

The project will be facilitated and delivered through a partnership between HLC, Panuku and mana whenua with the actual projects being shaped by an extensive co-design process with the communities and stakeholders who care for the asset. In this context the plan on the opposite page provides an indication of possible opportunities only.

- 1 Kaka Street Reserve (approx. 3480 sq. m) - opportunity for connection to Raleigh Road and Ocean View Road; pathway upgrades; lighting of footpaths and new street furniture.
- 2 Kaka Street (approx. 140m length) - streetscape upgrade and link to the Kaka Street reserve possibly including street trees, paving enhancements and rain gardens / swales.

- 3 Potter Avenue to Greenslade Crescent (approx. 100m length) - new street through Housing New Zealand Corporation (HNZC) development, with street trees, pathways and rain gardens/swales.
- 4 Greenslade Reserve (see key move one).
- 5 Town centre (see key move one)
- 6 Cadness Reserve (see key move one)
- 7 School edge (approx. 5600 sq. m) - an approximately 20m wide, 350m long wide green edge and walkway integrated with a proposed new low speed homezone/shared street within the HLC/HNZC development.

- 8 Link to Hato Pētera (approx. 3800 sq. m) - new reserve on the corner of Fraser Avenue and Tonar Street, creating a connection to Awataha Stream; a shared path component linking with that along the school edge; and new tree plantings; street furniture.
- 9 Linear Park (approx. 230m) - reimagining Fraser Ave as an active urban street including new street trees, paving enhancement, rain gardens/swales, planting, play, art and seating elements.
- 10 Lenihan and Stancich Reserve (approx. 3000 sq. m combined) - furniture upgrade in Lenihan Reserve, upgraded pedestrian links to/from reserves to adjacent streets and opportunities for play spaces in Lenihan Reserve.

All elements will include the opportunity for public art and educational interpretation boards and wayfinding.





## Key move four

### Housing – increasing density, choice and tenure mix

The Northcote redevelopment provides an opportunity to deliver intensified housing with new homes offering more choice in type, tenure and price point.

### Summary

Redevelopment of Northcote's town centre and surrounding residential area delivers higher-density housing, with the new homes offering people more choice in types of housing, tenure and price.

The public sector-led housing (1200 new dwellings developed by Housing New Zealand Corporation and 500 plus new apartments in the town centre) is likely to drive additional market-led housing development.

### Context

Northcote's current housing choice is a mix of private sector and public housing. We have an opportunity to increase housing and tenure choice, due to HLC leading redevelopment of HNZN land being in the area, and residential development part of the mix in the new town centre.

In addition, Panuku is responsible for redeveloping the Housing for Older People villages next to Greenslade Reserve, which will help redefine the reserve area. There are also more potential housing opportunities as a result of New Zealand Defence Force land in central Northcote being returned to the Marutūahu Iwi Collective in 2017.

Panuku will work alongside HLC and others to deliver this key move, which will also act as a catalyst in the market. The effect of a market-led response will be to provide additional housing density in the Northcote area.

The residential development identified by HLC on HNZN land together with the Panuku identified sites in the town centre are likely to raise the resident population from 3000 to 7700 people thereby substantially changing the potential self-sufficiency of the town centre.

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### Key initiatives and projects

- Redevelop HNZN land (by HLC), increasing amount of housing, providing tenure mix and helping address social issues.
- Incorporate apartments in town centre redevelopment to help activate the centre, bring more vitality and improve community safety.
- Upgrade the Housing for Older People villages to increase unit numbers and provide modern accommodation.
- Potential redevelopment of New Zealand Defence Force land may provide additional growth.

HLC's planned development will begin with the removal of 20 existing Housing New Zealand homes that were built in the 1950s and 60s that are now past their best. They will be replaced with 59 homes as a mix of one-bedroom walk-up apartments along with two, three and four-bedroom standalone and terraced houses. HNZN will retain these first 59 homes to allow capacity for moving tenants in future stages.

The proposed second stage will continue renewing the HNZN homes in the area with the aim to make these homes available below or around the median Auckland house price. Some of these homes may have special conditions applied to their purchase to make sure that they are bought by the people that most need them. Others will be available to the open market. The key numbers are:

- 1200 new homes will replace 300 state houses
- About 400 homes for social housing, 600-800 sold on the open market
- 59 homes for HNZN due for completion August 2017
- Total \$750 million development due for completion 2021.

Panuku will facilitate residential development in and around the town centre (see key move one) with an expectation that 500-plus residential apartment units will be built in the town centre and between 110 to 150 units will replace 32 homes on the HfOP sites.



- HNZC
- Town centre
- Housing for Older People
- NZDF / Iwi land



Wāhanga tuawha:  
Ngā whakatūtakinga

## Section four: Delivery

This section outlines how we will deliver the Unlock Northcote project. It provides a high-level introduction to our delivery approach, the broad timing of projects and financial information. The specifics will be further refined through a detailed implementation plan.



Whā 04

# Six key strategies

A significant amount of design, planning and public consultation has taken place in Northcote over the past 20 years. In our approach to this Framework Plan, Panuku has taken this work and local knowledge, and overlaid the new context of the Auckland Plan, the Unitary Plan and the need to vastly increase the number of homes for Aucklanders.

Our approach to the revitalisation of Northcote is based on six key strategies.

## 1. Coordinated investment and activities

In the wider area of influence, Panuku will coordinate the investment and activities of the whole council family to help support the regeneration of social housing by HLC on behalf of HNZC.

Council investment and activities in Northcote include early stormwater works to reduce flooding in the area. Panuku and Auckland Transport's upgrade of Lake Road will slow vehicles on the road, improve amenity for public transport, walking and cycling, and to create a 'welcome mat' on the street. This will signal a sense of arrival at the location of the town centre and make it safe for pedestrians to cross this busy road.

## 2. Town centre improvements

The second strategic approach is within Panuku's area of control in the town centre - Panuku owns most of the ground leases. We will seek to 'unlock' development and improvement of the town centre by working initially with two of the larger leaseholders to agree the development of an improved supermarket with adjoining retail and car parking.

Panuku will seek to improve public spaces in the town centre and, over time, enable the development of residential apartments. Panuku is working with the council and local people to improve community facilities in the town centre with the potential for a new multi-purpose building.

Panuku is also working with the local Business Improvement District (BID) with regards ongoing place management of the town centre, via strong working relationships with local businesses.

Plan showing  
redevelopment of the  
Unlock Northcote  
project area  
(potential)



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Panuku takes pride in the open way it works with the community's elected representatives, particularly the Kaipātiki Local Board, to ensure the goals and funding for the redevelopment are aligned.

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### 3. Working with the community

Panuku takes pride in the open way it works with the community's elected representatives, particularly the Kaipātiki Local Board, ensuring the goals and funding for the redevelopment are aligned. We believe alignment will deliver even better outcomes than would be possible if undertaking investment and activities alone.

In partnership with HLC, Panuku has been engaging with the local community over the past year and will continue to increase the level of engagement and communication activities to ensure people are kept informed about changes.

The community will be involved with shaping and designing projects where appropriate. Specifically the Blue-Green Way will rely on community input to help design spaces around the activity that people want to do there.

Northcote already has a well-rounded calendar of events and activities. Panuku is working with key groups in the area to support their work as well as design programme as a part of our placemaking workstream.

The Northcote area is significant to mana whenua in the context of the whole of Auckland. Panuku is working with mana whenua representatives at both a governance and kaitiaki level to ensure important stories are told through the design of the place. We also want to maximise tikanga philosophies to provide a high-quality urban outcome for all.

### 4. Systems thinking

A 'systems thinking' approach is being used for key aspects of the Northcote project.

A good example lies with the Blue-Green Way (key move two). A systems thinking approach will enable everyone to see the big picture, understand how they can contribute to the issues, and opportunities and, perhaps most importantly, mobilise people to optimise the whole system rather than part of it.

This approach deals with a range of perspectives and ideas and helps develop a collective view.

### 5. Working in partnership

While this Framework Plan focuses on Panuku activities in the Northcote renewal, it is the integrated and collective effort with our partners that is critical to our delivery approach and the project's ultimate success.

#### Mana whenua

Panuku is a caretaker, or kaitiaki, and developer of land on behalf of Auckland Council. Auckland's mana whenua are the indigenous people of the land acknowledged by council as Kaitiaki of Tāmaki Makaurau.

Panuku acknowledges through the principles of Te Tiriti o Waitangi and the importance of land to Māori that our particular relationship with mana whenua is one of partnership in managing and developing this essential element. Mana whenua also have a commercial interest in developing the land; this may be through land ownership, or as investors or developers of projects.

#### Crown and public institutions

Panuku has established relationships with the Crown agencies and public institutions that are key partners and potential major contributors and investors in the overall project.

Partnership with Crown agencies is vital and will enable larger-scale integrated projects to be achieved. In particular, working in tandem with the Crown agencies will significantly improve the housing stock and see the quality of life and health benefits of living in warm, dry, safe homes.

#### Council and CCOs

Within the family of Auckland Council and its CCOs (council-controlled organisations, of which Panuku is one), there are multiple partnerships throughout the planning, advocacy and delivery of Unlock Northcote. We will work with the council family to coordinate our efforts and expertise, and identify project synergies to maximise the community benefits that can be achieved.

#### Private sector

The private landowners and development community have an essential role to play in the delivery of commercial sites. The benefit of the partnership approach is that both parties leverage off one another to create the best sustainable outcomes.



## 6. Place-led engagements

Panuku is committed to place-led engagement where we tailor our approach in each community to best harness the local identity, attributes and aspirations.

We recognise that valuable engagement uses several disciplines, including:

- Place making
- Communications
- Marketing
- Stakeholder engagement.

Panuku is committed to engaging regularly with key stakeholders to ensure that urban revitalisation in Northcote takes place in a cohesive way.

For Panuku, the place-making approach seeks to ensure that we acknowledge and work with the creativity, energy and enthusiasm of the local community in Northcote.

The aim in the first instance is to develop deeper networks of people who can contribute to place-based planning and to identifying and delivering early activation.

This early activation is aimed at testing ideas and assumptions, as articulated within the key moves, as well as creating and enhancing vibrancy, which grows community support and involvement. This will, in turn, help to attract private sector interest and investment. Identifying and supporting cheerleaders and champions within the community and key stakeholder organisations will assist Panuku in driving change.

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There are interdependencies between the key moves and projects suggesting a set of priorities for action which will be further expressed in the Implementation Plan

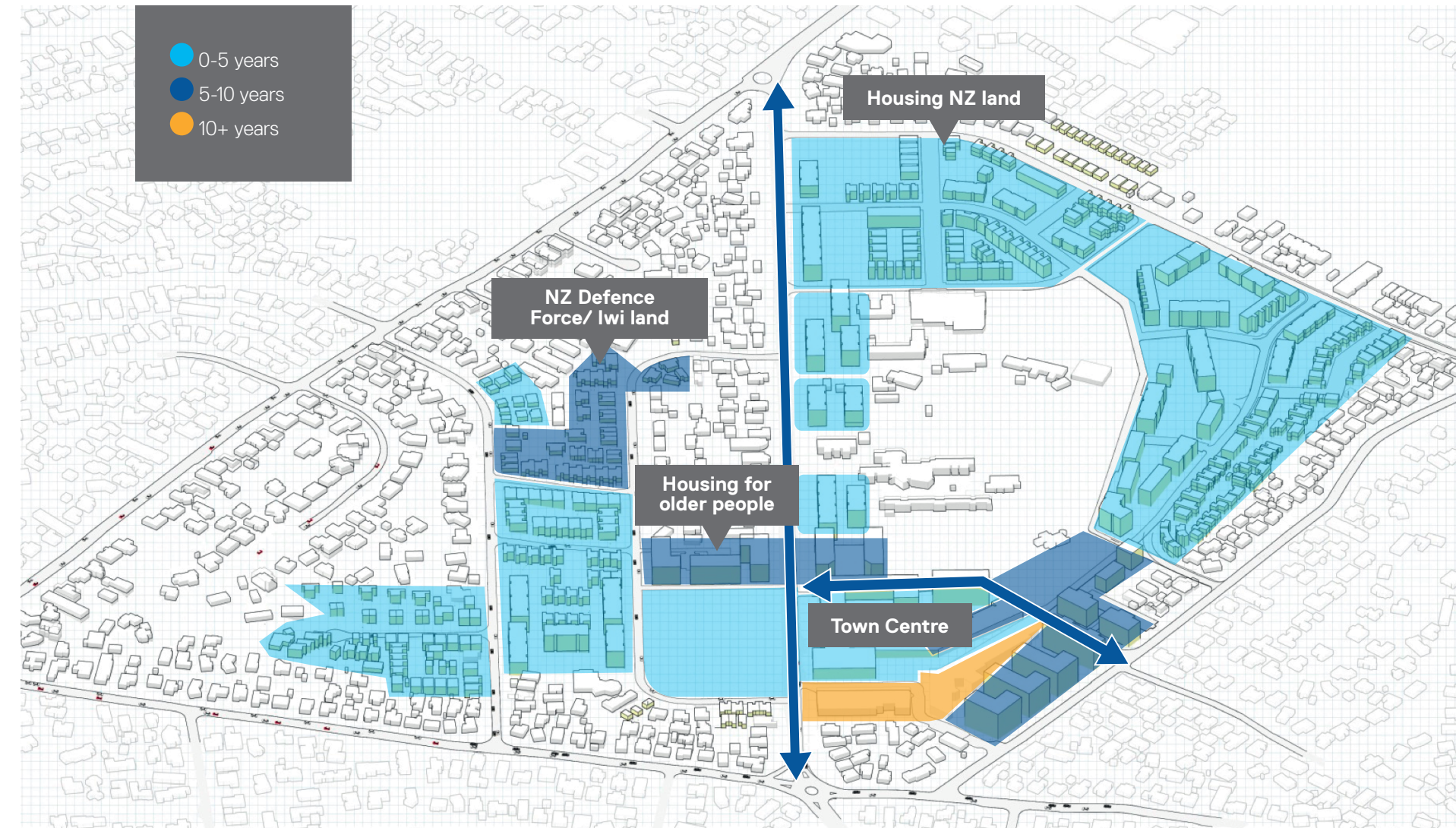
## Timing

### Broad staging

The diagram opposite shows the broad staging of development in Northcote over the next 10 years and beyond.

There are interdependencies between the key moves and projects suggesting a set of priorities for action which will be further expressed in the Implementation Plan. In summary they include the following:

- The supermarket led mixed-use development cannot be realised until the town centre flood risk is dealt with i.e. the Greenslade Reserve project has been delivered.
- The new town square can only be constructed once the supermarket development has been realised and the existing at grade parking is replaced in its basement.
- Cadness Reserve can only be comprehensively improved and Ernie Mays Street extended when/if the existing community facilities are relocated and the supermarket development is completed.
- An upgrade of Pearns Crescent to include removal of buses can only occur once the Lake Road upgrade and Ernie Mays Street extension have been delivered.
- New HLC development on Lake Road would benefit from Lake Road being upgraded as a neighbourhood street.
- Proposed HLC housing redevelopment and Panuku's scheme on Greenslade HfOP site necessitate local 'decant' accommodation to ensure that the existing residents can where possible 'remain in place'



## Financial considerations

The total level of investment in Northcote to be leveraged from realising this Framework Plan by 2030 is estimated to be more than \$1.1 billion.

### Numbers by key moves

**Key move one:** Overall, this move concentrated on the town centre will unlock an estimated \$500 million in total investment value.

**Key move two:** Cost estimates of delivering Lake Road and associated projects are estimated to be up to \$10-15 million.

**Key move three:** The total cost of the Blue-Green way key move is an estimated \$10 million.

**Key move four:** The total investment value of the housing key move is conservatively estimated to be up to

\$1.05 billion. About \$750 million will be leveraged from Housing New Zealand Corporation and Hobsonville Land Company developments, and \$300 million associated with Panuku-identified town centre and Housing for Older People sites).

All final costs and sums will be determined by ongoing feasibility investigation and design.

Costs and the associated funding strategy will be further detailed in the Unlock Northcote Implementation Plan due for completion in 2017.





# Monitoring and review

Panuku will continually review progress towards achieving the goals and outcomes for Unlock Northcote.

The following are the key performance indicators (KPIs) upon which we will measure progress and impact. The KPIs are not intended to be an exhaustive list but seek to establish an appropriate range of representative measures across a wide range of activities.

Measuring our KPIs will generally occur every three years (subject to the type of measure).

Targets under each will be set through Unlock Northcote Implementation Plan in 2017.

## KPIs for Goal one

### Northcote's function within a local and regional context

**Our goal:** Create an attractive central Auckland town centre and neighbourhood with a unique identity and offer (houses, shops, community facilities and employment opportunities) focused on meeting local needs.

#### KPIs

1. Percentage of workers, residents and students using sustainable transport modes (walking, cycling, bus or train)
2. Percentage of residents working or studying in the area
3. Percentage number of pedestrians increase and people stay longer (public life survey to provide baseline)
4. Number of dwelling units (within Northcote town centre and wider unlock area)
5. Diversity of visitors (age, ethnicity, income, origin)
6. Number of sq.m gross floor area of new retail space
7. Number of workers and business
8. Number of residents
9. Percentage of people perceive Northcote as a great place
10. Number of hospitality (food and beverage) outlets and number open beyond 5.30pm weekdays and open in the weekend.

## KPIs for Goal two

### Northcote's form and the way the place touches the land

**Our goal:** Create a place with an urban form that is connected, walkable, human-scale, high-quality, resilient and responsive to the needs of residents and businesses and its natural environment.

#### KPIs

1. Sq.m of street and public realm upgrades
2. Linear metres of Blue-Greenway enhanced
3. Percentage of visitors satisfied with quality of public spaces
4. Number of linear meter of new or upgraded cycleways
5. Number of buildings that meet sustainability design standards
6. Number of dwellings that meet Lifemark universal design standards
7. Diversity of dwelling units (size, typology, price points, tenure)

## KPIs for Goal two

### Northcote's people bring vibrancy and pride to the place

**Our goal:** Create a place that supports a diverse mix of people (and incomes) who are actively engaged in and enjoy the benefits of living, working and playing in a successful and culturally rich place.

#### KPIs

1. Percentage of local residents and businesses agree to a sense of community and pride
2. Percentage of local residents and businesses satisfied with the quality of the Centre
3. Percentage of local residents, businesses, and visitors perceive public spaces are safe, during day/at night and weekends
4. Percentage of satisfaction with community facilities and services
5. Reduction of incidences of crime reported within Northcote
6. Number of Māori initiatives implemented or active (commercial, cultural, environmental)
7. Percentage of visitors satisfied with the quality and variety of events in the centre
8. Percentage of local population regularly attending cultural events and activities in the centre
9. Number of people attending all placemaking activities

# Glossary



Māori word	Definition
ahikā	the people who keep the home fires burning. Not necessarily mana whenua of that place.
awa	river, stream or creek.
hapū	a number of families related through a common ancestor – section of a large kinship group.
iwi	a number of hapū related through a common ancestor – section of a large kinship group.
kaitiakitanga	guardianship, trusteeship.
kotahitanga	unity, togetherness, solidarity, working collaboratively.
mahi toi	arts, crafts.
mana	authority, status, prestige bestowed on one by others.
mana whenua	the people of the land who have mana or customary authority – their historical, cultural and genealogical heritage is attached to the land and sea.
manaakitanga	hospitality, generosity.
mataawaka	Māori whose authority resides outside the Auckland Council region.
mātauranga	knowledge.

Māori word	Definition
maunga	mountain, mount or peak. In the Auckland Council context, it also refers to the region's volcanic cones.
mauri	life force.
mauri tū	Te Aranga Māori Design Principle term used to refer to environmental health. Not its literal meaning.
moana	sea, ocean or large lake.
pā	Māori settlements or villages.
rangatiratanga	authority made evident through a person's chiefly deeds towards others in the interest of hapū and iwi. In the context of this document, the right to exercise authority and self-determination within the realms of one's own iwi/hapū.
rohe	region, district or area.
taiao	natural environment, nature or natural world.
tangata whenua	original, indigenous people of the land.
taonga	a treasure, which can be either tangible or intangible.
te ao Māori	literally means the Māori world; including its language, processes and practices based on the Māori belief system.

Māori word	Definition
tohu	literally means a sign, indicator, landmark, symbol, mark, signature or instruction.
toiora	wellbeing and welfare.
waka	traditionally, a canoe. In modern terms, a vehicle used for transportation purposes or a receptacle to hold things.
wāhi tapu	literally means sacred place. Includes burial grounds, and other places of cultural significance.
wairuatanga	spirituality.
whakapapa	genealogy and ancestral links tracing Māori to Io, Rangi and Papa etc.
whakataukī	proverbial saying.
whānau	family, and in the modern sense a term used for a group of people who may not necessarily have any kinship ties.
whanaungatanga	relationships and kinship ties. In a modern context, a sense of affinity, association and affiliation with others.
whenua	land, country, earth, ground. Also placenta and afterbirth.

## Contact

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