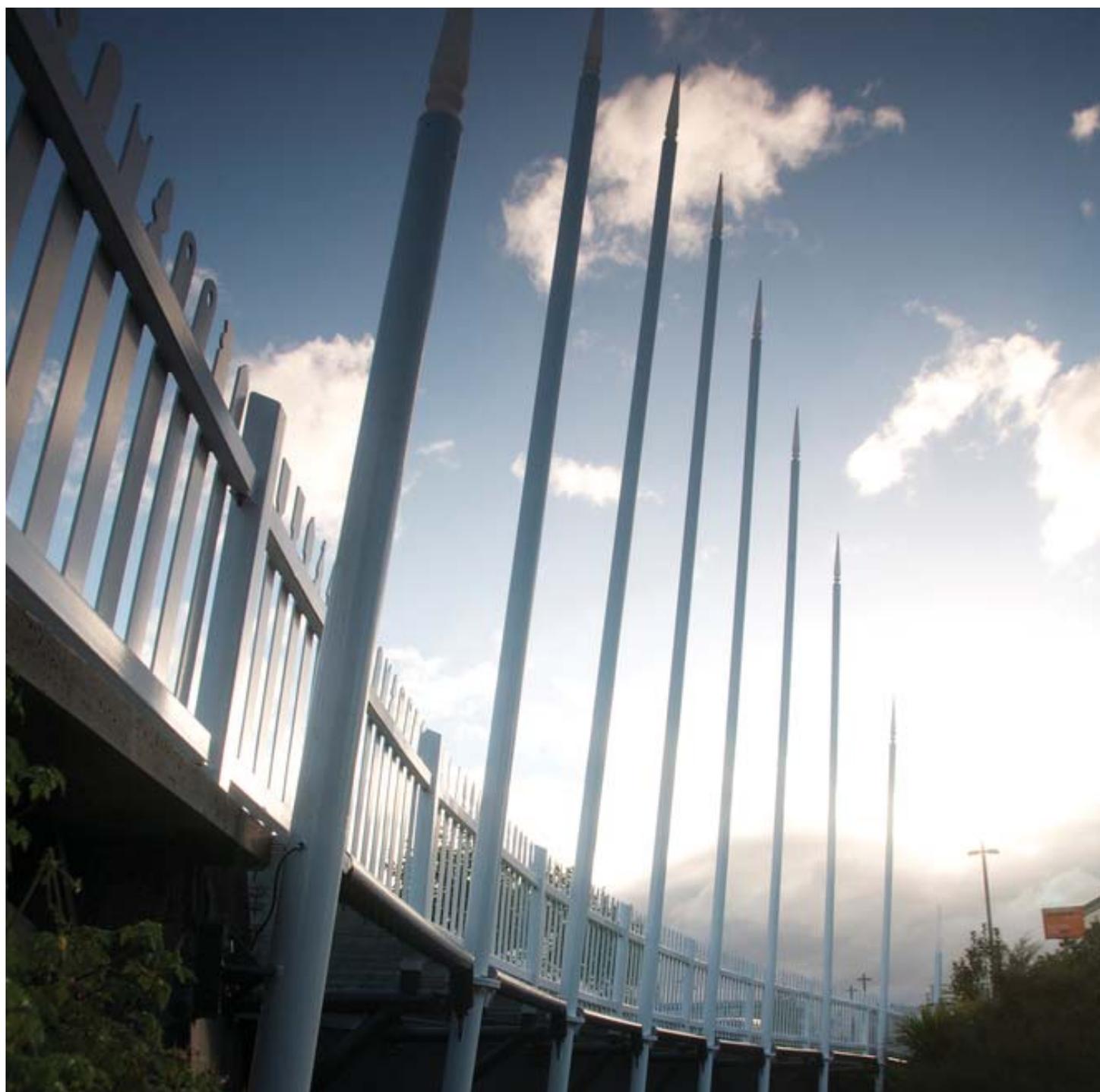


HENDERSON IMPLEMENTATION PLAN

**STRATEGIC PROJECTS TO REVITALISE
HENDERSON: 2014 - 2040**

MAY 2014



Prepared for the Henderson-Massey
Local Board by



MESSAGE FROM THE LOCAL BOARD CHAIR

Henderson is a unique and special place and this document seeks to celebrate that.

Henderson is a metropolitan centre and is pivotal in providing the community with a wide range of activities. This includes retail and commercial services, community social infrastructure, excellent open spaces inclusive of a unique twin streams network, art, culture, wine heritage, community and sporting events, and a well-established transport hub.

To ensure it thrives and meets the needs of a growing population, this 40-year Henderson Implementation Plan has been created to provide actions to the Auckland Plan, inform the Local Board Plan 2014-2017 and create extraordinary liveable growth for the Henderson community.

In addressing these needs, the Henderson Implementation Plan identifies six key moves that provide a framework of short, medium and long-term projects to further enhance the town centre and also help to increase future local employment opportunities:

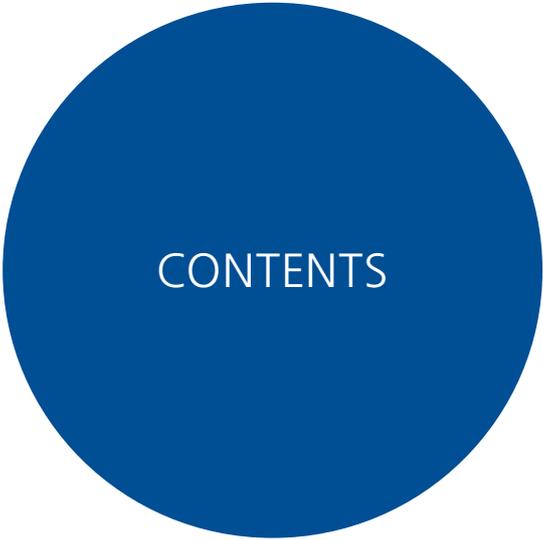
- ▶ Enlivening Henderson's main street
- ▶ Identifying and championing high quality living opportunities
- ▶ Creation of a mixed-use precinct at Trading Place
- ▶ Re-connecting with Corban estate
- ▶ Enhancing community and neighbourhood safety
- ▶ Enhancing community and economic opportunities

The Henderson Massey Local Board partnered with Beca consultancy services to produce this implementation plan to ensure that the community's vision remains the driving force for change – for a Henderson Metropolitan Centre which is a lively and welcoming place where people of all ages want to live, where business thrives and everyone's needs are met.



Vanessa Neeson

Chair, Henderson-Massey Local Board



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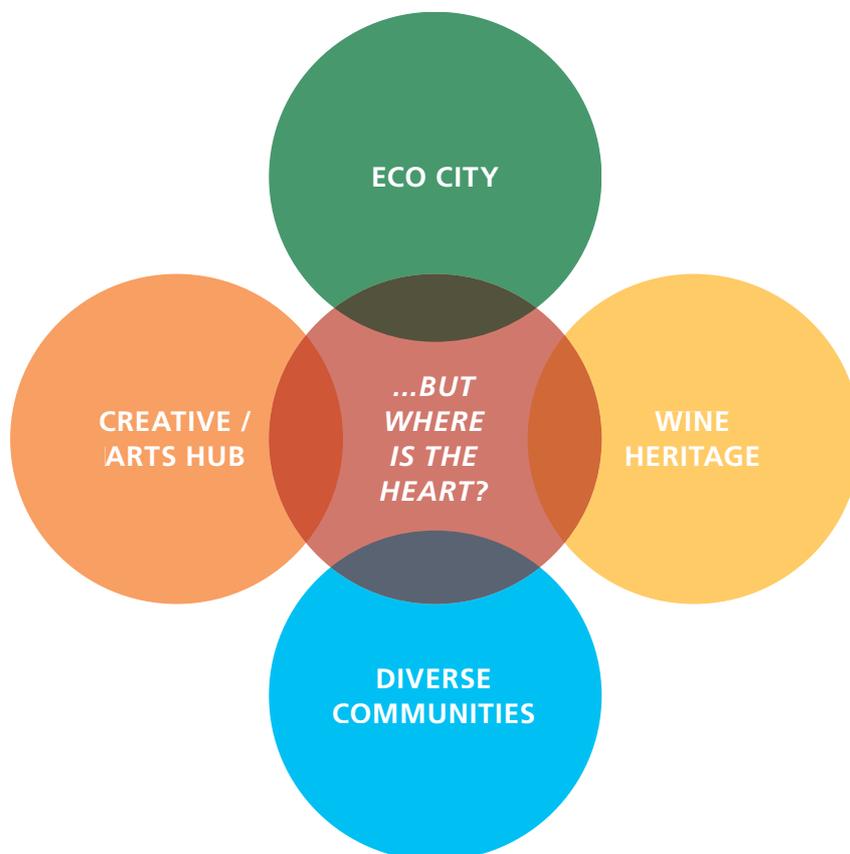
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1

INTRODUCTION

Henderson is a vibrant metropolitan centre located in the heart of West Auckland, with a diverse and youthful population. Henderson has a unique history and strengths which make it an attractive area for current and future residents to live, work and play.

During the preparation of this Plan, key themes for Henderson heard at stakeholder workshops were:



Significant growth is planned in Henderson over the next 25 years under the Auckland Plan, and the centre has potential to grow as a safe, attractive and vibrant mixed use business and residential destination. To support Auckland Council's vision for Auckland as 'the world's most liveable city', the Henderson-Massey Local Board has developed a vision of 'liveable growth' - high quality development supported by urban revitalisation which promotes social, cultural, economic and environmental wellbeing.

Liveable Growth requires focusing on building upon Henderson's strengths: its strategic location (including surrounding economic and employment areas of Henderson South and the Lincoln Road corridor), strong transport links, diverse and youthful population, attractive parks, education facilities, and function as a hub for civic/government, social and community services.

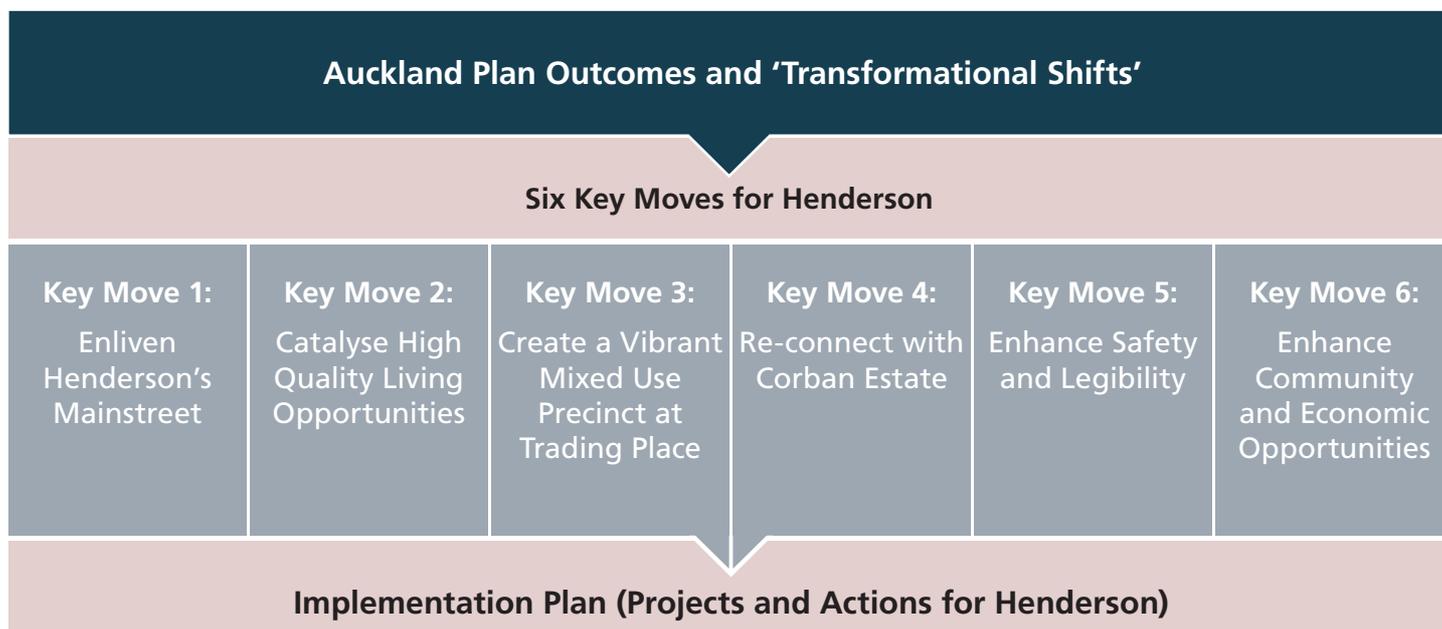
However, future growth needs also to respond to a number of challenges, including a disconnected and vehicle dominated centre, safety and social issues, and in parts, an unattractive urban environment.

Auckland Plan Vision	Henderson-Massey Local Board Vision
<p>To become the world's most liveable city. As the world's most liveable city, Auckland will be a place that:</p> <ul style="list-style-type: none"> ▶ Aucklanders are proud of; ▶ They want to stay or return to; and ▶ Others want to visit, move to, or invest in 	<p>Henderson Metropolitan Centre enables 'Liveable Growth' through a safe, attractive and vibrant mixed use environment, unique to Henderson and attractive to residents, visitors, businesses and investors.</p>

1.1 PURPOSE OF THE HENDERSON IMPLEMENTATION PLAN

The Henderson Implementation Plan presents key moves and an implementation plan to catalyse liveable growth in the Henderson metropolitan centre and respond to the outcomes of the Auckland Plan. The Henderson Implementation Plan sets out projects and actions to 2040, with an emphasis on 'quick wins' and short term projects which can feasibly be investigated and/or implemented in the next five years.

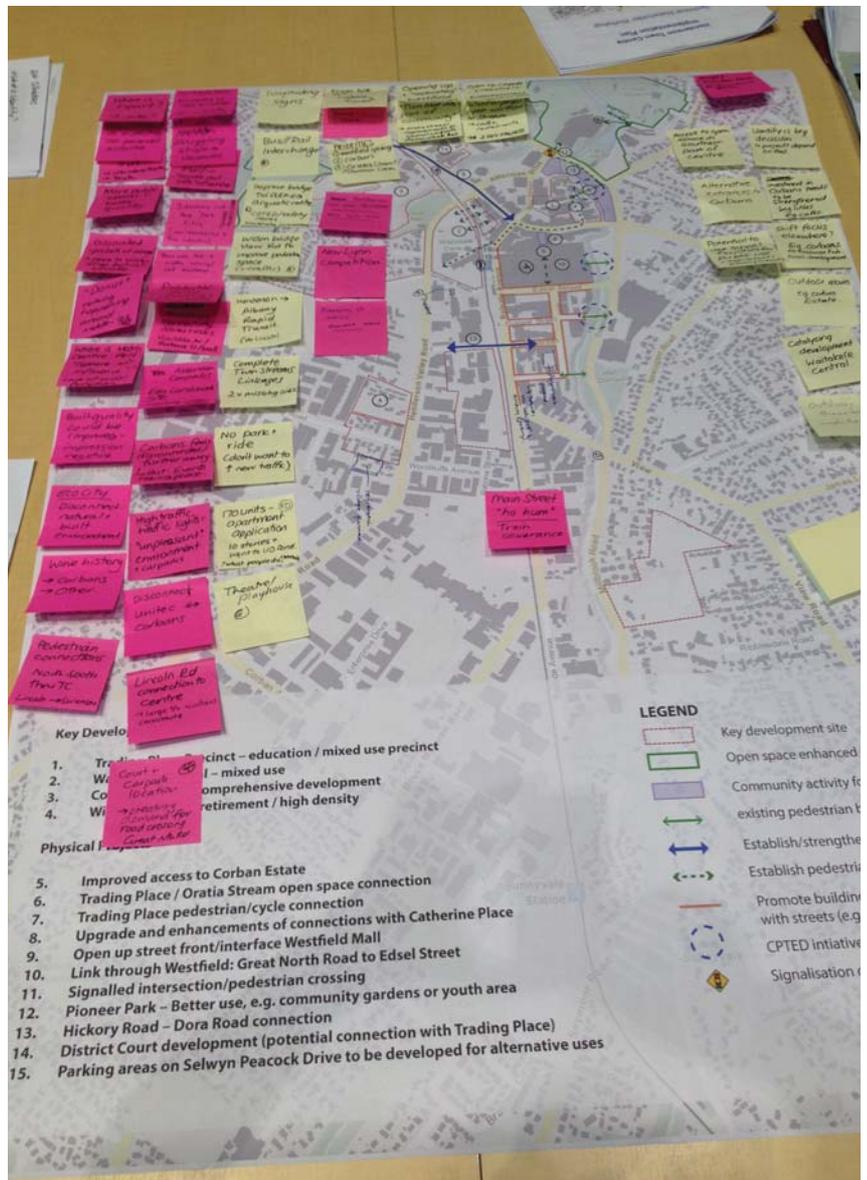
Structure of the Henderson Implementation Plan (diagram) ▾



1.2 THE PLAN DEVELOPMENT PROCESS

The process for developing the Henderson Implementation Plan involved:

- ▶ Reviewing existing plans and strategies for Henderson to identify local identity, strengths, issues, challenges, aspirations, proposed projects and opportunities (refer to Appendix 2 for list);
- ▶ Workshops and meetings with key stakeholders from Auckland Council, Auckland Transport and a range of community and business organisations in Henderson (refer to Appendix 3 for list);
- ▶ A series of workshops with the Henderson-Massey Local Board to agree key priorities and actions for the Henderson Implementation Plan; and
- ▶ The development of six key moves and strategic projects (supported by an implementation plan) to deliver the vision for 'Liveable Growth' in Henderson.



Key Stakeholder Workshops, 5th and 7th March 2014

1.3 TOWARDS IMPLEMENTATION AND PARTNERSHIP

The projects and actions of the Henderson Implementation Plan will be achieved by the Henderson-Massey Local Board working in partnership with a range of stakeholders, particularly Auckland Council and its Council Controlled Organisations (CCOs). The Local Board will directly fund some of the projects and actions identified in the implementation plan (section 4), while in other cases their role will be one of facilitation and advocacy to wider delivery partners.

We recommend that the Local Board advocate for the establishment of an 'implementation committee' consisting of key individuals from Auckland Council, CCO's and key community / business stakeholders, to implement the actions in this plan in a coordinated way and give the plan life beyond this written document.



2 — AUCKLAND PLAN OUTCOMES

The Auckland Plan establishes seven outcomes, which represent what the world’s most liveable city will look like in 2040. This is supported by six ‘transformational shifts’ which are needed to achieve the vision and outcomes for Auckland.

These outcomes and ‘transformational shifts’ form the basis for how Henderson will grow and change in the next 30 years, to help to deliver the vision of the Auckland Plan. The outcomes and shifts drive what it means to achieve ‘Liveable Growth’ in Henderson, and therefore have assisted to provide the strategic direction for this Implementation Plan.

▽
Auckland Plan Outcomes and ‘Transformational Shifts’²



Henderson is identified as a metropolitan centre in the Auckland Plan (one of ten from across the Auckland region). Metropolitan centres are important business and employment areas, and areas where the most change and urban development will occur in the next 30 years. Residential development is anticipated to take the form of a mix of high, medium and low-rise apartments, as well as terraced houses and town houses.

²This is further supported by 13 ‘directives’ and the Auckland Plan Development Strategy. For details, refer to pages 30-65 of the Auckland Plan.

3

KEY MOVES FOR HENDERSON

The following six 'key moves' outline the most significant changes for Henderson to achieve the outcomes and 'transformational shifts' of the Auckland Plan, and the Local Board's vision for liveable growth.

KEY MOVE 1: ENLIVEN HENDERSON'S MAIN STREET

Encouraging increased activity and new business development on Great North Road can re-invigorate Henderson's commercial heart and identity, drawing more people onto the street, adding vibrancy, improving safety and community pride. Improving the quality of the public realm, together with new activities and events centered around the Main Street area, are key to developing Henderson as an attractive and exciting destination with a walkable and sociable centre.

Investment into Henderson's Main Street can revitalise existing and catalyse new business development. This, coupled with the establishment of a Henderson Business Improvement District and the actions proposed as part of key move 6, can assist to create more local jobs.

KEY MOVE 2: CATALYSE HIGH QUALITY LIVING OPPORTUNITIES

More people living in Henderson in quality, affordable developments will bring vibrancy and life to the area, supporting retail, making streets more active and stimulating Henderson's night-time economy. New residential development and liveable growth in Henderson can be catalysed by providing good access to quality amenities, transport options and public open spaces.

KEY MOVE 3: CREATE A VIBRANT MIXED USE PRECINCT AT TRADING PLACE

Providing a mix of uses and quality development in Trading Place will introduce new economic, educational, living and recreation opportunities, creating an area that is safer and more attractive for residents and visitors to use. These opportunities will assist to provide new prospects to young people living in the area, contributing to social and cultural wellbeing. There are significant opportunities for development to front Oratia Stream as part of this precinct.

KEY MOVE 4: RE-CONNECT WITH CORBAN ESTATE

The Corban Estate Arts Centre, located at Henderson's historic Corban Winery Estate, is a significant heritage and community asset, art and cultural activity provider. However, the geography and location of Corban Estate means that the destination is currently not well connected with Henderson's centre. There is significant potential to provide clearer, safer and more attractive pedestrian and cycle connections, so that Corban Estate becomes an integral part of Henderson's centre and identity.

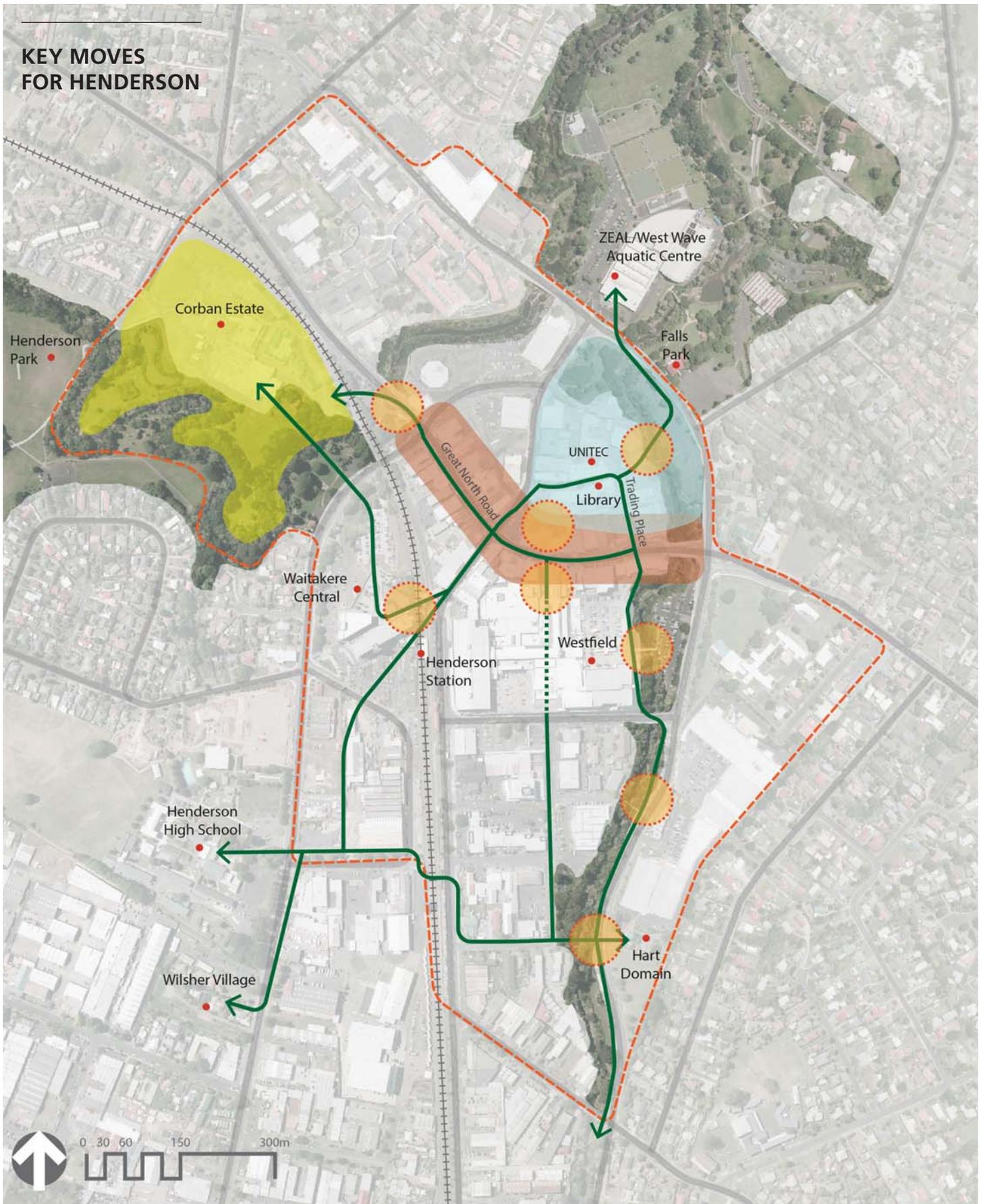
KEY MOVE 5: ENHANCE SAFETY AND LEGIBILITY

Improving safety (and perceptions of safety) is important for Henderson to grow as an attractive destination to live, work and play - for families and people of all ages. Crime Prevention through Environmental Design (CPTED) is a key tool to address current safety 'hot spots'. The 'legibility' of the centre is also important to improve the attractiveness of Henderson for development. Clear and logical wayfinding between Project Twin Streams and other key destinations in Henderson will help to encourage greater pedestrian activity, and provide an opportunity to promote the area's local identity and history.

KEY MOVE 6: ENHANCE COMMUNITY AND ECONOMIC OPPORTUNITIES

Improving Henderson's community facilities and promoting local job opportunities has social and economic benefits, and can help to dramatically improve quality of life for current and future residents. This key move has a strong focus on improving opportunities for Henderson's youth.

KEY MOVES FOR HENDERSON



-  Key Move 1: Enliven Henderson's Mainstreet
-  Key Move 2: Catalyse high quality living opportunities
-  Key Move 3: Create a vibrant mixed use precinct at Trading Place
-  Key Move 4: Re-connect with Corban Estate
-  Key Move 5: Enhance Safety and Legibility
-  Key Move 6: Enhance Community and Economic Opportunities

Corban Estate



ZEAL



Falls Restaurant



Main Street (Great North Road)



Waitakere Central



Waitakere Central



Westfield Mall



KEY MOVE 1: ENLIVEN HENDERSON'S MAIN STREET

Contribution to Auckland Plan Outcomes and Transformational Shifts:

A fair, safe and healthy Auckland	A green Auckland	An Auckland of prosperity and opportunity	A well connected and accessible Auckland	A beautiful Auckland that is loved by its people	A culturally rich and creative Auckland	A Māori identity that is Auckland's point of difference in the world
Dramatically accelerate the prospects of Auckland's children and young people	Strongly commit to environmental action and green growth	Move to outstanding public transport within one network	Radically improve the quality of urban living	Substantially raise living standards for all Aucklanders and focus on those most in need	Significantly lift Māori social and economic well-being	

- 1.1 Through new temporary and permanent uses (e.g. events, art projects, pop up art on the street), encourage activity and renewed vibrancy along Henderson's Main Street (Great North Road)
- 1.2 Establish a Henderson Business Improvement District
- 1.3 Reduce vehicle traffic flows through the Main Street area, providing for a pedestrian oriented centre
- 1.4 Work with the owners of the Catherine Plaza shops and Westfield to provide more active uses in and around Catherine Plaza
- 1.5 Undertake public realm upgrades in targeted areas along Henderson's Main Street (Great North Road) to attract new investment and visitors to the centre
- 1.6 Strengthen the existing heritage / cultural walking trail to connect Henderson's Main Street to the rail station, the Twin Streams and other areas of heritage/cultural significance

Events and active uses at Catherine Plaza



Vacant shop-front art



Main Street (Great North Road)



Elliot Street Shared Space



Māori art outside Henderson Library



KEY MOVE 1 MAP



-  Indicative Business Improvement District (BID)
-  Pedestrian crossings enhancements
-  Priority streetscape upgrade areas
-  Heritage building
-  Reduced vehicle traffic flows along Great North Road
-  Upgraded and new open space areas e.g. public open space and private outdoor dining
-  Enhanced pedestrian through-site links (focus on safety and legibility)

KEY MOVE 2: CATALYSE HIGH QUALY LIVING OPPORTUNITIES

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2.1 Through appropriate incentives and provision of supporting infrastructure and amenities, encourage high quality, medium-high density development within and adjacent to the Metropolitan Centre

2.2 Enhance existing and provide new public open space within Henderson's Metropolitan Centre, to assist in enhancing amenity, connectivity, ecology, social and cultural wellbeing

2.3 Enhance connections with local amenities, including public transport, education, employment, shopping and open space

Quality medium density residential development in Henderson



Quality medium density residential development in Henderson



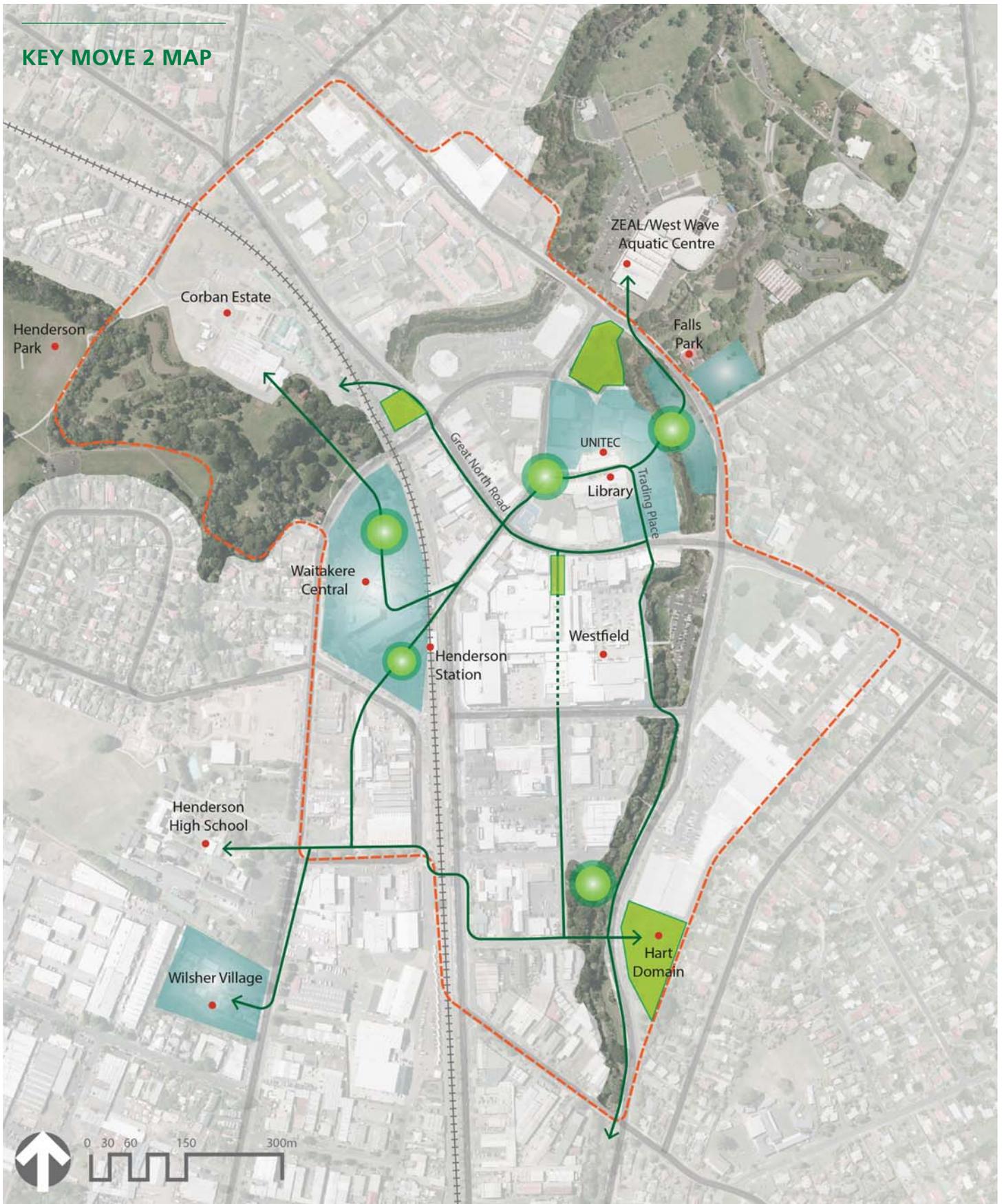
Quality open space: Japanese Gardens at Waitakere Central (source: www.auckland-west.co.nz)



Master planning concept showing indicative development pattern catalysed by open space and pedestrian connections



KEY MOVE 2 MAP



Intensification area (Proposed Auckland Unitary Plan Metropolitan Centre Zone)



Key Development Sites



Priority pedestrian and cycle connection improvements



Priority existing public open space improvements



Future public open space provision / improvements (indicative location)

KEY MOVE 3: CREATE A VIBRANT MIXED USE PRECINCT AT TRADING PLACE

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- 3.1 In collaboration with key stakeholders and land owners (including Unitec), develop a Precinct and Implementation Plan for Trading Place to facilitate the development of educational, living, business, residential, community and open space uses
- 3.2 As part of a Trading Place Precinct, improve pedestrian/cycle connections between Trading Place and surrounding community destinations
- 3.3 As part of a Trading Place Precinct, develop mixed use commercial (at ground floor), residential and public open space along Alderman Drive overlooking Oratia Stream

Henderson Library and Unitec (source: www.architectus.com.au)

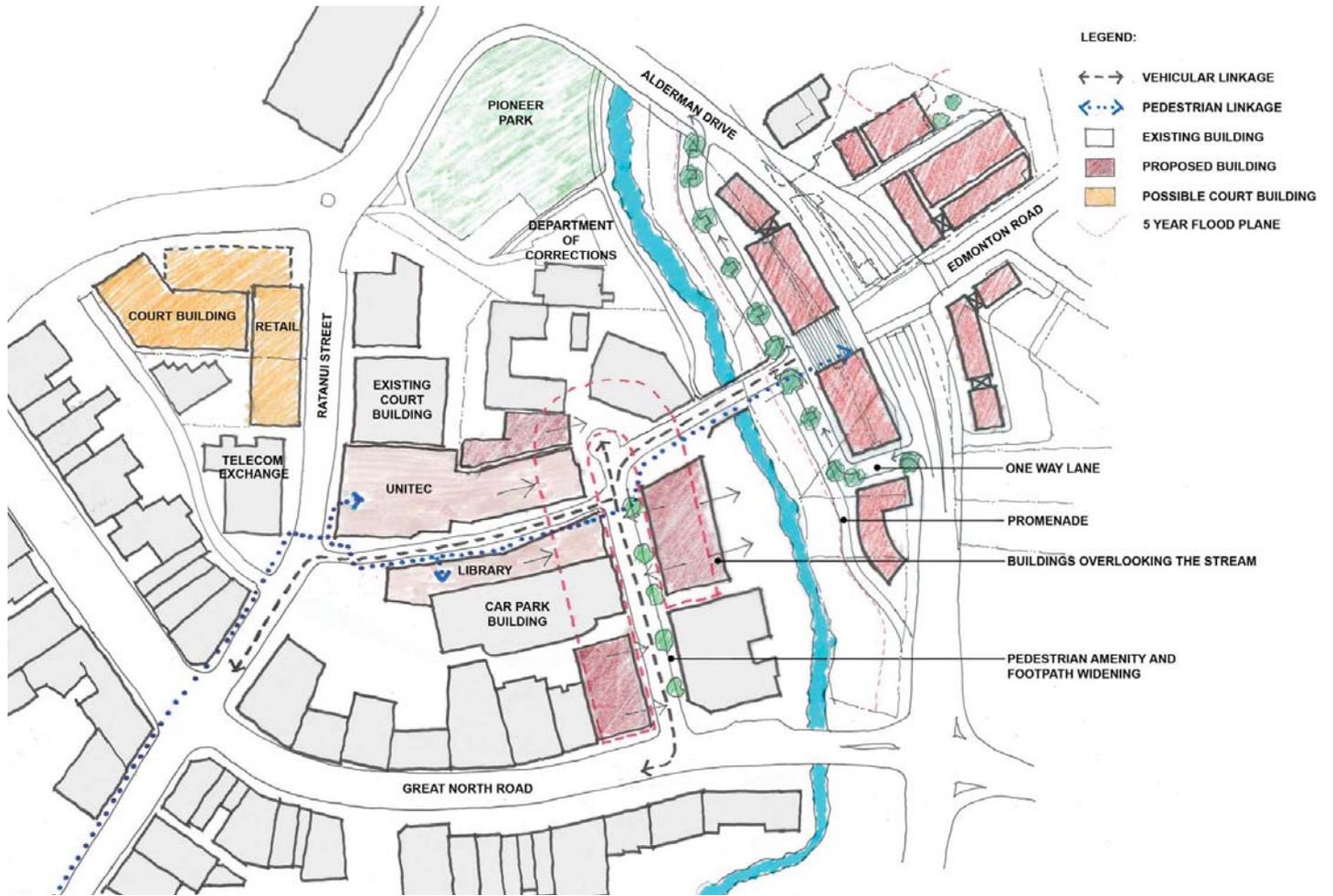


Henderson Library



KEY MOVE 3 MAP

Indicative Trading Place Precinct Concept³ to be further developed, sourced from Henderson Tertiary Precinct (Waitakere City Council and Architecture Brewer Davidson Limited, 2008).



Henderson Tertiary Precinct (Waitakere City Council and Architecture Brewer Davidson Limited, 2008).



³Note: The new Court building location will be on Great North Road, not in the location shown on this map.

KEY MOVE 4: RE-CONNECT WITH CORBAN ESTATE

Contribution to Auckland Plan Outcomes and Transformational Shifts:

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4.1 Strengthen the Great North Road pedestrian link and wayfinding signage to Corban Estate from Henderson's Main Street and Train Station

4.2 Develop the site adjoining Corban Estate to the east between Great North Road and the rail line (currently car parking) as an intermediary destination, such as for art / murals / building development, a heritage museum, or an arts or similar commercial venture

Wayfinding signage



Corban Estate Arts Centre (source: www.ceac.org.nz)



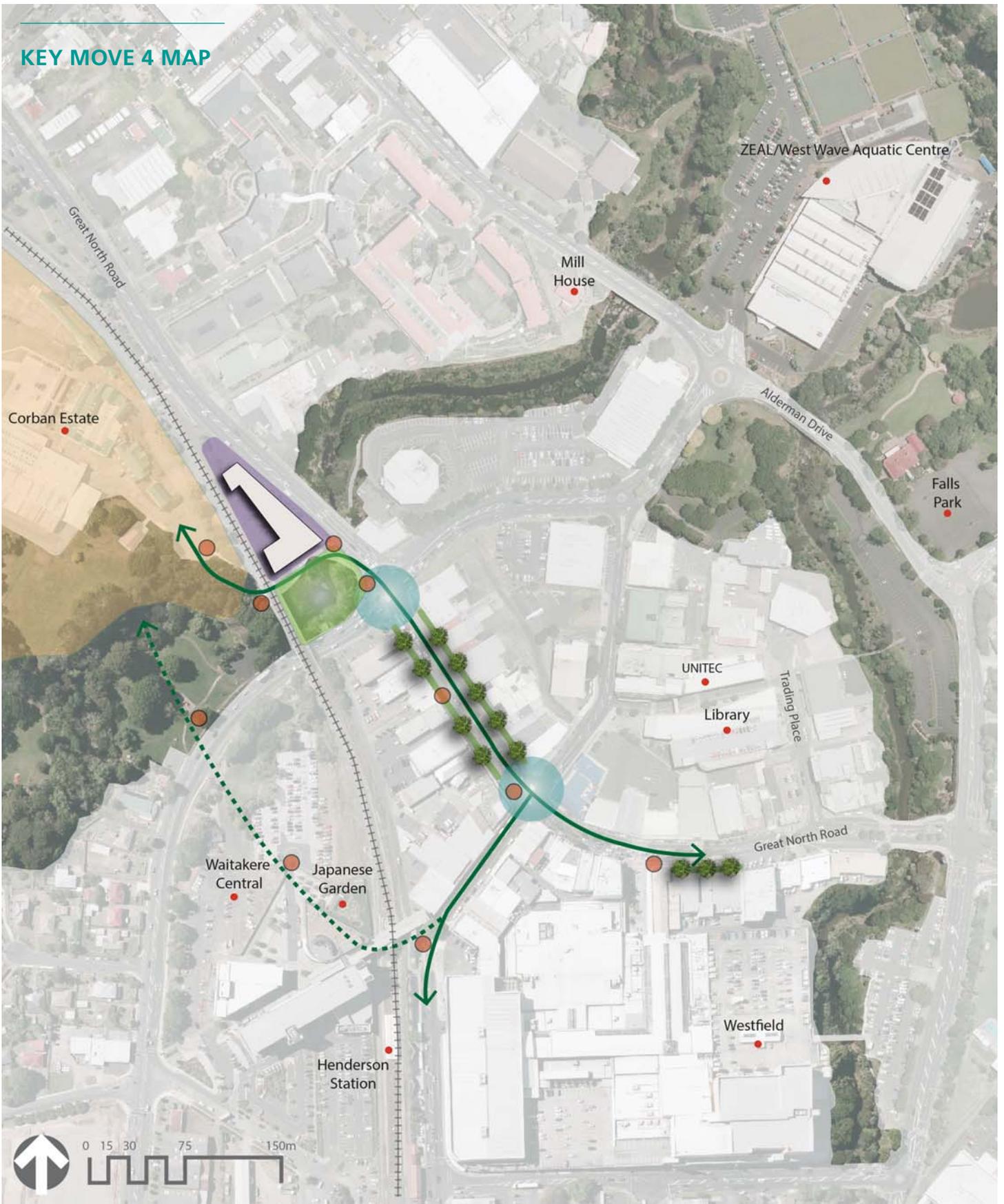
Mural wall at Corban Estate



Corban Estate Arts Centre signage



KEY MOVE 4 MAP



- Corban Estate
- Pedestrian crossings enhancements
- Priority streetscape upgrade areas
- Way finding signs / art (indicative locations)
- Priority pedestrian connections
- Future pedestrian connections
- Potential development site, including commercial arts and/or community arts
- Upgrades to public open space, in association with adjoining development

KEY MOVE 5: ENHANCE SAFETY AND LEGIBILITY

Contribution to Auckland Plan Outcomes and Transformational Shifts:

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- 5.1 Improve safety 'hot spots' through implementation of crime prevention through environmental design (CPTED) principles and other initiatives
- 5.2 Strengthen the connection of the Henderson Metropolitan Centre to the Twin Streams, improving visibility and connectedness of walking and cycling tracks along the streams
- 5.3 Work with the light industries that adjoin Project Twin Stream spaces to visually improve their outdoor surrounds

Pedestrian Linkages in Henderson



Falls Park



KEY MOVE 5 MAP



Intensification area (Proposed Auckland Unitary Plan Metropolitan Centre Zone)



Priority pedestrian and cycle connection improvements



Safety 'hot spots' to address through design and management



Industry amenity improvements with adjoining public reserve land

KEY MOVE 6: ENHANCE COMMUNITY AND ECONOMIC OPPORTUNITIES

Contribution to Auckland Plan Outcomes and Transformational Shifts:

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- 6.1 Improve community facilities and meeting spaces, with a particular focus on providing usable, safe spaces for young people
- 6.2 Activate underused public spaces for community events and activities

- 6.3 Working local education providers, businesses and community groups, enhance local economic and employment opportunities in Henderson

Henderson Library



Events in Henderson



In2It Street Games (Source: In2It www.in2it.org.nz)



In2It Street Games (Source: In2It www.in2it.org.nz)



West Wave Pool and Leisure Centre



MPHS Community Trust Youth Group (Source: McLaren Park Henderson Trust: <http://mphis.org.nz/>)



4

IMPLEMENTATION PLAN

The following matrix describes the projects and actions for each key move, including desired priorities/timeframes, indicative costing, the role of the Henderson-Massey Local Board, and potential delivery partners. Further detailed planning is required to implement each action, including appropriate consultation, relationship building and agreements with key stakeholders and delivery partners.

We recommend that the Local Board advocate for the establishment of an 'implementation committee' consisting of key individuals from Auckland Council, CCO's and key community / business stakeholders, to implement the actions in this plan in a coordinated way. As part of this process, leads and delivery partners should be confirmed for each project.

The following timeframes are used to prioritise actions:

Quick Win 	Immediate actions which do not require large capital expenditure and can be feasibly investigated and/or implemented within one to two years (2014 - 2015)
Short Term 	Projects which can be feasibly investigated and/or implemented within one to five years (2014-2019)
Medium-Long Term 	Projects for investigation and/or implementation in 5+ years (2019-2040)

The following indicative cost ranges are used to categorise actions:

\$	<\$10,000
\$\$	\$10,000 - \$99,000
\$\$\$	\$100,000+

Note: costs are indicative only and costs for each action should be further assessed prior to commencement.

KEY MOVE 1: ENLIVEN HENDERSON'S MAIN STREET

Ref	Project Description	Actions	Priority	Cost	Local Board Role			Potential Project Lead
					Advocate	Lead	Fund	
1.1	<p>Through new temporary and permanent uses (e.g. events, art projects, pop up art on the street), encourage activity and renewed vibrancy along Henderson's Main Street (Great North Road)</p> <p>Increasing activity along the street through active facades draws more people along the street, resulting in greater vibrancy, safety and people more likely to spend money in a wider area. Empty shops and lots are effectively blank non-active facades that detract from the interest of the street.</p> <p>The proposed actions could be a catalyst to raising a collaborative profile for an emerging Henderson Business Association.</p> <p>A 'Tidy Towns' concept was used during the rugby world cup 2011 to upgrade and beautify specific centres using volunteer labour, whilst the group provided brushes and paints. This template could be utilised for Main Street changes and to create collaboration with existing community groups in the area.</p>	<ul style="list-style-type: none"> Develop a programme to encourage new uses for vacant buildings/shops/arcade spaces: <ul style="list-style-type: none"> Liaise with the business community to promote the vision for the initiative and encourage groups to set up within the vacant spaces Investigate cost, feasibility and benefits of providing incentives to building owners to encourage participation Identify potential third party participants (e.g. artists; market vendors; landscape architects and gardeners) to be involved Liaise with vacant building / car park owners to ascertain those who would want to participate in the initiative Encourage small businesses and artists to occupy for the short term in vacant buildings/shop fronts (provide these spaces at no or low cost to the business owner/artist) Facilitate the development of large buildings for agglomerations of small shops, or shared office space for entrepreneur / start-up businesses Facilitate discussions with Te Kawerau a Maki to investigate taking over the lease of a vacant shop in Great North Road to provide a west Auckland presence for the tribe and also showcase their specific Maori history of the area Encourage the development of an ethnic food hall on Great North Road that opens up to the street 	<p>QW</p> <p>ST</p>	<p>\$\$</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>Local Board</p> <p>Business owners / community organisations</p> <p>Te Kawerau a Maki</p>		

Ref	Project Description	Actions	Priority	Cost	Local Board Role			Potential Project Lead
					Advocate	Lead	Fund	
		<p>▶ Events:</p> <ul style="list-style-type: none"> – Work with event organisers and youth / elderly / family groups to develop a schedule of unique events for Henderson, and to identify event funding – Investigate and develop a set of guidelines that identify the type of events envisaged for Henderson, and the location for events (relating to those areas where activating under-used public space is most sought) – Funding of events 	<p> </p>	\$	<p>▶ Advocate: Facilitate discussions between Auckland Council and interested parties, including youth/elderly/family organisations (e.g. ZEAL, Waitakere Gardens, Family Forum)</p> <p>▶ Investigate and lead the development of event guidelines</p> <p>▶ Fund events (in part/whole)</p> <p>▶ Advocate to Auckland Council and ATEED for funding of other events</p>	<p>▶ Local Board</p> <p>▶ Auckland Council/ATEED</p>		
		<p>▶ Community Art:</p> <ul style="list-style-type: none"> – Engage in consultation on the best places to include community art (e.g. to create visual interest and enliven blank walls, particularly in car parks and to the side or behind buildings) – Investigate and develop a Henderson community art programme/manual for installation and planning of specific areas (e.g. use of wall art and installations which reflect Henderson's identity and history, projections of art on blank walls at night, pop up art positioned on the street and near the stream walking trails) <p>▶ Investigate the feasibility of developing a 'living wall' installation over an existing blank facade to enliven the wall (location to be identified) and provide ecological / amenity benefits (and potential opportunity for local schools involvement)</p> <p>▶ Funding of art installations</p>	<p> </p>	\$	<p>▶ Advocate: Facilitate discussions with Auckland Council (Community Development, Art & Culture), ATEED, Corban Estate Arts Centre and other community organisations / artists / schools</p> <p>▶ Investigate and lead the development of a Henderson community art programme / manual, including funding sources</p> <p>▶ Fund art installation/s, and / or raw materials for community groups (e.g. paint)</p>	<p>▶ Local Board</p> <p>▶ Community leaders / artists</p>		

Ref	Project Description	Actions	Priority	Cost	Local Board Role			Potential Project Lead
					Advocate	Lead	Fund	
1.2	<p>Establish a Henderson Business Improvement District</p> <p>Business improvement districts have been highly successful in other areas of Auckland, where targeted rates are used to collectively invest in improvements that enhance the local business environment.</p>	<p>► Business Improvement District:</p> <ul style="list-style-type: none"> – Engage with local businesses to determine interest in establishing a Henderson Business Improvement District – Facilitate discussions between the Business Improvement District team of Auckland Council and business leaders to establish a Business Improvement District 		\$	<p>✓</p> <p>► Advocate: Facilitate discussions between Auckland Council (Business Improvement District team) and Henderson retailers</p>		<p>► Henderson retailers</p> <p>► Auckland Council</p>	
1.3	<p>Reduce vehicle traffic flows through the Main Street area, providing for a pedestrian oriented centre</p> <p>The Great North Road Main Street area is presently a high traffic environment. Over time, the community has a strong vision to move towards a shared space or similar outcome for Henderson's Main Street.</p>	<p>► Investigate and implement either:</p> <ul style="list-style-type: none"> – Options to reduce vehicle flows to a single lane in each direction – A shared space proposal, including visual indicators of pedestrian priority, resurfacing of the road, native planting / landscaping / stormwater treatment, provision for cyclists, cycle stands, and bypass signage for non-essential vehicle traffic <p>► Investigate and implement initiatives to divert traffic (especially heavy industrial traffic) away from Great North Road at the heart of Henderson</p>		\$\$\$	<p>✓</p> <p>► Advocate to Auckland Transport / Auckland Council (Transport; Built Environment Unit; Parks, Sports and Recreation; City Transformation)</p>		<p>► Auckland Transport</p> <p>► Auckland Council</p>	
				\$\$\$	<p>✓</p> <p>► Advocate to Auckland Transport / Auckland Council (Transport; Built Environment Unit; Parks, Sports and Recreation; City Transformation)</p>		<p>► Auckland Transport</p> <p>► Auckland Council</p>	

Ref	Project Description	Actions	Priority	Cost	Local Board Role			Potential Project Lead
					Advocate	Lead	Fund	
1.4	<p>Work with the owners of the Catherine Plaza shops and Westfield to provide more active uses in and around Catherine Plaza</p> <p>Revitalise Catherine Plaza as a community space that is attractive to people of all ages and add new activities, e.g. events, art projects/pop up art, a retailers market, music/theatre activities.</p> <p>This provides an opportunity to stimulate a night-time economy in Henderson (e.g. through bars/restaurants/cafes).</p>	<ul style="list-style-type: none"> ▶ Engage with the owners of the Catherine Plaza shops and Westfield regarding ideas and options for their participation ▶ Liaise with the business community to promote the vision for the initiative and those actions as identified above (1.1) ▶ Engage with the Corban Estate Arts Centre and community organisations to bring exhibitions/other activities into Catherine Plaza 		\$	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> ▶ Westfield ▶ Shop owners ▶ Corban Estate
1.5	<p>Undertake public realm upgrades in targeted areas along Henderson's Main Street (Great North Road) to attract new investment and visitors to the centre</p> <p>Currently there is a perception that the Main Street area appears 'tired', 'drab' and uninviting. Evidence shows that the quality of urban design can define character and be a strong determinant to encouraging greater use of a street by people, and its perceived worth to a community. Design of the Main Street area should not be seen as improving individual buildings, places and spaces but as a wider plan for the character and identity of the place, starting with targeted priority areas. The value for Henderson will be increased ownership of the area by businesses and users, and contributing to vibrancy and greater perceived safety.</p>	<ul style="list-style-type: none"> ▶ Working with local businesses and stakeholders, develop and implement a Henderson Main Street Master Plan (between Ratanui Street and the Edmonton Road/Edsel Street intersection). Key outcomes will include: <ul style="list-style-type: none"> - Setting out a staged process of works, including quick wins, short, medium and long term outcomes (undertaking initial physical improvements and building out from those areas most likely to see positive change - e.g. around existing successful / engaged commercial tenancies); - Setting out a year by year programme for funding and implementation; - Integration with surrounding open space networks and character - Landscaping: combine permanent and seasonal planting to celebrate local character and establish a more intimate environment, developed in co-ordination with the wider open space network 	  	<p>\$\$\$</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> (part)	<ul style="list-style-type: none"> ▶ Advocate to Auckland Council for the development of a Master Plan (in consultation with local businesses, residents, the Waitakere Licencing Trust and the Local Board) ▶ Fund (in part) ▶ Advocate to Auckland Council and Auckland Transport (landscaping as part of annual maintenance plans) to fund the remaining actions 	<ul style="list-style-type: none"> ▶ Auckland Council

Ref	Project Description	Actions	Priority	Cost	Local Board Role			Potential Project Lead
					Advocate	Lead	Fund	
1.6	<p>Strengthen the existing heritage / cultural walking trail to connect Henderson's Main Street to the rail station, the Twin Streams and other areas of heritage/cultural significance</p> <p>There are a number of celebrated and exciting destinations within (or within easy walking distance from) the heart of Henderson. At present, wayfinding in the centre and the overall 'Henderson experience' can often be disjointed and confusing, with key sites being 'hidden' away from easy public view.</p>	<ul style="list-style-type: none"> ▶ Wayfinding signage to mark the route, show how to reach key destinations and provide interpretation of interesting and exciting sites (e.g. heritage buildings on Great North Road, gateway bridges, Corban Estate and Project Twin House, Japanese Gardens, Corban Estate and Project Twin Streams, Maori sites of significance) ▶ Route 'markers' such as plaques embedded in the footpath or art installations/street art to celebrate and reinforce Henderson's history, culture and identity 		\$-\$- \$\$\$	<ul style="list-style-type: none"> ▶ ✓ ▶ ✓ ▶ ✓ 	<ul style="list-style-type: none"> ▶ Advocate: Facilitate discussions between Auckland Transport, Auckland Council, Corban Estate, Te Kawerau a Maki, Waipareira Trust and other interested parties ▶ Fund (in part) ▶ Advocate to Auckland Council and Auckland Transport to fund the remaining actions 	<ul style="list-style-type: none"> ▶ Local Board ▶ Auckland Council 	

Ref	Project Description	Actions	Priority	Cost	Local Board Role			Potential Project Lead
					Advocate	Lead	Fund	
2.3	<p>Enhance connections with local amenities, including public transport, education, employment, shopping and open space</p> <p>New development sites should have good, safe and attractive pedestrian links to nearby amenities and sites of interest in Henderson.</p>	<ul style="list-style-type: none"> ▶ Strengthen existing pedestrian linkages between key residential development sites and local amenities, in coordination with key planned developments 		\$\$\$	<ul style="list-style-type: none"> ▶ ✓ 	<ul style="list-style-type: none"> ▶ Advocate: Facilitate discussions between Auckland Transport, Auckland Council and landowners/developers ▶ Fund (in part) ▶ Advocate to Auckland Council and Auckland Transport to fund the remaining actions 	<ul style="list-style-type: none"> ▶ Auckland Transport ▶ Auckland Council 	

KEY MOVE 3: CREATE A VIBRANT MIXED USE PRECINCT AT TRADING PLACE

Ref	Project Description	Actions	Priority	Cost	Local Board Role			Potential Project Lead
					Advocate	Lead	Fund	
3.1	<p>In collaboration with key stakeholders and land owners (including Unitec), develop a Precinct and Implementation Plan for Trading Place to facilitate the development of educational, living, business, residential, community and open space uses</p> <p>Trading Place has significant potential to develop as Henderson's tertiary education hub and a thriving mixed use environment. Anticipated outcomes of a revitalised Trading Place Precinct include improved vibrancy and safety, a 'green edge' and passive recreation space, and an attractive entrance to Henderson from Alderman Drive.</p>	<p>▶ Trading Place Precinct Plan:</p> <ul style="list-style-type: none"> – Identify and engage with stakeholders and delivery partners – Investigate options for redeveloping the old District Court site – Develop a Precinct Plan (structure, concept and implementation) for a mix of uses and building types, parking solutions, public realm/streetscape upgrades (building on the previous Henderson Tertiary Precinct work done by Waitakere City Council and Architecture Brewer Davidson Limited) – Identify public and private delivery partners, an implementation plan and funding sources 		<p>\$\$- \$\$\$</p>	<p>✓</p> <p>▶ Advocate and fund (in part)</p>	<p>✓</p>	<p>▶ Auckland Council (working with Unitec and other key stakeholders / delivery partners)</p>	
3.2	<p>As part of a Trading Place Precinct, improve pedestrian/cycle connections between Trading Place and surrounding community destinations</p> <p>Improving accessibility, particularly by walking and cycling, to the Trading Place Precinct, is a desired outcome.</p>	<p>▶ Through appropriate consideration of safety, wayfinding and amenity, enhance the pedestrian connection from Alderman Drive / Edmonton Road to Trading Place</p>		<p>\$\$\$</p>	<p>✓</p> <p>▶ Advocate to Auckland Transport to develop and fund connections</p> <p>▶ Fund connections where appropriate</p>	<p>✓</p> <p>✓ (part)</p>	<p>▶ Auckland Transport</p>	
3.3	<p>As part of a Trading Place Precinct, develop mixed use commercial (at ground floor), residential and public open space along Alderman Drive overlooking Oratia Stream</p> <p>Providing a mix of uses and having 'eyes on the stream' adds vibrancy and is consistent with Crime Prevention Through Environmental Design (CPTED) principles.</p>	<p>▶ Alderman Drive mixed use:</p> <ul style="list-style-type: none"> – Engage with stakeholders and delivery partners – Detailed design and consultation on the preliminary concept – Promote, through improved signage, the Henderson Library/Unitec carpark as an alternative parking area 		<p>\$\$\$</p>	<p>✓</p> <p>▶ Advocate for Auckland Council to lead and fund this project</p>	<p>✓</p>	<p>▶ Auckland Council</p>	

KEY MOVE 4: RE-CONNECT WITH CORBAN ESTATE

Ref	Project Description	Actions	Priority	Cost	Local Board Role			Potential Project Lead
					Advocate	Lead	Fund	
4.1	<p>Strengthen the Great North Road pedestrian link and wayfinding signage to Corban Estate from Henderson's Main Street and Train Station</p> <p>Corban Estate is a key destination in Henderson, however due to topography, the rail line and Great North Road, appears 'hidden from view' for people not familiar with the site. It provides an excellent arts and cultural venue for residents of all ages, including youth.</p>	<ul style="list-style-type: none"> ▶ Work with Corban Estate to establish new wayfinding signage to promote Corban Estate and its heritage value within Henderson, including: <ul style="list-style-type: none"> – Strengthen the 'on road' Great North Road pedestrian link to Corban Estate from Henderson Station and Main Street, incorporating art / murals, a walking trail, imbedded images in the footpaths – Develop safe crossing points for pedestrians in key locations – Create native planting areas in the main street to create an ecological connection back to Corban Estate and with the Oratia Stream ▶ Connect with future walking and cycling trails, including the proposed rail 'greenways' trail 	<p>QW</p>	<p>\$\$\$</p>	<p>✓</p>	<p>✓</p> <p>(part)</p>	<ul style="list-style-type: none"> ▶ Advocate: Facilitate discussions with Corban Estate, Auckland Transport and Auckland Council (Infrastructure & Environmental Services, Community Development, Art & Culture, Local and Sports Parks - West) ▶ Fund (in part) ▶ Advocate to Auckland Council and Auckland Transport to fund the remaining actions 	<ul style="list-style-type: none"> ▶ Corban Estate ▶ Auckland Transport ▶ Auckland Council
4.2	<p>Develop the site adjoining Corban Estate to the east between Great North Road and the rail line (currently car parking) as an intermediary destination, such as for art / murals / building development, a heritage museum, or an arts or similar commercial venture</p> <p>The development of this area would be a first step towards 'opening out' Corban Estate towards Henderson's Main Street, and create a positive community use which reinforces Henderson's unique history and identity.</p>	<ul style="list-style-type: none"> ▶ Work with Corban Estate and Auckland Transport to develop and implement a suitable use for this site, to 'open out' towards Great North Road and the centre of Henderson. Possible uses may include a Henderson heritage museum and shop; arts shops and/or studios; community studios; or similar tourism and community interest uses. 	<p>M-LT</p>	<p>\$\$\$</p>	<p>✓</p>	<ul style="list-style-type: none"> ▶ Advocate to Corban Estate, Auckland Transport (landowner) and Auckland Council: Facilitate discussions, identify funding sources 	<ul style="list-style-type: none"> ▶ Corban Estate ▶ Auckland Council 	

KEY MOVE 5: ENHANCE SAFETY AND LEGIBILITY

Ref	Project Description	Actions	Priority	Cost	Local Board Role			Potential Project Lead
					Advocate	Lead	Fund	
5.1	<p>Improve safety 'hot spots' through implementation of Crime Prevention Through Environmental Design (CPTED) principles and other initiatives</p> <p>The implementation of CPTED initiatives has the potential to enhance safety, making Henderson more attractive to locals, visitors and investors.</p>	<p>Crime Prevention Through Environmental Design (CPTED) Strategy:</p> <ul style="list-style-type: none"> ▶ Undertake CPTED audits as required within Henderson, focusing on hotspots, to identify areas of concern and potential design responses ▶ Prepare an implementation plan to respond to existing and new CPTED audits for Henderson ▶ Develop / adopt a CPTED manual for Henderson, to support developers in design responses ▶ Prepare and implement a lighting strategy for Henderson Main Street as part of the Main Street Master Plan. Potential initiatives include: <ul style="list-style-type: none"> – On-going upgrades and maintenance – Identifying and resolving wider design issues in relation to CPTED issues (e.g. placement of lighting) – Identify areas where lighting is inadequate for the use of that area / CCTV coverage – Using lighting as an artistic intervention that attracts people to an area – Installing lighting under the veranda of shops along Great North Road ▶ Carry out a survey on changes in perceptions of safety, after CPTED interventions have been implemented ▶ Provide strategies for businesses to assist in identifying and reporting offending/potential offending, to increase sense of ownership, the community and stakeholders 	<p></p> <p></p>	<p>\$\$- \$\$\$</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>▶ Lead and fund: Work with Auckland Council and Auckland Transport to undertake CPTED assessments, prepare lighting strategy and prepare CPTED implementation plan</p> <p>▶ Fund (in part)</p> <p>▶ Advocate to Auckland Council, Auckland Transport, Westfield and local shop owners to partly fund the remaining actions</p>	<p>▶ Local Board</p>	
			<p></p>	<p>\$</p>	<p>✓</p> <p>▶ Advocate: facilitate discussions with Auckland Council (Community Development, Arts and Culture; and Economic Development teams) and local businesses (including Westfield and the Henderson Central Retailers Association)</p>	<p>▶ Auckland Council</p>		

Ref	Project Description	Actions	Priority	Cost	Local Board Role			Potential Project Lead
					Advocate	Lead	Fund	
		<ul style="list-style-type: none"> ▶ Continue to work with the NZ Police and other organisations regarding safety interventions 	Ongoing	\$	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> ▶ Advocate: continue discussions with the NZ Police 	<ul style="list-style-type: none"> ▶ Local Board ▶ NZ Police 	

Ref	Project Description	Actions	Priority	Cost	Local Board Role			Potential Project Lead
					Advocate	Lead	Fund	
5.2	<p>Strengthen the connection of the Henderson Metropolitan Centre to the Twin Streams, improving visibility and connectedness of walking and cycling tracks along the streams</p> <p>Project Twin Streams is a successful initiative which has resulted in positive community, active recreation and ecological outcomes in Henderson and the surrounding suburbs.</p> <p>In some areas, there is a tension between ecological outcomes and perceived safety which needs to be addressed.</p>	<ul style="list-style-type: none"> Identify areas to undertake targeted upgrades of walkways and connections to the Twin Streams, especially to improve visibility and perceived safety Consult with Auckland Council/the Project Twin Streams team regarding opportunities to reduce vegetation height in areas which feel unsafe, in a way that will not compromise the ecological integrity of Oratia Stream and Opanuku stream 		\$	<input checked="" type="checkbox"/>	<p>Advocate: Facilitate discussions with Auckland Council (Open Space Network Plan; Parks, Sports and Recreation teams; and the Project Twin Streams teams)</p>	<ul style="list-style-type: none"> Auckland Council 	
5.3	<p>Work with the light industries that adjoin project Twin Stream spaces to visually improve their outdoor surrounds</p> <p>Improving the exterior appearance of the light industrial land uses located adjacent to the Henderson Metropolitan Centre would yield amenity benefits for Henderson and improve the experience of walking and cycling in these areas.</p>	<ul style="list-style-type: none"> Facilitate discussions with land owners and discuss options for involvement/potential incentives 		\$\$- \$\$\$	<input checked="" type="checkbox"/>	<p>Advocate: Facilitate discussions with Auckland Council (Infrastructure & Environmental Services; Project Twin Streams teams) and land owners</p> <p>Fund (in part) via incentives</p>	<ul style="list-style-type: none"> Auckland Council Business owners 	

KEY MOVE 6: ENHANCE COMMUNITY AND ECONOMIC OPPORTUNITIES

Ref	Project Description	Actions	Priority	Cost	Local Board Role			Potential Project Lead
					Advocate	Lead	Fund	
6.1	<p>Improve community facilities and meeting spaces, with a particular focus on providing usable, safe spaces for young people</p> <p>Henderson has a strong youth population which is ethnically diverse. There is a particular need for more active, fun and productive things for young people to in the centre of Henderson.</p> <p>Henderson is home to a range of community facilities and services, however there is a need to improve access to, and in some cases expand the provision of, high quality social services that meet the needs of residents.</p>	<ul style="list-style-type: none"> Promote new positive activities for youth (e.g. Zeal / youth worker outreach) within Henderson Work with ZEAL to promote the venue to young people for Monday to Friday daytime activities / as a youth café space / for youth training and career development opportunities, as well as the current after school, evening and weekend activities Identify and initiate discussions with other youth centres and community groups in Henderson (e.g. In2It, Community Waitakere, the McLaren Park Henderson South Community Trust and the Waiparera Trust) regarding youth spaces / activities / initiatives for Henderson 		\$\$	<ul style="list-style-type: none"> ✓ ✓ (part) 	<ul style="list-style-type: none"> ▶ Advocate: Facilitate discussions with ZEAL, other youth centres and community groups ▶ Advocate to Auckland Council (Community Development, Art & Culture) for funding or other support ▶ Fund (in part) youth activities, and promote the benefits to the community 	<ul style="list-style-type: none"> ▶ Participating organisations (e.g. ZEAL, other youth centres and community groups) 	
		<ul style="list-style-type: none"> ▶ Develop new pedestrian crossing or signalised intersection to allow pedestrians to cross Sel Peacock Drive between the Waitakere Gardens Retirement Village and community facilities (West Wave Leisure Centre and ZEAL, and support services) 		\$\$\$	<ul style="list-style-type: none"> ✓ ▶ Advocate to Auckland Transport 	<ul style="list-style-type: none"> ▶ Auckland Transport 		

Ref	Project Description	Actions	Priority	Cost	Local Board Role			Potential Project Lead
					Advocate	Lead	Fund	
6.2	<p>Activate underused public spaces for community events and activities</p> <p>Engagement has identified a desire for more events, especially those which are youth and family oriented. There is an opportunity to use these events as a catalyst to enliven public spaces in Henderson which are not well used at present.</p>	<ul style="list-style-type: none"> ▶ Investigate opportunities to partner with youth and elderly residents (e.g. Waitakere Gardens Retirement Village / Wilsheer Village) to develop multi age, multi use facilities - e.g. activity areas outside ZEAL and in Pioneer Park ▶ Work with ATEED to create more family orientated events around public open space areas ▶ Investigate opportunities and funding sources to partner with youth organisations (e.g. ZEAL/In2it) to hold youth activities / events in the Great North Road Main Street area/other areas ▶ Funding of events 	<p></p> <p></p>	\$	<ul style="list-style-type: none"> ▶ Advocate: Facilitate discussions with ZEAL, Waitakere Gardens and Wilsheer Village ▶ Advocate: Facilitate discussions with ATEED and Auckland Council (Community Development, Art & Culture) ▶ Advocate: Facilitate discussions with ZEAL, In2it and other youth organisations ▶ Fund events (in part/whole) ▶ Advocate to Auckland Council and ATEED for funding of other events 	<ul style="list-style-type: none"> ▶ Auckland Council ▶ ATEED ▶ Community organisations (e.g. ZEAL / In2it) 		
6.3	<p>Working with Auckland Council, local education providers, businesses and community groups, enhance local economic and employment opportunities in Henderson</p> <p>There is a need to strengthen local economic opportunities in Henderson, especially for youth. Encouraging local living and working opportunities for current and future residents supports liveable growth.</p>	<ul style="list-style-type: none"> ▶ Facilitate employers, local organisations, education providers, Mana Whenua and the community to work together to create and sustain opportunities for young people to access higher education and skilled jobs ▶ Initiate discussions with ATEED on job creation strategies for existing businesses in Henderson ▶ Initiate discussions with Sport Waitakere to identify sporting opportunities as a career option for young people ▶ Initiate discussions with Corban Estate to identify art and cultural opportunities as a career option for young people ▶ Initiate discussions with local elderly focused organisations (e.g. Waitakere Grey Power) to encourage the development of initiatives (e.g. mentoring) 	<p></p>	\$	<ul style="list-style-type: none"> ▶ Advocate: Facilitate discussions, working in partnership with local employers, education providers, Mana Whenua and community organisations 	<ul style="list-style-type: none"> ▶ Participating organisations 		

APPENDIX 1: POTENTIAL MECHANISMS AND INCENTIVES FOR ENCOURAGING FUTURE / INVESTMENT

The following mechanisms and incentives have been identified for further investigation (note: these mechanisms and incentives are not currently Henderson-Massey Local Board or Auckland Council policy):

- ▶ Establish a high amenity public realm, with provision of high quality public amenities, e.g. safe, attractive public bathrooms, bus shelters, and connections
- ▶ Establish catalyst projects (such as new public buildings, open space, enhanced pedestrian and cycle connections) to attract further use of the area. Catalyst projects may be publicly and/or privately initiated
- ▶ Rates relief/rebates on residential development in certain areas meeting certain thresholds
- ▶ Bonus floor space provisions, particularly for catalyst developments or key sites
- ▶ Priority consent for developments in key areas (e.g. Trading Place)
- ▶ Per-employee grant / development contributions rebate or grant
- ▶ Land swaps to enable development
- ▶ Incentives for retrofits to commercial / industrial buildings
- ▶ Site amalgamation incentives
- ▶ Incentives for infill residential development
- ▶ Public private partnerships which involve one or more of the following:
 - Land or property being available at below market rates, or deferred payments or leasehold
 - Finance being available in the form of grants, loans at below market rates or deferred interest on loans
 - Incorporation of debt finance based on net income
 - Shared ownership schemes.
- ▶ Council to consider waiving the resource consent processing fees for any development on key development sites (provided that the development is one that is supported by Council)
- ▶ Council to consider maintaining (mowing, weeding, litter/leaf clearing) any substantial areas of public open space that are provided as part of any comprehensive development within the Metropolitan Centre
- ▶ Amenity/streetscapes e.g. embracing Oratia Stream as a key feature
- ▶ Coordinating opening hours for shops/ extending opening hours for shops
- ▶ Encouraging the development of cafes/eateries to encourage life after retail closes
- ▶ Development contributions as a tool to invest back into the local area
- ▶ Encourage educational facilities and associated residential facilities into or close to the centre
- ▶ Discourage internally focused retail centres that are surrounded by carparking, such as malls
- ▶ Demonstration projects (i.e. Council buys/owns land and releases a tender for interest from developers at a discounted rate or deferred payment)

APPENDIX 2: DOCUMENTS REVIEWED

Documents and strategies reviewed are:

- ▶ Henderson-Massey Local Board Plan 2011 (Henderson-Massey Local Board);
- ▶ Henderson Regional Centre and Lincoln Corridor - Strategic Context and Planning Framework 2010 (Soul Environments Ltd & Project Strategy Ltd for Waitakere City Council);
- ▶ Henderson Tertiary Precinct 2008 (Waitakere City Council and Architecture Brewer Davidson);
- ▶ Auckland Plan (Auckland Council);
- ▶ Auckland Council District Plan – Operative Waitakere Section (Auckland Council);
- ▶ Proposed Auckland Unitary Plan (Auckland Council);
- ▶ Henderson-Massey Economic Overview 2013 (Auckland Council)
- ▶ Henderson CBD Opportunity Prospectus 2003 (Waitakere City Council);
- ▶ Henderson Industrial Revitalisation Project – A working village positioning itself for a vibrant future (Waitakere City Council);
- ▶ It’s time to have a heart in Waitakere City (Waitakere City Council);
- ▶ Henderson Vineyards Business Campus – Unlocking Potential (Waitakere City Council);
- ▶ Best for the West - Waitakere Strategic Direction 2010 (Waitakere City Council);
- ▶ Best for the West – Economic Wellbeing Strategy for Waitakere 2010 (Waitakere City Council);
- ▶ Best for the West – Transport Strategy for Waitakere 2010 (Waitakere City Council);
- ▶ Best for the West – Growth Management Strategy for Waitakere 2010 (Waitakere City Council);
- ▶ Best for the West – Environment Strategy for Waitakere 2010 (Waitakere City Council);
- ▶ Best for the West – Social Strategy for Waitakere 2010 (Waitakere City Council);
- ▶ Best for the West – Cultural Wellbeing Strategy for Waitakere 2010 (Waitakere City Council);
- ▶ Te Whanau O Waipareira Trust Strategic Plan – “Whanau Future Makers, a 25 Year Outlook” - 2013/2014 – 2038/2039 (Waipareira Trust);
- ▶ Henderson 20 Year Strategic Plan 1995 (Waitakere City Council and Hames Sharley); and
- ▶ Business Land Intensification Project 2006 (CBRE).

APPENDIX 3: ENGAGEMENT UNDERTAKEN

Engagement (through workshops or meetings) was undertaken with representatives of the following organisations:

- ▶ Auckland Council (Western Resource Consenting and Compliance; Community Policy & Planning, Community Development; Arts & Culture; North West Planning; Tuhono – Maori Outcomes: Te Waka Angamua; Parks, Sports and Recreation; Infrastructure & Environmental Services; Built Environment Unit; Ward Councillor - Henderson-Massey);
- ▶ Auckland Transport;
- ▶ Auckland Tourism, Events and Economic Development (ATEED);
- ▶ Community Waitakere;
- ▶ In2It;
- ▶ McLaren Park Henderson South;
- ▶ Hub West;
- ▶ Henderson Central Retailers Association;
- ▶ Corban Estate Arts Centre;
- ▶ NZ Police;
- ▶ Te Whanau O Waipareira;
- ▶ Unitec;
- ▶ Te Kawerau a Maki;
- ▶ ZEAL;
- ▶ Wilshire Village; and
- ▶ Westfield.

Feedback was also received from members of the community through community workshops run by Community Waitakere and the McLaren Park Henderson South Community Trust. Collectively, this feedback has provided valuable input into the preparation of the proposed Henderson Implementation Plan.

