeks to unlock the considerable potential of Avondale. It is the central project initiation document recording the opportunities to provide urban renewal and identifying key strategic moves initiatives and projects. The document also sets out the decisions and further actions required by Panuku Development Auckland (Panuku) and the wider council family to implement the plan.

1.1 Panuku – Who we are

Panuku Development Auckland is a council-controlled organisation of Auckland Council that helps to rejuvenate parts of our city. We manage about \$2 billion in land and buildings that the council owns. We continuously review this portfolio to find smart ways to generate income for the region, grow the portfolio or release land or properties that others can use better.

It's important we understand the communities in which we work. Panuku identifies development opportunities, and plans and prepares the ground to attract private investment and make it easier for others to develop houses and commercial buildings. Together with our partners, we unlock the full potential of this land to create spaces for Aucklanders to love.

Auckland is experiencing significant housing and infrastructure pressures as a result of rapid growth. About 800 people move to Auckland each week, and current projections suggest the population could reach 2.01 million by 2033 – an increase of more than 517,000 people within the next two decades.

To cater for this growth, we need a step change in urban renewal and intensification of town centres and brownfields. Panuku has the role and mandate to address this challenge.

Like the name says

We're the first Auckland Council organisation whose name represents what makes us unique as a New Zealand-based company: our connection to Māori culture and identity.

Development Auckland clearly states what our organisation is about, while Panuku is an abbreviated form of the whakatauki, or proverbial saying, Eke Panuku, Eke Tangaroa!

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

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

1.2 Why Avondale?

Avondale was chosen as an unlock location due to a number of key attributes.

- Avondale represents a significant intensification and revitalisation opportunity for Auckland. There are a number of large scale development opportunities within and adjoining the town centre.
- The town centre is strategically located, with good infrastructure, services and facilities and access to public transport. In particular the centre is served by a train station providing convenient access to the city's train network. The Central Rail link will bring Avondale 10mins closer to the CBD. In addition the New Bus Network provides frequent buses through Avondale including Route 18 which is a double decker service.
- There is a need to upgrade council services in the area including the existing community centre.
- It has a growing level of market attractiveness for residential development, with market demand for different housing types including terraces and apartments.
- There is a high level of local board, planning, political and community support for change in the area.

Council, through its development partners has a track record of enabling quality development in Avondale. This includes the construction of 72 apartments at 24-26 Racecourse Parade (including 7 affordable houses), 33 homes at 1 Trent Street (including 10 affordable homes) and a proposed Housing New Zealand (HNZ) development at 96 St George Street to build 102 homes. To have a real and lasting strategic impact the scale of development will need to be significantly increased.

2 Purpose of this High Level Project Plan

The High Level Project Plan (HLPP) is the central project initiation document used to detail key strategic moves and seek approval for consequential initiatives and projects in Avondale. It provides a brief summary and assessment of the proposed projects for Avondale. It aims to:

- Outline the context for the projects, including the strategic rationale for decision making and information regarding any existing statutory or non-statutory plans that inform the proposal, known market opportunities, statutory issues and stakeholder requirements.
- Provide an overall description of the proposed projects including the specific properties involved and any anticipated high level outcomes or benefits.
- Identify key decisions required by council and/or the business owners in order for Panuku to proceed to the project execution phase.
- Provide a description of the major phases and stages to be undertaken to complete the projects including place making, timeframes, communications and stakeholder engagement and implementation planning, as well as milestones and resourcing.
- Set out the indicative budget for the project and the proposed funding to be utilised.
- Secure approval to undertake further planning and prepare future business case/s.

3 Vision

The HLPP builds on significant work completed to date including the Whau Local Board Plan and the Avondale Action Plan. It outlines Panuku's intention to;

Create a strong vibrant centre in which a growing community want to live, work and play, building on the centre's good accessibility, train station, schools and environment.

4 Context

4.1 Background

Avondale is a traditional town centre. It evolved as an industrial and market gardening suburb, drawing upon the resources of its clay soils and the proximity of the Whau River. It is now much more suburban in character and function. The Avondale Racecourse is located adjacent to the town centre. It provides an attractive outlook and contributes to the character of the area both through racing activities and the very successful Sunday markets, which are the largest in the country. The Avondale Racecourse also represents a potential future opportunity to significantly contribute to housing supply in Auckland.

Avondale is one of the 10 Spatial Priority Areas identified in the Auckland Plan. It will contribute to Strategic Directive 10 of the Auckland Plan by increasing the number of dwellings and creating a well-connected and quality town centre that local businesses and residents take pride in.

It is noted that a wider focus than simply Avondale has been taken when looking at this project. In particular the proximity of the centre to the New Lynn metropolitan centre is noted and has been incorporated into strategic thinking for the areas. An appropriate balancing of the roles of both of these centres will be critical to the success of the wider Whau area.

4.2 Mana whenua

Mana whenua play an integrated cultural, social and economic role in unlocking the potential of Avondale. Engagement with mana whenua has contributed to defining the overall goals of the project. Mana whenua have a strong historical footprint in Avondale and seek to build on this association through involvement in development which recognises their values and draws on Te Aranga design principles. Increasingly, as Treaty Settlements are reached, mana whenua through cultural and commercial redress can be leaders in the revitalisation and place making. It is important that their input into decision-making processes enables these opportunities for mana whenua contribution within the market and does not foreclose them. Opportunities may extend to joint ventures, land purchase and development.

The 12 Tāmaki Makaurau mana whenua iwi and hapū listed below have interests in the broader Avondale area. Panuku will endeavour to work in partnership with these iwi/hapū towards best care for land, water and people throughout planning and implementation of land development in Avondale.

- Ngāi Tai ki Tāmaki
- Ngāti Maru
- Ngāti Paoa
- Ngāti Tamaoho
- Ngāti Tamaterā
- Ngāti te Ata
- Ngaati Whanaunga
- Te Akitai Waiohau
- Te Kawerau ā Maki
- Ngāti Rehua
- Waikato-Tainui
- Te Ahiwaru

4.3 Cultural narrative

Mana whenua engagement on the Unlock Avondale project has resulted in the articulation of a cultural narrative specific to the area. The cultural narrative provides a very high level touch point on the association of mana whenua with Avondale and the wider surrounding area.

The foundation for Māori who lived and learned within the environment they inhabited was ingrained through Te Ao Māori (the Māori world view), and understanding the interconnectedness of the physical and spiritual through mātauranga Māori (Māori knowledge), te reo Māori (Māori language) and whakapapa (ancestral lineage). This underpins the mana whenua cultural journey for Avondale which begun centuries ago as part of a much broader cultural landscape.

Mana whenua acknowledge Te Awa Whau - the Whau River, as a very significant feature within the wider Avondale area. The streams of Wai Tahurangi, Te Kotuitanga, Rewarewa, Taroa, and Wairau provided valuable connections and resources for the nearby pā and kāinga of Te Whau, Motu Karaka, Motu Manawa, Owairaka, Tauparepare and Puketapapa. The streams converge into the tidal estuary and continue their journey to the once pristine waters of the Waitematā.

The Whau River (named after the whau tree which once grew in abundance along the banks of the river and was a much valued resource) was well travelled by mana whenua with Te Tōangawaka (the Whau Portage) providing a vital connection between the east coast harbour of Waitematā and the west coast harbour of Manukau. Waka were carried overland between the upper reaches of the Waitahurangi and Karaka (Green Bay). Karaka takes its name from the once prolific karaka groves which were harvested in autumn.

Kāinga along the Whau River were reflective of seasonal gathering, and occupation was dependent on the maramataka, dictating the time of year different resources were harvested. Māra kai/mahinga kai flourished along the river, with the fertile soils of the peninsula providing ideal growing conditions. Today, midden and archaeological features serve as remnants of the long history of settlement in the area by mana whenua.

The intertidal flats of the Waitematā and Manukau were the feeding grounds for several species of coastal birds. A favourite was the kuaka (godwit) which were caught for eating during the autumn months of March and April. Stories tell of nooses made from the leaves of the tī kōuka/tī rākau (cabbage tree) being strung across the feeding grounds of the Whau and at night torches were lit to drive the kuaka into the nooses. Others tell of long poles being used to strike the birds as they flew by.

Kai moana including kanae (mullet) tuna (eels) were caught in the estuaries, and huangi/tuangi (cockles), pipi, tipa/tupa (scallops) and tio (oysters) were gathered along the coast. The neighbouring forest was rich with resources, providing timber for waka and valuable food sources.

Living in this landscape breathed life into mana whenua values based on tikanga; whanaungatanga; kaitiakitanga; matauranga; manaakitanga, and many more. The cultural narrative serves as an introductory expression of these values, and importantly recognises their continued relevance as we move forward with Unlock Avondale.

It is envisaged that the cultural narrative provides context for on-going discussion with the mana whenua as part of future implementation and in particular through;

- The expression of mana whenua cultural associations
- Pursuing development consistent with Te Aranga Design, in conjunction with mana whenua principles and guidance.
- That a people-centred environment is favoured that supports community building and an awareness and respect for the natural environment.
- That improved stormwater management should be an integral and visible part of the projects.

4.4 Project area

The geographical scope of the project covers the central Avondale area, more specifically:

- The primary retail area of Great North Road and the commercial area to the east between the retail strip and the Avondale Train Station;
- The Avondale Central Block which contains the Central Reserve, HNZ owned land on Racecourse Parade and other key development sites;
- The Highbury Triangle block which is bordered by Rosebank Road, Ash Street and Great North Road and contains the existing library and community centre, HNZ land and a vacant council owned residential site; and
- The Avondale Racecourse.

The Council has a number of landholdings around the town centre as illustrated on the following image. The yellow shading indicates properties owned by council, the green shading is council owned reserves. The dark pink are large development sites owned by HNZ and the orange identifies important development sites currently in private ownership. The full project area is 68 ha.

Figure 1: Project area



4.5 Planning

A number of statutory and non-statutory plans and policies have considered the strategic role and structure of Avondale. These plans reflect a broad understanding of Avondale as a town centre with significant potential for growth.

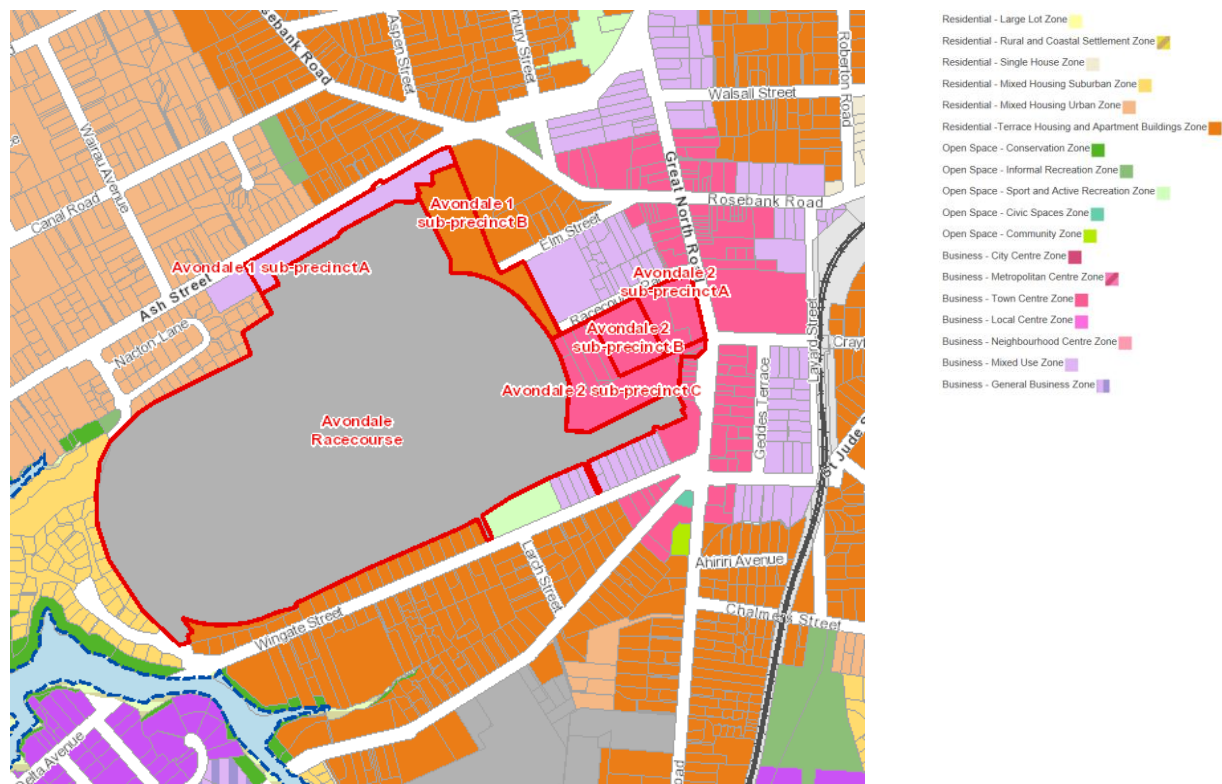
Auckland's more recent planning vision and regimes reinforce this direction for Avondale, with proposed zoning that supports the growth and intensification of the centre. Detailed planning began in 2007 through the Avondale Opportunities Study which resulted in the Avondale Town Centre Plan in 2012 and Action Plan in 2013, both of which advocate for the relocation of civic uses to the core of the town centre. This HLPP seeks to implement this previous work.

The Unitary Plan confirms a strategic direction to enable intensification of the wider project area. The zoning provides for town centre zone with a 27m height limit surrounded by mixed used and a terrace housing and apartment buildings zone. Specific precinct provisions apply to the Racecourse Parade block and the Avondale Racecourse. Primarily these controls are aimed at limiting opportunities for large scale retail activities, which are seen as being a negative outcome for the area.

Enabling Provisions	
Auckland Plan	Identified as a town centre and an area of moderate change
Unitary Plan	Zoned Town Centre with 27m height limit through the Height Variation Control, surrounded by mixed uses and THAB zoning
Local Board Plan	Support intensification and building a new library and community centre.
Community Facilities Network Plan	Support investment in the replacement of the community centre recognising the need for aquatic and leisure facilities
Long Term Plan 2015-2025	\$5m budgeted for the replacement of the community centre within 2016-2018.

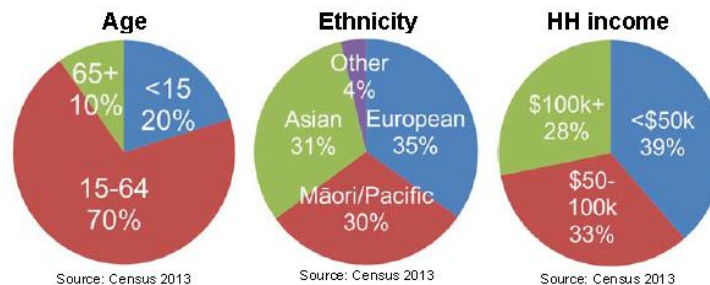
The Unitary Plan specifically requires that issues of significance to mana whenua are addressed in respect to the Treaty of Waitangi partnerships and participation. This means integrating mātauranga and tikanga Māori into sustainable management of the natural and physical environment, economic social and cultural development and protection of mana whenua cultural heritage.

Figure 2: Unitary Plan - planning maps



4.6 Cultural and social

The distribution of age and ethnicity in the area has remained stable since 2001. Ongoing gentrification has resulted in the number of middle to high income households growing and of manufacturing workers living in the area slowly being replaced by professionals working in the Central Business District. Low-income households generally concentrate in the west and south where HNZ's landholding is large.



4.7 Market dynamics

Avondale has been identified as an area of increasing market attractiveness and growth. House median prices in the area are on par with the Auckland average. The CV/price ratio is high (42%), driven by growing speculation in the larger section market. Despite the presence of a high employment base (Rosebank), only a small percentage of the residents work there with the majority working in the city centre. The average tenure of residence in the wider catchment is relatively high, being more than 7 years.

Housing Market Growth Indicators (NZ Statistics data unless otherwise stated)	
Housing stock/growth	101146 (2013) 13240 (2043)
FHB affordability index	43.4 – 54.6% of net income
Home ownership	57% (2001) 42% (2013)
Tenure of residence	7.4 years
House Median Price	\$865k – 1.09m (QV 07/2016)
Apt median price	\$351,250 (QV 07/2016)
Median market rent	\$495-520pw (QV 06/2016)

There were 12 designated SHAs with capacity of around 700 units, however most of these have not been completed. Developments active in the area include the Waterview Cluster SHA by HNZ which will create 126 social housing units; Racecourse Parade SHA or Set by Ockham creating 3 mid-rise buildings with 72 apartments; and a building underway at 1904 Great North Rd with a retail unit on the ground floor and 27 apartments above, by Sympatico. These are expected to be completed in early 2018.

A proposed apartment development on former Avondale Returned Service Association land on the corner of Rosebank Road and Layard Street (Flo apartments) consisting of 91 units was cancelled with rising construction costs and funding difficulty cited as the reason for the developer not pursuing this development.

4.8 Commercial

The centre has a main street with a retail and office strip of 104 businesses catering mainly to local multi-ethnic needs. Except for a new convenience centre, the stock is in poor condition, built prior to 1970. Further, there is no clear economic linkage between the main street and Avondale market, an established multi-cultural Sunday market attracting 20,000 Aucklanders'. Market growth is constrained by Avondale's close proximity to New Lynn retail and the city centre.

4.9 Housing demand

Housing need is a key strategic issue for Auckland and has been the subject of much political and planning focus. Constraints such as infrastructure funding and accessibility of new development areas need to be addressed. Housing scarcity has a number of effects. It inflates the value of the existing housing stock which directly impacts the ability of people to enter the housing market, impacts levels of household debt and disposable income and it increases upward pressure on rentals for those who can't or choose not to own their own homes.

Panuku is seeking to provide leadership by strategically enabling housing development, particularly in areas where additional residents are likely to have positive impacts on existing centres. Avondale is seen as a prime opportunity to realise this strategic imperative.

4.10 Transport

Avondale has excellent public transport links with the Avondale Train Station providing convenient access to the rail network including the Auckland CBD. Journey time to the CBD by train at peak is currently 30 minutes. This will be reduced to 20min following the completion of the City Rail Link. Avondale is well served by the bus network with the New Bus Network upgrading bus services. New cycling investments also add value for the town centre. It also has good access to both State Highway 16 and State Highway 20.

4.11 Infrastructure capacity

The Infrastructure capacity of Avondale has been assessed by the Development Programme Office of Auckland Council. Key points raised in this assessment are as follows:

- **Water Supply:** no major constraints have been identified
- **Wastewater:** there are some wastewater constraints in the area and some upgrades are likely to be required
- **Stormwater:** availability and capacity is considered to be fair although some of the infrastructure is in poor condition
- **Education:** it is considered that most of the growth projected for the Avondale Area could be accommodated through increasing capacity at existing schools
- **Open Space:** there is an shortfall in open space provision
- **General Traffic Capacity:** the existing road network is under some pressure and road capacity is a constraint

5 Principles

5.1 Panuku Development Auckland's commitment

Panuku Development Auckland has committed, through its key strategic and policy documents to a particular way of doing business. These documents, which can be accessed separately include the:

- Statement of Intent and Business Plan
- Corporate Responsibility Framework
- Māori Engagement Framework, Māori Commercial Relationships Action Plan, Māori Responsiveness Action Plan. mana whenua Values and Principles for Panuku Projects; Panuku mana whenua roles and Decision Making Process; Panuku and mana whenua project charter for Unlock Avondale.

5.2 Principles to be applied to all Panuku projects

The principles that guide Panuku development goals and strategic moves are to:

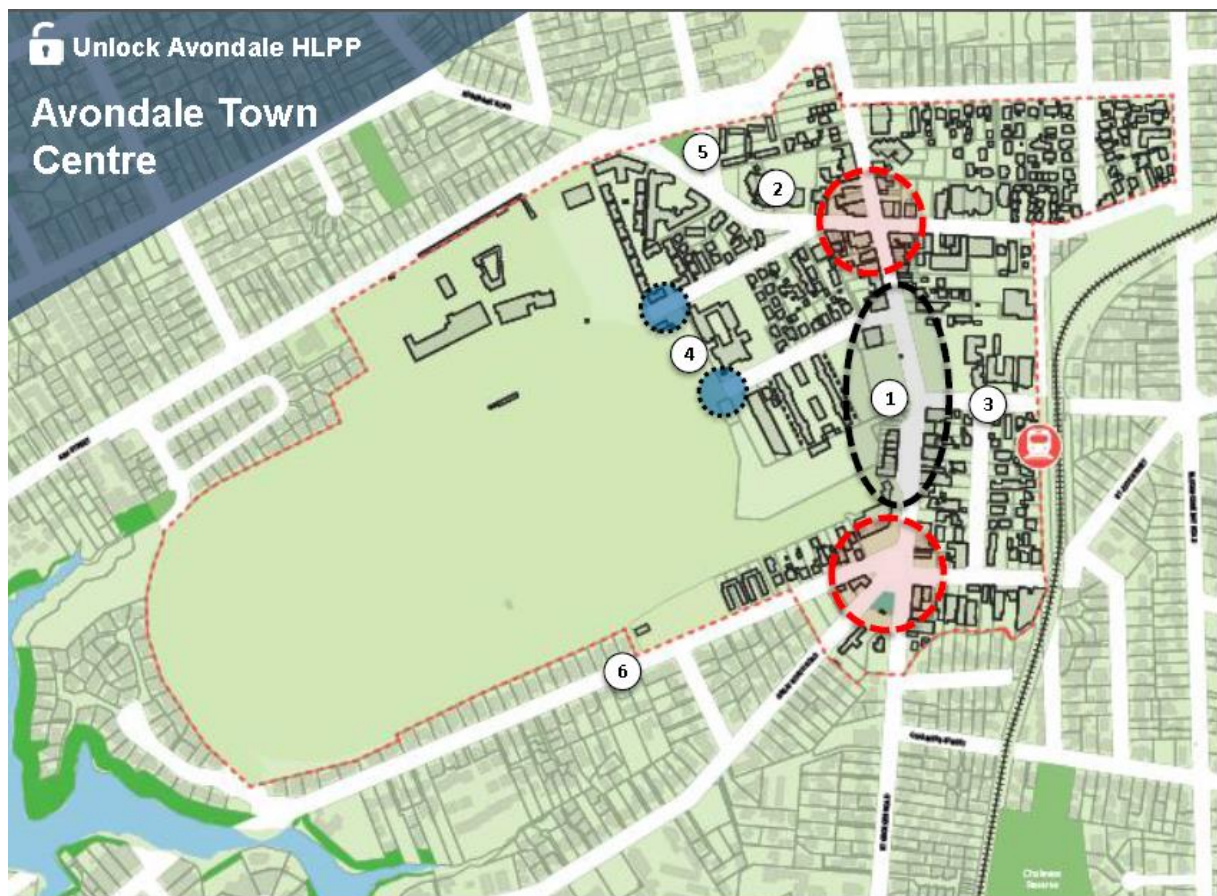
- **Demonstrate leadership** – catalyse urban development and provide for additional density in strategic locations. Make decisions based on robust evidence as to the costs and benefits associated with delivering strategic outcomes across development projects.
- **Strategically create value from assets** – through managing assets to attract private investment, optimising returns from development and disposals and making strategic acquisitions to assist outcomes
- **Engage with mana whenua** – through a collaborative partnership approach with Iwi to achieve shared outcomes, and for mana whenua as partners, to exercise Kaitiakitanga and Manaakitanga
- **Provide for housing** – through identifying sites and providers that can contribute to housing affordability through a range of housing products, and accessible housing for a diverse population
- **Integrate sustainability** – delivery of projects that can actively respond to climate change, improve environmental quality and design and delivery infrastructure to support long lasting behaviour change
- **Quality place-led design** – delivery of high quality design, inclusive and accessible outcomes for public realm and commercial projects. Development enabled by Panuku is to be informed by the application of Te Aranga Design Principles.
- **Place-led engagement** - providing a tailored approach in each community to best harness the local identity, attributes and aspirations within development areas
- **Support local economic development** – working with other agencies and the community to ensure that redevelopment of area can contribute to local prosperity and stimulate innovation

6 Strengths and issues

Avondale was chosen as an unlock location due to the suitability of the area for intensification and the potential benefits that urban development would have in this location. There is an opportunity in Avondale to transform the town that residents, visitors and business people take pride in while meeting the needs of the growing and prosperous city.

Avondale has a strategic town centre location within Auckland with enabling zoning; it has a high level of Whau Local Board support and a community with readiness for change. There is significant alignment with key stakeholders who are also looking at development at scale within the town centre including HNZ who is a major land owner in the area. There are however identified issues which we need to be addressed to fully enable a quality town centre. These are demonstrated below:

Figure 3: Avondale key issues



Existing Town Centre Key Issues:

1. The large site in the middle of the town centre (1909-1949 Great North Road also known as the Bai site), has been vacant for since the late 1990's. This results in a lack of continuity of the town centre and a perception the centre lacks vibrancy. Adjoining land uses including the town square area and the primary school across New North Road also contribute negatively to levels of street activation in this area.
2. The existing community facility on Rosebank Road is not fit for purpose and the library is unlikely to be able to cater for future growth in the catchment.
3. There is a weak connection between the Avondale Train Station and the mainstreet.
4. A disconnected local street network.
5. A lack of quality local/neighbourhood scale parks.
6. There is a weak connection between the Whau River and the town centre.

Avondale represents a major intensification and revitalisation opportunity for Auckland. To be successful development guided by the HLPP will need to address these issues through the following strategic moves and initiatives.

7 Strategic moves

7.1 Move 1: Enliven the heart of Avondale town centre

We will seek out opportunities to bring new life to under-utilized land, upgrade the town square and develop a multi-use community facility.

To enable regeneration there is a need to address the identified gap in activity on Great North Road and refocus the Avondale town centre. There is also a need to encourage the development of large vacant or underutilised sites that degrade the overall quality of the town centre.

Figure 4: Move 1: Enliven the heart of Avondale town centre



1. *Ensure good development outcomes on vacant town centre development sites through negotiation or acquisition.*
2. *Support the building of a new multipurpose community facility. This should be constructed as centrally as possible. This is an opportunity to create a vibrant heart where the Avondale community can access many services including a library, community centre, active recreation, and local events.*
3. *Support the upgrading of existing open space areas including facilitating the relocation of open space within the Highbury Triangle area and an upgrade of facilities on the Central Reserve, including an upgraded town square.*

Council has supported a business case for the relocation of the library and community centre to a central Avondale location. Once funding for this facility is secured through the Long Term Plan, Panuku will secure an appropriate site for this facility.

This would then create an opportunity to enable development on 93 & 99 Rosebank Road to secure a financial return and support urban regeneration.

These initiatives would help to bring focus to the town centre and better align the town centre with the Avondale Train Station. They will also provide a catalyst to attract and support quality development within the wider Avondale area.

7.2 Move 2: Create high quality residential neighbourhoods

We will champion the building of quality new residential areas through the development of council owned land and working with other land owners.

Figure 5: Move 2: Create high quality residential neighbourhoods



1. *The plan seeks to enable high quality medium density housing development on Council owned land. Ensuring a mixture of apartment and terrace housing types to meet different household needs.*
2. *Work with major land owners and developers (HNZ & HLC) to deliver quality medium density housing developments that contribute positively to the local built environment*
3. *Support major land owners and developers to provide a range of housing choices suitable to create strong communities.*

Avondale has the ability to contribute significantly to Auckland housing needs by enabling additional housing stock and demonstrating how this stock can be provided in a way that supports wider strategic aims including intensification.

Panuku through its development partners has a track record of enabling quality development in Avondale on surplus council sites. This includes the construction of 72 apartments at 24-26 Racecourse Parade (including 7 affordable houses), 33 homes at 1 Trent Street (including 21 affordable houses) and a further 102 social houses proposed at 96 St George Street by Housing New Zealand.

Panuku will continue to facilitate quality housing development on council surplus landholdings and strategic acquisitions where they are acquired to support the regeneration of the centre. This includes the site at 1815 -1823 Great North Road. The existing dwellings on this site have been removed and due diligence completed. Once amalgamated titles have been obtained Panuku will be taking this site to market. Primarily this will be through a medium density housing type model, which is not the current predominant form of development in the area. When enabling the development of council owned sites Panuku will look to secure a quality built form that for enables range of housing types and sizes to cater to broad spectrum of housing need. We also will require all buildings to meet sustainability and quality objectives including meeting a Homestar 6 standard.

The successful regeneration of Avondale will require effective and aligned decision making by a number of landowners. A group of key council and crown agencies was assembled to work on an update of the existing concept plan. Mode Architects were jointly instructed by Panuku and Housing New Zealand Corporation and workshops were held to better understand the needs and development aspirations of these parties. The process has been very useful for enabling open communication, identifying development aspirations, opportunities for collaboration, important road linkages and enabling early funding discussions. Options to relocate open space and roads to improve overall development options are also being. This engagement will continue throughout the project.

The Avondale Racecourse

The Avondale Racecourse is well located to the town centre and it provides an attractive outlook and contributes to the character of the area. The Avondale Jockey Club has subdivided and sold a number of different parcels of land from the original landholding to enable racing to continue on the site. The horse racing element of the racecourse has however been in decline for some time and may not be sustainable in the medium term.

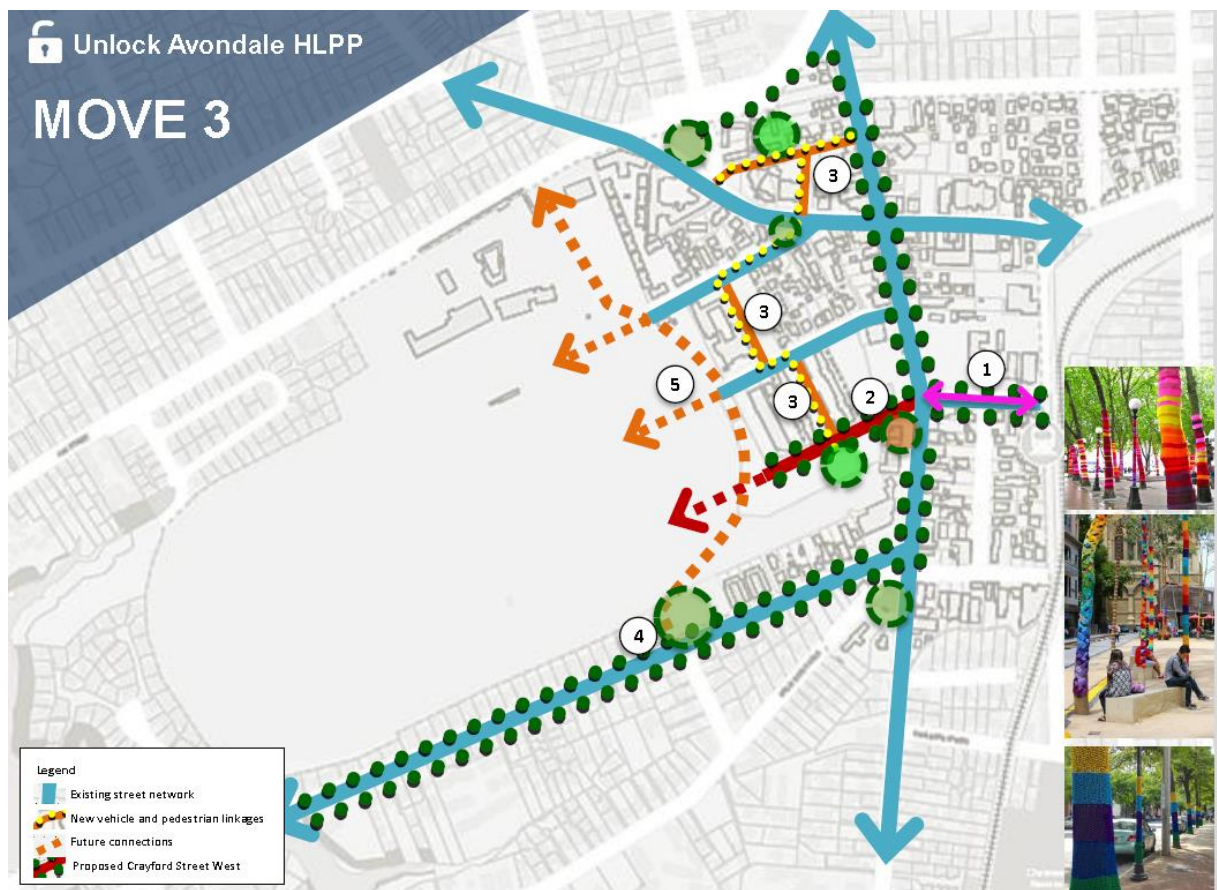
There is a risk that this land could continue to be sold and developed in a piecemeal way that wouldn't support community aspirations or the regeneration and housing provision aims of Panuku. We would not like to see this land developed for bulk retail activities, nor would we like to see a predominantly standalone housing product. It is also important that the existing sports fields are retained. Continued sale of sections of land from the overall land holding would degrade the strategic value of the site and make a quality master planned form of development harder to achieve.

Panuku will look for opportunities to secure certainty over the long term future of the Avondale Racecourse and the playing fields leased by the council. This will include continuing to work with key stakeholders such as the Avondale Jockey Club and the council family to seek positive outcomes.

7.3 Move 3: Strengthen connections with the town centre

We will work with key stakeholders to improve the physical links between the town centre and activity hubs including the train station and cycleways

Figure 6: Move 3: Strengthen connections with the town centre



1. *Pedestrian and cycle connection improvements to the northern side of Crayford St West to strengthen legibility and improve access between the train station and the town centre on Great North Road.*
2. *Extension of Crayford St West as a two-way street along the Central Reserve, to improve the activation of this area, support new community facilities if located here, and providing future connection to the racecourse.*
3. *Incorporate new street links in HNZ and council development sites to optimise the walkability of an intensified residential neighbourhood.*
4. *Pedestrian and cycle connection improvement on Wingate Street to strengthen legibility and access between the Avondale main street and Te Whau pathway.*
5. *Future proof connections into the Avondale Racecourse to improve the permeability of a large urban block.*

It is important that the town centre maximises the benefit of existing and planned investment in transport infrastructure and considers the long term development pattern for the area. The Avondale Train Station is a key strategic asset for the area and there is an opportunity to improve this linkage. There is also a need to work with key stakeholders to improve the local street network in a way that takes into account any future development of the Avondale Racecourse.

Auckland Transport are working on a number of projects in the area including the Te Whau pathway which is a community driven 12km shared path along the western edge of the Whau River between the Te Atatū Peninsular and Green Bay Beach, the New Lynn to Avondale shared path. The recently completed Waterview Shared Path also provides improved cycle connections to the area.

A number of specific transport upgrades and other measures are proposed as part of this plan. Long Term Plan Funding will be sought for the following:

- Crawford Street Extensions - providing improved access to the central reserve and carpark access for the new library and community centre
- Crawford Street Train Station Pedestrian Link
- Whau Path Pedestrian Link

Mana whenua are particularly supportive of improving links to and acknowledgement of the Whau River in the redevelopment of Avondale.

Panuku seeks to provide leadership on these projects and will include them within the detailed Programme Business Case that will follow this plan.



Artists Impression Te Whau pathway

7.4 Move 4: Foster the growth of local businesses

We will work in partnership with the local board and community to implement a retail strategy that attracts new businesses, increasing diversity of products and services

Figure 7: Move 4: Foster the growth of local businesses



1. Support place-making and other initiatives to improve town centre perception and business growth.
2. Demonstrate leadership by introducing new retail and commercial spaces to activate important public spaces.

Regeneration requires strong local business investment to improve the viability of the retail offer. Strong local businesses and an interesting town centre that meet the needs of new and existing residents will be an important factor to providing a town centre that is fit for purpose and provides enduring benefits for the existing community.

8 Proposed implementation

8.1 Development strategy

Panuku will work with existing council owned property to deliver development that supports the regeneration of Avondale. We will also look at further strategic acquisitions where required.

A breakdown of our approach to the HLPP work is summarised below.

- Clarify the current state, including the context for any masterplanning and the preferred realisation strategy – market, strategic, statutory, budget, planning and stakeholder analysis
- Identify key strategic moves
- Identify a strategy for implementation

Each new identified development proposal will go through a detailed business case and implementation stage.

As part of the implementation phase Panuku will assess the current financial benchmark for the properties under consideration and will report additional value creation through the planning and realisation process as well as the ultimate completed built value of the project undertaken by the private sector on the properties.

8.2 Commercial value creation

The Development Realisation Strategy will establish the opportunities these properties present in contributing to the implementation of the strategic moves. It will also establish the basis for the submission of detailed business cases.

8.3 Total value creation

The HLPP will establish a direction that will enable the broader benefits of Unlock Avondale to be assessed at the detailed business case stage. This will consider each of the four well-beings of environment, economic, social and cultural. It will give specific consideration of mana whenua values and aspirations and the recognition of mana whenua identity and footprint in Avondale.

8.4 Project team structure and leadership

The project team is led by the Project Director (Michael Bush) with team members leading various work streams; Strategic Planning (John Carter), Development (Chris White), Place Shaping (Roxanne Haines), Engagement (Marieke Numan), Māori Outcomes (Lou-Ann Ballantyne), and Communications (Chloe Hedley). Overall responsibility for the delivery of the project at an executive level is held by the Project Sponsor (David Rankin).





8.5 Timeframes and phasing

The project is estimated to be delivered within 15 years, when Panuku is expected to have completely enabled the development of the Town Centre. All dates indicated below for tasks to be delivered by Panuku are indicative until further work is completed. Panuku will assume advisory role where delivery of the task is by another agency.

8.6 Outcomes monitoring

The outcomes stated in this HLPP will be monitored and reported after three years of adoption of the Project Plan and three-yearly thereafter. Success will be measured on how the area of influence (area of control where indicated) will achieve the regeneration goals and performance indicators set out below.

Table 1: Performance indicators

Regeneration goals	Performance indicators	Outcomes							
		Panuku			Community				
		Catalyst	Value	Leader	Housing	Environment	Community	Access	Town Centre
 Enhance and restore the natural environment	1 Increase in the use of low-impact design devices to manage stormwater issues			✓		✓			✓
	2 Increase in the number of green buildings and sustainable design	✓	✓		✓				✓
 Sustainable, enabled, connected community	3 Increase in public satisfaction with the quality of the Town Centre development		✓	✓		✓	✓		✓
	4 Increase in public's perception of safety in the Town Centre		✓	✓			✓	✓	✓
 Stimulate local growth, investment & innovation	5 Increase in occupier satisfaction with the quality of the Town Centre		✓				✓		✓
	6 Increase in private investment in the Town Centre		✓	✓					✓
 Liveable	7 Increase in the number of dwellings that are affordable, accessible and sustainable	✓	✓	✓	✓				✓
	8 Diversity of dwelling units (size typology, price points)	✓	✓	✓	✓				✓
	9 Increase in residents sense of community and pride with the way the town centre looks and feels		✓				✓		✓

9 Place-led community engagement and communications

9.1 Our approach

To engage effectively, Panuku will continue to work in partnership with mana whenua and the Whau 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.

9.2 Community and Stakeholder Engagement

Mana Whenua

Based on the belief that effective collaboration will regularly outperform individual or 'siloed' approaches, Panuku is committed to engaging regularly with key stakeholders to ensure that urban regeneration in Avondale takes place in a cohesive way. An Unlock Avondale 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. We will connect with Central Government agencies such as HNZ, the New Zealand Police, Ministry of Education and Ministry of Social Development.

Whau 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 Whau 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

Avondale 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:

- Avondale Community Action Group
- Whau the People
- Avondale Business Association
- Community Waitakere
- Sport Waitakere
- Avondale Primary School
- Mātāwaka

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 Avondale, working closely with the locally-focused council officers and establishing a cross-council engagement working group.

Appendix A: Property schedules

These are sites to be disposed of or otherwise optimised.

	Property address	High-level category	Current use	Area	Potential use	Comment	Management portfolio
D1	1815-1823 Great North Road	Redevelopment of site	Vacant	2912m ²	Residential	Authority to dispose approved 22 April 2014	Panuku – Existing authority to dispose
D2	93 & 99 Rosebank Road	Redevelopment of site	Community facilities	7573m ²	Residential	Subject to the site being no longer required for community facilities	Panuku – Authority sought to dispose