



## Me Mihi

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

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



## Contents

### Ngā kai o roto

Me Mihi .....	0
Contents .....	1
1.0 Message from the Chair and Chief Executive .....	2
2.0 Strategic overview .....	3
2.1 Role and mandate .....	3
2.2 Operating context .....	3
3.0 Response to Council's Strategic Objectives .....	4
3.1 Council financial and operating environment .....	4
3.2 Contribution to the Auckland Plan and council strategies .....	5
4.0 Nature and scope of activities – 'what we do' .....	8
4.1 Over the next 3 years .....	10
5.0 About us – statement of the board's approach to governance .....	12
5.1 Board meetings .....	13
6.0 Statement of performance expectation .....	14
6.1 What we will deliver - annual work programme 2021/22 .....	14
7.0 Performance measures and targets .....	22
8.0 Financial statements .....	26
8.1 Property managed on behalf of Auckland Council .....	27
8.2 Other financial information .....	28

## 1.0 Message from the Chair and Chief Executive He Kupu nā te Kaihautū me te Tumu Whakarae

As Tāmaki Makaurau recovers from the COVID-19 pandemic and brings more attention to the climate emergency, the need for well designed, sustainable neighbourhoods with public transport access is more important than ever.

Eke Panuku Development Auckland, with constrained resources continues to shape spaces for Aucklanders to love and help create low-carbon, resilient communities.

We are now delivering on the momentum we have built in the past few years, with construction projects continuing across the region, new homes being built by our development partners to create neighbourhoods that both current and future residents will enjoy.

Our Statement of Intent sets out our focus areas for the next three years to support Auckland Council's growth and climate change strategies. We will continue site subdivision and works to prepare sites for sale and redevelopment, masterplanning and preparation for plan changes, as well as delivering public realm projects to improve local amenity.

Partnership continues to be a priority for our organisation. Mana whenua are significant partners for Eke Panuku and our shared outcomes framework intends to achieve improvements for Māori wellbeing across Tāmaki Makaurau.

Following the Auckland Council Controlled Organisation (CCO) review in 2020, there are lots of opportunities to work even closer with the rest of the Auckland Council whānau and local boards and we are actively working to address the review's recommendations.

Partnering with the private, public and third sectors is critical for us, as we do not typically undertake developments ourselves. Our work with Kāinga Ora Homes and Communities, community housing providers and private developers is crucial for delivering new homes in our neighbourhoods, and this will continue in 2021 and beyond.

In addition to our priority locations, Eke Panuku also provides property management services to Auckland Council. Supporting our tenants through a challenging time is a priority for Eke Panuku, while also providing returns to the council as it recovers from the impacts of COVID-19. We will continue to support Auckland Council through well-managed property sales and providing it with property expertise.

Eke Panuku is looking forward to delivering great place-led outcomes for communities in the coming three years on behalf of Auckland Council.

Paul Majurey – Chair

David Rankin – Chief Executive

## 2.0 Strategic overview

### Te tirohanga whānui ā-rautaki

#### 2.1 Role and mandate

##### Te Tūranga me te mana whakahaere

In accordance with the Local Government Act 2002, this annual Statement of Intent (SOI) publicly states the activities and intentions of Eke Panuku Development Auckland (Eke Panuku) for the next three years, and the objectives to which those activities will contribute.

This SOI should be read together with other CCO documents. These include:

- the CCO Accountability Policy that sets out accountability requirements for the council CCOs
- Eke Panuku constitution.

This SOI was adopted by the Eke Panuku Board in June 2021.

Eke Panuku Development Auckland is the urban regeneration agency for Auckland Council. It has a dual purpose to:

1. redevelop urban areas through its priority location programme
2. manage the council's non-service property and provide property-related services to the council group.

Eke Panuku seeks to achieve an overall balance of commercial and public interest outcomes in carrying out its functions. Eke Panuku's activities help support sustainable and well-functioning urban environments and thriving, resilient communities. It has an important role to contribute to the outcomes of the Auckland Plan 2050 and implement the plan's strategic direction.

The work Eke Panuku undertakes also has an important role to address Auckland's growth challenges and build a low-carbon, climate resilient city for the future.

The delegations from Auckland Council enable Eke Panuku to:

1. Regeneration and development of council's agreed urban locations by making the most of Auckland Council owned land and working with the council, other council-controlled organisations, the Crown, and infrastructure providers to facilitate urban regeneration.
2. Selling Auckland Council's surplus property, and where appropriate, reviewing council's service property for optimisation and redevelopment opportunities.
3. Managing council's assets/property including commercial, residential and marina infrastructure, or redevelopment incorporating a service delivery function.
4. Undertaking other property-related services such as strategic property advice, placemaking, acquisitions and disposals.

#### 2.2 Operating context

##### Te Horopaki mahi

Auckland is the fifth largest city in Australasia. It is growing rapidly and expected to reach 2.3 million by 2050.

Auckland Council has determined through the Auckland Plan, that a quality compact urban form is the most effective way to provide infrastructure and services now and in the future. It has ambitious plans to accommodate two thirds of future growth within the existing urban area and to achieve net zero emissions by 2050.

The facilitation of brownfield redevelopment is the most significant factor in the achievement of quality compact urban form. Vibrant, low carbon town centres on mass transit, with great walking and cycling access and offering housing choices and a variety of amenities is at the heart of the Auckland Plan.

With the approval of the council, Eke Panuku has advanced urban regeneration programmes in 12 locations, mostly town centres with existing or planned frequent transport. After significant engagement with mana whenua communities, local boards, and our partners, plans are in place and delivery is underway.

Auckland's population continues to grow rapidly putting pressure on housing supply and affordability, as well as increasing the demand for infrastructure investment to support growth.

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

While New Zealand's economy has weathered the COVID-19 pandemic and lock downs better than expected, impacts across industries, sectors and Auckland's communities has varied considerably. In Auckland, the spatial distribution of activity has been changing with the new flexible working arrangements that have continued after lock downs and the important role of local centres has become increasingly evident as the city centre activity has not yet returned to past levels.

With increasing building consent approvals and buoyant development sector, the housing shortfall deficit is expected to improve but will remain in the medium term. People skills, material availability and other factors will impact housing shortfall results. We have yet to see the impact of government policy and measures on property investors, and the flow on impact on investment in new properties and impact on house prices generally.

## 3.0 Response to Council's Strategic Objectives Te Urupare ki ngā Whāinga Rautaki a te Kaunihera

### 3.1 Council financial and operating environment Te taiao ā-pūtea, ā-whakahaere hoki o te Kaunihera

The Auckland Council whānau is facing both rising investment demand and reduced investment capacity. A number of key factors are affecting the group and its objectives. These include population growth, transport demand and congestion, our diverse population and changing needs, aging infrastructure and assets, climate change commitments and the uneven impact on COVID-19 on business sectors and communities across the region.

The Auckland Council 10-year Budget 2021-2031 is a recovery budget. It seeks to balance the need to make progress for the city and to help stimulate economic recovery with the city's financial capacity and what ratepayers can afford and will accept. A targeted approach to investing in infrastructure to address housing and growth issues has been adopted by the council. The council is committed to unlocking and delivering joint spatial priority areas with the Crown.

As a result of the 10-year Budget, Eke Panuku has received a more limited capital investment budget for the first three years. Eke Panuku will contribute significantly to council group's asset recycle target and participate in efficiency reviews by the council group. In response to the wider operating environment, we will also:

- monitor property market and construction sector changes and continue to strengthen our relationships with our development partners including private sector, community housing providers, Kāinga Ora and iwi.

- focus on enhancing our delivery capability to facilitate new sustainable housing and residential choices, and amenity improvements and renewals.
- apply our people strategy to ensure we retain and attract the critical staff that are key to our delivery.
- increase collaboration with our council whānau and other development partners to increase alignment of planning and funding
- engage with the council as our shareholder on our medium-term programme and funding, including for projects in the early stages.
- implement our Eke Panuku-Mana whenua Outcomes Framework and our climate action plan.

### 3.2 Contribution to the Auckland Plan and council strategies

#### Te āpitihanga ki te Mahere a Tāmaki Makaurau me ngā rautaki a te kaunihera

Urban regeneration creates resilient neighbourhoods where people can easily walk, cycle and use public transport is an important tool in responding to the climate emergency, by reducing carbon emissions. The Auckland Plan Development Strategy identifies where it envisages most of the growth and development will occur within the existing urban area over the next 30 years. Our urban regeneration activity is focused in key areas identified in the strategy as priorities for the short and medium term. A number of these locations are spatial focus areas for joint work between the council and the Crown.

Our programmes and masterplans seek to increase the supply of new, sustainable homes, community services, public realm, retail offerings and offices into town centres located close to the city’s transport network.

We work collaboratively with our partners including the Auckland Council whānau, mana whenua, the Crown, the private sector and community housing providers, to achieve successful town centres and places for Aucklanders to love.

Our work to manage the council’s non-service properties and its property transactions also helps the council to achieve its strategic objectives and outcomes.

Auckland Plan Outcomes	Degree of contribution	How Eke Panuku contributes	Programme
 Belonging and participation	<b>Primary</b>	<ul style="list-style-type: none"> <li>• Create safe opportunities for people to meet, connect, participate in, and enjoy community and civic life.</li> <li>• Implement inclusive place-making, one of three levers that ensures the people of a place play a strong collaborative role in the building of their public places. This helps create the kinds of places where people feel a strong relationship and commitment to their communities.</li> <li>• Improve the function of town centres to create a heart for a local community that is vibrant, attractive and accessible to all</li> <li>• Facilitate increasing residential choices for Aucklanders across the housing continuum.</li> </ul>	Place making programme  Public good investment programme  Strategic and town centre planning programmes

		<ul style="list-style-type: none"> <li>• Partner with Community Facilities to deliver accessible, multi-functional community facilities for the future</li> <li>• Engage local communities on local projects and urban change</li> </ul>	Collaboration and engagement programme
 Homes and Places	<b>Primary</b>	<ul style="list-style-type: none"> <li>• Provide sufficient public places and spaces that are inclusive, accessible and contribute to urban living</li> <li>• Accelerate the construction of homes that meet Aucklanders' changing needs and preferences</li> <li>• Develop a quality compact urban form to accommodate Auckland's growth</li> <li>• Lead urban regeneration and development in Manukau, Onehunga, the Waterfront and Wynyard Quarter, Northcote, Avondale, Takapuna, Henderson, Papatoetoe, Ormiston, Panmure, Pukekohe, Maungawhau and Karangahape development precincts (CRL stations)</li> <li>• Support redevelopment of the Haumaru portfolio</li> <li>• Facilitate new quality designed, sustainable homes that meet changing needs and preferences, working with Kāinga Ora, iwi groups, community housing providers (CHPs) and private partners</li> </ul>	Public good investment programme  Strategic and town centre planning programme  Property development programme  Asset recycling programme  Public good investment programme

 <p>Māori identity and wellbeing</p>	<p><b>Primary / Secondary</b></p>	<ul style="list-style-type: none"> <li>• Showcase Auckland’s Māori identity and vibrant Māori culture</li> <li>• Support te reo Māori to flourish</li> <li>• Create environmental outcomes to restore and enhance the mauri of Tāmaki Makaurau</li> <li>• Enable commercial opportunities and capacity building for iwi to grow intergenerational wealth</li> <li>• Reflect mana whenua mātauranga and Māori design principles in public realm projects to showcase Māori identity</li> <li>• Provide placemaking opportunities to celebrate and showcase vibrant Māori culture including working with rangatahi and supporting te reo Māori to flourish.</li> </ul>	<p>Mana Whenua Outcomes Framework</p> <p>Place making programme</p>
 <p>Transport and access</p>	<p><b>Secondary</b></p>	<ul style="list-style-type: none"> <li>• Partner with Auckland Transport and Waka Kotahi (NZTA) to facilitate transport infrastructure and service improvements in priority locations and improved connectivity as part of integrated planning to make walking, cycling, and public transport the preferred choices for more Aucklanders</li> <li>• Lead redevelopment opportunities arising from completed and proposed transport projects</li> <li>• Facilitate low carbon transit-oriented development by bringing housing and people closer to transport networks, to leverage the existing investment and provide increased transport choices</li> <li>• Support Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan.</li> </ul>	<p>Strategic and town centre planning programme</p> <p>Public good investment programme</p> <p>Property development programme</p> <p>Asset recycling programme</p> <p>Corporate responsibility programme</p>
 <p>Environment and cultural heritage</p>	<p><b>Primary</b></p>	<ul style="list-style-type: none"> <li>• Facilitate quality urban development in town centres, to support a quality, compact urban form and more sustainable transport modes</li> <li>• Facilitate energy and water efficient homes</li> <li>• Partner with others to restore environments as Auckland grows, to facilitate stream and open space</li> </ul>	<p>Corporate responsibility programme</p> <p>Place-making programme</p>

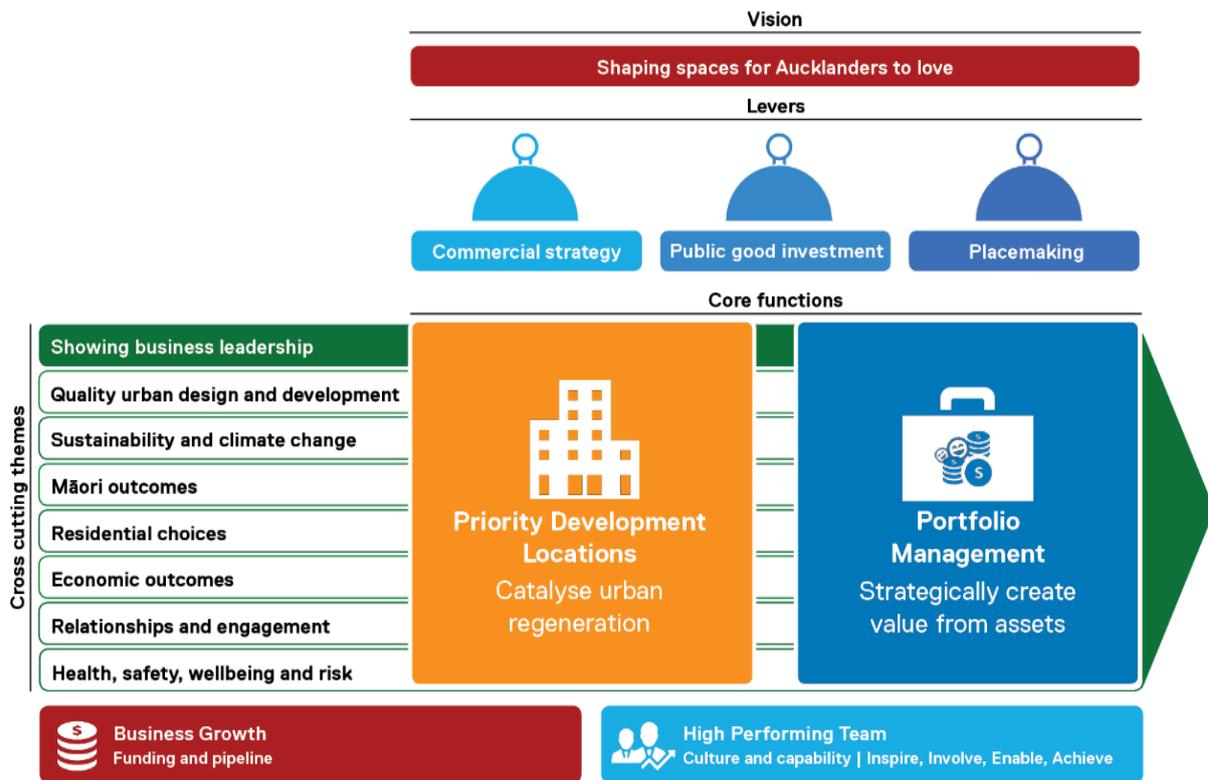
		<p>enhancements and the objectives of the Urban Ngahere Strategy</p> <ul style="list-style-type: none"> <li>• Place-led design to ensure that new development best reflects the character and indigenous stories of an area or place</li> <li>• Use green infrastructure to deliver greater resilience, long-term cost savings and quality environmental outcomes.</li> </ul>	<p>Public good investment programme</p> <p>Property management services and programme</p>
 <p>Opportunity and prosperity</p>	<p><b>Secondary</b></p>	<ul style="list-style-type: none"> <li>• Advance Māori employment and support Māori business and iwi organisations to be significant drivers of Auckland’s economy</li> <li>• Partner with Auckland Unlimited and the Southern Initiative (TSI) to integrate economic outcomes in the regeneration of town centres</li> <li>• Support and use sustainable procurement to provide local training and employment, lifting communities’ skills and opportunities</li> <li>• Create commercial and strategic value from surplus sites and the council property portfolio</li> </ul>	<p>Mana Whenua Outcomes Framework</p> <p>Strategic and town centre planning programme</p> <p>Corporate responsibility programme</p> <p>Property development programme</p> <p>Asset recycling programme</p>

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

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

Our vision is shaping spaces for Aucklanders to love.

Eke Panuku Development Auckland (Eke Panuku) delivers urban regeneration across the city. Eke Panuku also manages and maintains approximately \$2.4 billion of the council’s non-service properties and provides property disposal and acquisition services. These two core functions are illustrated in the strategic framework diagram below.



*Note: The above diagram links the core functions of Eke Panuku and its delivery programmes. The Priority development location function includes the urban regeneration programme, public good investment programme, property development programme and strategic acquisitions programme. The Portfolio management function includes property and marina service delivery, property renewals programme and asset recycling programme. The Business leadership cross cutting themes includes place making programme, corporate responsibility programme, Māori outcomes and collaboration and engagement programme.*

The priority development locations agreed with Auckland Council, where Eke Panuku is leading urban regeneration are shown on the Map 1. We also lead a number of regional programmes such as the redevelopment of the Haumaru Housing Ltd portfolio of housing for the elderly, Transport Oriented Developments (TODs) with Auckland Transport, and service property optimisation with Customer and Community Services and local boards. These programmes also support urban regeneration outcomes.

Eke Panuku has three key levers to deliver our agreed functions:

- commercial lever: developing council surplus-property to enable growth, achieve urban regeneration outcomes, unlock opportunities for others and provide revenue
- public good investment lever: improving the amenity of places to attract new residents, visitors, businesses, investors and developers
- place-making lever: involving communities in the urban regeneration of their neighbourhoods

The portfolio management role includes the management of more than 1,500 commercial and residential properties that are not used to deliver services to the community. Eke Panuku provides a shared service to the council whanau. Some properties are held for infrastructure projects (e.g. Mill Road, Penlink), others are within Eke Panuku priority development locations and will be developed to support urban regeneration (e.g. Northcote town centre, Onehunga wharf). Others are held for heritage protection and other purposes. The role includes tenancy management, maintenance and a significant renewals programme and the management of some council business interests and the city centre marinas.

The cross-cutting themes shown in green in the Strategic Framework are key areas where Eke Panuku is seeking to provide leadership in order to support the implementation of Auckland Council strategies and plans, including the Auckland Plan, the Economic Development Action Plan and Te Tāruke-ā-Tāwhiri. We have a strong focus on relationships and engagement including collaboration within the council whanau.



### 4.1 Over the next 3 years Ngā tau e toru e tū mai nei

Over the next three years, Eke Panuku will continue to regenerate our neighbourhoods in Takapuna, Northcote, Henderson, Avondale, Panmure, Onehunga, Papatoetoe, Manukau, Pukekohe, Ormiston, Hobsonville, Maungawhau and Karangahape development precincts and the Waterfront, as well as seeking regeneration outcomes on single sites across the region.

We will increase the vibrancy, safety and success of these centres by facilitating projects that will deliver new homes, purchasing strategic sites, public realm upgrades and activations to create walkable, well connected neighbourhoods. We will measure success through:

- Increased dwelling numbers and, where relevant, increases in commercial or retail space
- Delivery of new or renewed public open space
- Achieving targets for sale of sites for redevelopment and associated outcomes

Across the region we will continue to work with Haumarū Housing to enable the delivery of more affordable homes for older people through optimising its property portfolio. We will recognise success through an increase in the number of available units included in net new dwellings.

We will continue to work with Auckland Transport on transport-oriented development opportunities and with local boards on optimisation opportunities and continue to optimise the return to Auckland Council through its disposal programme. We measure success through:

- the number of properties identified for optimisation
- achieving agreed asset sales targets.

We will continue to operate the non-service property portfolio, including the waterfront marinas, and we will undertake urgent renewals of critical assets, particularly on our waterfronts. We measure success through:

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

Through all our activities we will deliver on our business excellence goals, measuring success through:

- Māori initiatives implemented, and satisfaction surveys
- Implementing Eke Panuku climate change initiatives to support council's climate change strategy.

Eke Panuku will assess its strategic performance via three year and annual performance measures and targets contained in part two of this SOI.

### **Climate change** **Te huringa o te āhuarangi**

The work of Eke Panuku in delivering well designed, intensive mixed-use developments, integrating land use and transport, and incorporating sustainable building approaches is a critical contribution to reducing emissions and the transition to a low carbon resilient city.

Eke Panuku has developed a Climate Change Strategy which responds to the direction set by Te Tāruke-ā-Tāwhiri – Auckland's Climate Plan as well as Council and CCO targets for greenhouse gas emissions, water use and waste. Our Strategy outlines our vision, objectives, principles and priority actions in delivering climate action.

We have a number of focus areas which address our corporate emissions as well as the outcomes delivered in our urban regeneration areas. These include:

- Setting and implementing sustainable performance standards for buildings and public realm developments;
- Accelerating sustainable procurement activity through improvements to systems and processes and capacity building with staff;
- Measuring and reducing our corporate emissions, including initiatives around staff travel, waste and energy use;
- Embedding improvements to project planning processes and staff capability to ensure climate mitigation and adaptation are incorporated early into decision making; and
- Delivering tactical urbanism and infrastructure projects that will enable and facilitate mode shift to walking and cycling in Eke Panuku neighbourhoods.

### **Economic development action plan** **Te mahere mahi mō te whanaketanga ā-ōhanga**

Eke Panuku will support implementation of the Economic Development Action Plan, Local Tamaki Makaurau focus area, through developing and implementing town centre guidelines for the Eke Panuku locations and facilitating urban regeneration of town centres. Strong, thriving and

resilient local economies will provide the foundations to ensure that Auckland's sub-regional economies and regional economy become more resilient, enabling greater economic prosperity.

### Risks, challenges and opportunities

#### Ngā tūraru, ngā wero me ngā huarahi wātea

There are many external factors that can impact on the delivery of Eke Panuku programmes and achievement of performance targets. Eke Panuku will discuss issues, risks, challenges and opportunities as part of quarterly reporting to the shareholder.

- Property market and construction sector uncertainty - There continues to be uncertainty ahead in the property market, including the impact of government policies and the wider global impacts of the covid pandemic, on future investment and housing development and the impact of ongoing construction cost escalations from labour and material supplies shortages.
- Specialist skills – As a result of the strong development market reflected by the record levels of building consent approvals, the government's infrastructure and development programmes and the closed borders, there is competition in the market for specialist skills such as urban regeneration, planning and design, development, project management and construction.
- Dependencies – our programme delivery is impacted by both development partner and council group dependencies, often out of our control. Examples include the timing of development staging by a private partner linked to pre-sales and the preparation of a community needs assessment or release of a council property for development.
- Optimisation of council service properties – This programme seeks to release value from underperforming service assets in order to fund local services while supporting urban regeneration. Projects must proceed on a cost neutral basis and any net proceeds are reinvested locally to advance approved projects. Experience has shown that these are multi-stakeholder, complex, redevelopment programmes that require strong local board and Customer and Community Services support to progress in a timely fashion.
- Capital investment programme to repair, replace and maintain council assets – while the Eke Panuku renewals programme increases three-fold next year, the LTP does not provide funding beyond the renewal of critical assets in the portfolio.
- Underutilised assets of the council group – Throughout the city there are underutilised and unsuitable property and sites that can be used more intensively through redevelopment and more intensive use or released for sale for reinvestment in other community assets. Within council there needs to be a stronger and more consistent focus on, and commitment to, identifying underutilised and unsuitable property.

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

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

Auckland Council works in partnership with its CCOs and the agreed approach to governance is outlined within the CCO Accountability Policy and Statement of Expectations.

Eke Panuku has supported the preparation and presentation of new joint CCO-Local Board engagement plans for 2021-22. For Eke Panuku this has included senior management participation and agreement on the level of engagement on programmes, projects and properties. We will continue to prepare a 6-monthly report to each local board.

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

the quarterly reporting. Eke Panuku will host the CCO Oversight Committee for a strategic discussion and visit in November.

Eke Panuku also engages with and reports to the Finance and Performance Committee and Planning Committee for direction on urban regeneration and development outcomes and planning and for decisions on assets recycling.

## 5.1 Board meetings Ngā hui a te poari

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

Meeting purpose	Date	Form of Public Notification
Consider shareholder comments on draft SOI	June 2021	Advertisement in NZ Herald at least two weeks prior to meeting and on Eke Panuku website five working days prior.
Consider performance against SOI targets	October 2021	

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

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

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

## 6.0 Statement of performance expectation

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

#### 6.1 What we will deliver - annual work programme 2021/22

##### Tā mātou e whakatutuki ai – he hōtaka ā-tau mō te mahi i ngā tau 2021/22

Eke Panuku urban regeneration and property management programmes aims to deliver on our targets and commitments in the 10-year Budget 2021-31 and also build our future pipeline of work. The following tables describes our key programmes and deliverables for the 2021-22 financial year.

Urban regeneration involves a wide range of activity including strategic and masterplanning, the consideration of development outcomes, options and trade-offs, feasibility work, placemaking and design, engagement and communications, marketing of sites, negotiating and monitoring development agreements, as well as designing and delivering physical projects. While Performance Measure 4 (next section) sets out a capex milestones delivery target, this table highlights the deliverables for 2021-22 across the range of urban regeneration activity and locations.

#### Urban Regeneration Programme

##### Te Hōtaka Whakarauora i ngā Wāhi o te Tāone

###### (a) Strategic and town centre planning programme

###### Te hōtaka whakarite mō te Rautaki me te puku o te Tāone

While the planning is well advanced for the majority of locations, some projects are still in the planning phase where the focus is on developing the vision, outcomes and assessing future development opportunities. Where plan changes are required, this is undertaken with the council.

1. City Rail Link (CRL) – complete work on the precinct development plan which informs future mixed-use development around the CRL stations in Maungawhau (Mount Eden) and Karangahape Road. We will support engagement with key stakeholders including council group, local board, mana whenua, and community groups. We will also work with partners to develop joint business cases (IBC) to seek approval and funding to progress urban regeneration.
2. Manukau Civic Building – we will initiate the project and work with Auckland Council on the southern accommodation hub.
3. Onehunga Wharf planning – we will advance the plan change and masterplan to enable future mixed-use development on the wharf that connects the community back to the water and continues to support a working waterfront.
4. Panmure and Onehunga masterplans – we will develop masterplans and continue stakeholder and community engagement.
5. Transport/Transit Network Planning – we will contribute to the work of the council, Auckland Transport and the Crown on the Auckland transport network planning, with a focus on potential Transport Oriented Developments (TODs) along the planned networks.
6. Regional programmes – continue working with Auckland Transport, Selwyn Foundation (Haumaru portfolio), Customer and Community Services and local boards to identify property optimisation opportunities.

7. Town Centre Guidelines – complete guidelines for Eke Panuku neighbourhoods, setting out the principles and tool box for thriving centres.
8. Te Ara Tukutuku, Wynyard Point Masterplan – we will develop the transitional strategy for Wynyard Point and submit the masterplan to planning committee for endorsement prior to public consultation. We will also complete the lodgement of the plan change of Wynyard Point and Hobson wharf with the council.

## **(b) Public good investment programme** **Te hōtaka haumi hei painga mō te marea**

The public good investment programme includes projects at different stages: design and consenting and construction delivery. Key projects deliverables are:

### **Projects at design and consenting stages include:**

#### **Ko ētahi o ngā kaupapa kei te hoahoatia, e whāia nei hoki he whakaaetanga, ko:**

1. Avondale Civic Precinct (Avondale Town Square, Crayford Street and playground) – developed design approved by cross-council project control group. The project is working closely with Community Facilities to support the design of the precinct open space that integrates with the new multi-purpose community facility.
2. Haumaru Housing, 81A Godley Road, Green Bay – obtain resource consent and work with Haumaru to optimise the housing for older persons portfolio.
3. Manukau - Wiri bridge capital works – complete design as part of the Puhinui stream corridor.
4. Northcote Town Centre – complete design of new capital works for street enhancements.
5. Panmure, Clifton Court – complete design and consenting of the public realm upgrade to create a safe and attractive laneway that can be used for local community gatherings and catalyse adjoining private landholdings to be redeveloped for housing and business.
6. Wynyard Quarter Headland Park – continue design work while capital delivery is planned for the outer years of the 10-year Budget.
7. Wynyard Quarter East West connection – investigate and design public space upgrade of the East West connection, including a significant element of asset renewal work.

### **Projects at capital delivery stage include:**

#### **Ko ētahi o ngā kaupapa e hangaia nei, e utua nei ki te haupū rawa, ko:**

1. Avondale Crayford St West – complete construction of streetscape improvements.
2. Henderson, Oratia Link Cycleway and bridge and Opanuku Link bridge – concept design endorsed by Henderson-Massey Local Board and construction start subject to Auckland Transport approval.

3. Manukau, Hayman Park – commence phase 2 construction of the regional destination playground.
4. Northcote, Te Ara Awataha Stage 1 greenway – complete construction of the greenway along the school’s boundary, working with Kāinga Ora.
5. Takapuna Town Square, Anzac Street / Hurstmere Road – commence construction of the town square, subject to a council decision on further public engagement.
6. Wynyard Quarter transitional use – complete interim activations after America’s Cup, such as relocation of marine infrastructure, installation of guard rails and any other temporary changes subject to the AC37 event.
7. Wynyard Quarter, Tiramarama Way (Stage 2) – complete streetscape construction enabling full connection between Halsey and Beaumont streets.
8. Wynyard Quarter, Silo Park Extension Phase 2 – complete park construction, finishing the award-winning space created for AC36.

### (c) Property Development programme Te hōtaka mō te Whakawhanake Rawa Wāhi

Progress site sales to support urban regeneration through development agreements to achieve housing and mixed-use development and provide council with funds for reinvestment.

1. Avondale, strategic central site – progress sale of the Avondale Central site on 1909-1949 Great North Road.
2. City Centre, Downtown Car Park – continue to work with the council and Auckland Transport to progress the site to development agreement stage.
3. City Centre, Bledisloe House – progress site sale to development agreement as part of the council’s corporate property programme.
4. Mount Wellington, 3 Mountwell Crescent – go to market for site sale to enable residential development.
5. Northcote Town Centre regeneration – progress “go to market” process to sell site and work with developer/s to agree implementation of town centre and amenity outcomes. Timing will be dependent on market response.
6. Onehunga Waiapu Lane Precinct – sale of site to facilitate a new supermarket and enable development of a new residential precinct in the heart of Onehunga.
7. Panmure Commercial Precinct – progress the sale of 486-492 Ellerslie-Panmure Highway (and part of 59 Mountain road) for mixed-use development.
8. Hobsonville, the Airfields – progress site sales for residential development and to the Ministry of Education for future school.

#### (d) Strategic Acquisitions programme **Te hōtaka mō te Rautaki Hoko Rawa**

Progress strategic site acquisitions to support urban regeneration.

1. Manukau Puhinui walkway stage 2 – complete design and stakeholder engagement and acquire land from Counties Manukau District Health Board to enable building of walkway and cycleway.
2. Northcote acquisitions – complete acquisition of final ground leases to enable Northcote town centre regeneration.
3. Strategic acquisitions – continue to explore opportunities in other priority locations for strategic acquisitions and aggregation of sites to optimise developments and urban regeneration outcomes.

#### (e) Collaboration and Engagement programme **Te hōtaka mō te Mahi Tahī me te Pāhekoheko**

Working with Council Customer and Community Services (Community Facilities), Auckland Transport, local boards, mana whenua and other stakeholders to progress projects and developments.

1. Auckland Council whānau – Continued engagement with the council group to implement actions from the CCO Review and to improve cross council collaboration including enhancing strategic alignment, relationships, project governance, place-based joined up communications and engagement with Auckland Transport, and articulating the Lead Agency Role in our town centres.
2. Auckland Council service property optimisation – working with Community Facilities and Auckland Transport to optimise service property in Meadowbank, Clonbern Road car park and Orakei park and ride.
3. Development partners – continue to engage with private sector, community housing providers and iwi development partners, through a regular forum to discuss urban regeneration programme outcomes and opportunities.
4. Government initiatives – Eke Panuku will work with partners and explore new opportunities as new government investments and initiatives are announced.
5. Haumarū housing, 27-31 Greenslade Crescent, Northcote – continue working with Kāinga Ora on the building development at Greenslade Crescent and Haumarū on the future pipeline of housing for older persons.
6. Manukau, Barrowcliffe Place – continue to work with our development partners to deliver new housing at Kōtuitui Place linking to Manukau city centre via newly built Barrowcliffe bridge and shared pathway.

7. Northcote Community Facility – working with Customer and Community Services to explore options and reach a final decision for refurbishment or renewal of the community facility.
8. Panmure Community Hub – explore options with Customer and Community Services, the local community, Maungakiekie-Tāmaki Local Board, and mana whenua to reach a final decision on the new multi-purpose community facility and civic space.
9. Stakeholder Insights – continue to seek regular feedback from key stakeholders (e.g. council whanau, mana whenua, development sector, local communities) and address issues and opportunities, and implement the Eke Panuku Customer responsiveness approach.

#### (f) **Placemaking programme** **Te hōtaka mō te Whakarite Wāhi**

Our placemaking programme ensures that interim place activations help to maintain and build the vitality of the centres and support for urban regeneration, and that residents and businesses are informed of and engaged in changes happening in their communities. Some of the activations planned include:

1. Placemaking – Continue to deliver a placemaking programme in all the priority locations to support community change. Specific examples are listed below.
2. Manukau Puhinui stream corridor – activations to support regeneration of the stream and surrounding areas.
3. Manukau civic square and pavilion – implement temporary works to test concepts ahead of future development in the area.
4. Ormiston, Future library site – undertake placemaking activations to better support future residential development in Ormiston town centre.
5. Panmure, town centre – activation of Queens Road streetscape to create an attractive gateway into the town centre main street and local retail destination.
6. Waterfront placemaking programme – major events planned include Matariki 2022, Auckland Anniversary weekend and Summer at Silo Park.

#### (g) **Corporate Responsibility programme** **Te hōtaka mō te Haepapa ā-Rangatōpū**

This programme includes implementation of Eke Panuku Climate Change Strategy adopted in 2021 which responds to the direction set by Te Tāruke-ā-Tāwhiri – Auckland’s Climate Plan.

1. Building standards – continue rollout of Homestar 6 standard in residential development and Green star 5 standard for non-residential developments. Adopt standards for public realm developments.

2. Capital investment – we will take opportunities to invest in appropriate sustainability improvements in the portfolio e.g. efficient lighting (R&M), solar panels at marina office and increased waste reduction initiatives.
3. Decision making – enhance climate change decision making frameworks to support earlier consideration of climate mitigation and adaptation opportunities and impacts with further guidance and support provided to staff.
4. Operational – implement corporate emissions reductions and compliance, including Toitu carbon reduce certification, TCFD (climate - related financial risk), council reporting, initiatives around staff travel, waste and energy use and implement FutureFit.
5. Resilience – complete climate resilience reports for all priority locations on risks, impacts, vulnerabilities and responses.
6. Sustainable procurement – continue work programme to embed sustainable procurement as business as usual, including changes to processes and templates. Build internal capacity via training and support, and participation in procurement working groups.

## (h) Māori Outcomes Ngā Hua ki te Māori

Implement year 2 of the Eke Panuku Mana Whenua Outcomes Framework. This Framework aligns with and complements Kia Ora Tāmaki Makaurau. Priority actions will be agreed with Mana Whenua.

1. Audit programme – Eke Panuku will assist the council to respond to the Te Tiriti o Waitangi Audit programme led by the Independent Māori Statutory Board.
2. Engagement – continue to regularly engage with mana whenua on projects including the town centre guidelines and masterplanning for locations and sites.
3. Māori culture and identity – continue to identify projects that can be used to celebrate Māori culture and identity, incorporating Māori design, art and landscaping, opening blessings and ceremonies, naming new streets, laneways, buildings and other opportunities. We will develop a database of mana whenua artists and streamlining our processes to engage mana whenua on design. All these activities contribute towards delivering the 50 initiatives that support Māori Outcomes as part of our performance measure.
4. Commercial opportunities – continue to engage with mana whenua on commercial property opportunities.
5. Sustainable procurement – developing processes to increase supplier diversity and support Māori and mana whenua suppliers, and exploring opportunities relating to arts, design, professional services and local businesses.

## 6.2 Property Management Services and Programme

### Ngā Ratonga me te Hōtaka mō te Whakahaere Rawa Wāhi

#### (a) Property and Marina service delivery

##### **Te tuku ratonga mō te Rawa Wāhi me te Herenga Waka**

Managing the council's assets/property including commercial, residential and marinas to optimise return from these assets for the council. This includes tenancy and berth marketing and leasing, property maintenance, financial management and customer services. The performance measures for the main programmes are contained in the performance measures section of the SOI.

#### (b) Capital delivery programme

##### **Te hōtaka mō te whakawhānui rawa wāhi**

Maintaining and renewing marina assets, providing marina services and optimising returns for the council.

1. Westhaven Marina pile berth redevelopment – complete design of land site works and construction of piers A&B. We are also proposing upgrades to existing piers around the marina.
2. Westhaven seawall upgrade – commence construction subject to approved scope and design. This is part of our Waterfront programme.
3. Westhaven Marina maintenance operations facility replacement – investigate options and complete business case.

#### (c) Property Renewals programme

##### **Te hōtaka mō te Whakahou Rawa Wāhi**

Maintaining and renewing existing assets, as good custodians of council non-service assets, optimise portfolio return and enable assets for public use. Some of the significant renewals in the programme include:

1. City centre, 27 Princes Street – complete seismic strengthening and refurbishment of the heritage asset.
2. Manurewa, 7 Hill Road – complete the refurbishment of the commercial property due to health & safety issues.
3. Onehunga Wharf Renewals – complete renewal works. This covers renewals of the sheds used by tenants, dredging to maintain use of the wharf and renewing the roads as part of delivering contract obligations while awaiting future redevelopment.
4. Waterfront, Shed 10 structural repairs – commence repairs of Shed 10 on Queens Wharf. The shed is a heritage asset needing structural work to make it safe for tenants.
5. Westhaven Pier Redevelopment (Piers G, H) – complete redevelopment and maintenance of Westhaven piers to better meet the needs of berth holders and improve our marina assets.

6. Waterfront, North Wharf West Upgrade – complete investigation and design stage. North wharf west is a critical part of the walkway/promenade which begins at North wharf and extends all the way across to Silo Marina.
7. Waterfront, Bascule Bridge Health and Safety works – commence construction. This is to maintain safety of the existing bridge for public use.

**(d) Asset Recycling programme**  
**Te hōtaka mō te Tukuruā i ngā Rawa**

1. Asset recycling target – Deliver our share of the council’s 10-year Budget’s annual asset recycle target. Asset sales proceeds are returned to the council for reinvestment. These are sales of properties not in our priority locations. Examples include - 198 Dominion Road Mt Eden, taking the site to the market for sale and associated development of residential apartments. Similarly, 16 Fencible Drive and 34 Moore Street Howick, progressing the sale of these two sites.

## 7.0 Performance measures and targets

### Ngā ine me ngā pae whāinga

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

The performance measures and targets are as follows:

Service Level Statement	Measure		Actual 2019/20	Annual Plan 2020/21	SOI Targets		
					2021/ 2022	2022/ 2023	2023/ 2024
<b>Priority location – programmes and projects</b>							
Develop and activate town centres	1	Net new dwellings (housing units) – <b>LTP performance measure</b>	New measure	New measure	Annual - 350 net new dwelling units. <i>Note: Progress on 3-year total</i>	Annual - 200 net new dwelling units <i>Note: Progress on 3-year total</i>	Annual - 350 net new dwelling units or balance of the 3-year target. <i>Note: 3-year cumulative total = 900</i>
	2	Commercial / Retail gross floor area (GFA) or net lettable area (square meter) – <b>LTP performance measure</b>	New measure	New measure	Annual – 0 <i>Note: Progress on 3-year total</i>	Annual - 1,000 sqm <i>Note: Progress on 3-year total</i>	Annual - 29,000sqm or balance of the 3-year target <i>Note: 3-year cumulative total = 30,000 sqm</i>
	3	Public realm – square meters	New measure	New measure	Annual - 21,000 sqm <i>Note: Progress on 3-year total</i>	Annual - 7,000 sqm <i>Note: Progress on 3-year total</i>	Annual - 57,000 sqm <i>Note: 3-year cumulative total = 85,000 sqm</i>

Service Level Statement	Measure		Actual 2019/20	Annual Plan 2020/21	SOI Targets		
					2021/ 2022	2022/ 2023	2023/ 2024
	4	Capital project milestones approved by the board achieved – <b>LTP performance measure</b>	New measure	Achieve 80 per cent or more of project milestones for significant capital projects (Refer to the list in appendix 2 of the report).	Achieve 80 per cent or more of project milestones for significant capital projects	Achieve 80 per cent or more of project milestones for significant capital projects	Achieve 80 per cent or more of project milestones for significant capital projects
	5	Achieve total board approved budgeted Transform and Unlock (T&U) net sales for the financial year through unconditional agreements  <i>Note: These site sales also enable housing and wider urban regeneration outcomes.</i>	New measure	Meet \$39m T&U annual unconditional sales approved by the Board.	Meet \$48m T&U annual unconditional sales approved by the Board	Meet T&U annual disposal target approved by the board	Meet T&U annual disposal target approved by the board
<b>Portfolio Management</b>							
Manage and maintain council's properties, assets, and services to optimise financial	6	Annual property portfolio net operating budget result agreed with the council achieved – <b>LTP performance measure</b>	Actual surplus of \$38.9 million against budget of \$30.7 million.	Net result achieves budget for 2020/21	\$21.9 million	\$17.8 million	\$16.2 million

Service Level Statement	Measure		Actual 2019/20	Annual Plan 2020/21	SOI Targets		
					2021/ 2022	2022/ 2023	2023/ 2024
returns	7	The monthly average occupancy rate for tenantable properties – <b>LTP performance measure</b>	96.9%	Commercial 85%  Residential 95%	Commercial 85%  Residential 95%	Commercial 85%  Residential 95%	Commercial 85%  Residential 95%
	8	The percentage of marina customers surveyed who are satisfied with marina facilities and services	89%	88%	80%	85%	85%
	9	The <b>asset recycling</b> target agreed with the Auckland Council	New performance measure	New performance measure	Achieve asset recycling target agreed with Auckland Council	Achieve asset recycling target agreed with Auckland Council	Achieve asset recycling target agreed with Auckland Council
<b>Business Leadership</b>							
	10	<b>Creating positive outcomes for Māori</b> Deliver 50 ongoing or new initiatives that support Māori Outcomes	64	40	50 initiatives that support Māori Outcomes	50 initiatives that support Māori Outcomes	50 initiatives that support Māori Outcomes

Service Level Statement	Measure		Actual 2019/20	Annual Plan 2020/21	SOI Targets		
					2021/ 2022	2022/ 2023	2023/ 2024
		<i>This activity is supported through the delivery of the Mana Whenua Outcomes Framework.</i>					
	11	<p><b>Enhancing the relationship between Eke Panuku and mana whenua.</b></p> <p>Increasing the percentage of <b>satisfaction with the support</b> they receive from Eke Panuku.</p>	New survey	New survey	Baseline survey	5 per cent increase on previous year	5 per cent increase on previous year
	12	<p>Complaints received by Eke Panuku are resolved.</p> <p><i>**Note: This is a new performance measure. The actual result for FY22 as a baseline will help set future targets.</i></p>	New performance measure	New performance measure	80% of complaints are resolved within 10 working days	80% of complaints are resolved within 10 working days	80% of complaints are resolved within 10 working days

## 8.0 Financial statements

### Ngā tauākī ā-pūtea

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

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

#### The 2021-24 budgets are consistent with the LTP 2021-31

This section outlines the budgets for Eke Panuku as contained in the council Long-term Plan for the next three years. This excludes the activities that Eke Panuku manages on behalf of the council, which are outlined separately in the next section.

Operating budgets - \$m	2019/20 Actual	2020/21 Emergency Budget*	2021/22 LTP	2022/23 LTP	2023/24 LTP
<b>Net direct expenditure/ (income)</b>	<b>20.9</b>	<b>15.3</b>	<b>22.1</b>	<b>22.7</b>	<b>23.3</b>
<b>Direct revenue</b>	<b>15.3</b>	<b>21.0</b>	<b>15.3</b>	<b>15.7</b>	<b>16.0</b>
Fees & user charges	0.0	0.0	0.0	0.0	0.0
Operating grants and subsidies (external)	0.0	0.0	0.0	0.0	0.0
Other direct revenue	15.3	21.0	15.3	15.7	16.0
<b>Direct expenditure</b>	<b>36.2</b>	<b>36.3</b>	<b>37.4</b>	<b>38.4</b>	<b>39.3</b>
Employee benefits	29.2	28.1	28.8	29.6	30.3
Grants, contributions & sponsorship	0.0	0.0	0.0	0.0	0.0
Other direct expenditure	7.0	8.2	8.6	8.8	9.0
<b>Other key operating lines</b>					
AC operating funding	(21.5)	(15.5)	(22.1)	(22.7)	(23.3)
Vested assets					
Non-direct revenue					
Non-direct expenditure					
Depreciation and amortisation	0.1	0.3	0.0	0.0	0.0
Net finance expense					
Tax expense					

\* The Emergency Budget represents year three of the 2018-2028 LTP, adjusted for approved changes

Other revenue comprises recharges to the council for consultancy costs related to acquisition as well as staff time recharged to the council for marina activities and priority location operating expenditure projects. Other expenses include director's fees, audit fees, consultancy, corporate communication, office and administration costs.

## 8.1 Property managed on behalf of Auckland Council He rawa wāhi e whakahaerehia ana mā Te Kaunihera o Tāmaki Makaurau

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

Operating budgets - \$m	2019/20 Actual	2020/21 Emergency Budget*	2021/22 LTP	2022/23 LTP	2023/24 LTP
<b>Net direct expenditure/ (income)</b>	<b>(14.7)</b>	<b>(1.9)</b>	<b>(4.3)</b>	<b>(3.0)</b>	<b>(1.1)</b>
<b>Direct revenue</b>	<b>53.6</b>	<b>44.4</b>	<b>43.8</b>	<b>42.4</b>	<b>40.2</b>
Fees & user charges	0.0	1.3	1.3	1.7	1.7
Operating grants and subsidies (external)	0.0	0.0	0.0	0.0	0.0
Other direct revenue	53.6	43.1	42.5	40.7	38.5
<b>Direct expenditure</b>	<b>38.9</b>	<b>42.5</b>	<b>39.5</b>	<b>39.4</b>	<b>39.1</b>
Employee benefits	1.3	2.7	0.0	0.0	0.0
Grants, contributions & sponsorship	0.0	0.0	0.0	0.0	0.0
Other direct expenditure	37.6	39.8	39.5	39.4	39.1
<b>Other key operating lines</b>					
AC operating funding					
Vested assets					
Non-direct revenue					
Non-direct expenditure					
Depreciation and amortisation	12.9	11.8	18.1	20.7	23.1
Net finance expense	(0.7)	(0.4)	(0.5)	(0.4)	(0.2)
Tax expense					

\* The Emergency Budget represents year three of the 2018-2028 LTP, adjusted for approved changes

Operating budgets by activity - \$m	2019/20 Actual	2020/21 Emergency Budget*	2021/22 LTP	2022/23 LTP	2023/24 LTP
<b>Net direct expenditure/ (income)</b>	<b>(14.7)</b>	<b>(1.9)</b>	<b>(4.3)</b>	<b>(3.0)</b>	<b>(1.1)</b>
Commercial Property (includes Business Interests)	(21.8)	(12.5)	(14.8)	(12.8)	(11.4)
Marinas	(6.5)	(5.7)	(6.1)	(6.5)	(6.7)
Public	2.7	3.8	4.1	3.8	3.9
Development/Regeneration	10.9	12.5	12.5	12.5	13.1

Capital expenditure budgets - \$m	2019/20 Actual	2020/21 Emergency Budget*	2021/22 LTP	2022/23 LTP	2023/24 LTP
<b>Capital expenditure</b>	<b>128.0</b>	<b>100.0</b>	<b>90.8</b>	<b>89.2</b>	<b>98.0</b>
- to meet additional demand	106.6	77.7	61.2	70.9	73.9
- to improve the level of service	16.0	12.3	6.5	3.0	8.6
- to replace existing assets	5.4	10.0	23.1	15.3	15.5
<b>Capital funding sources</b>	<b>(128.0)</b>	<b>(100.0)</b>	<b>(90.8)</b>	<b>(89.2)</b>	<b>(98.0)</b>
Source 1					
Source 2					
AC capital funding	(107.0)	(61.0)	(54.8)	(71.6)	(62.7)
Asset sales for Reinvestment	(21.0)	(39.0)	(36.0)	(17.6)	(35.3)

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

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

## 8.2 Other financial information

### Ētahi atu pārongo ā-pūtea

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

<b>Current value of assets</b>	The projected value of Eke Panuku total assets as at 30 June 2021 is \$8.8 million
<b>Shareholder equity ratio</b>	The projected shareholder equity ratio for Eke Panuku as at 30 June 2021 is 71%

<b>Accounting policies</b>	Eke Panuku Development Auckland's accounting policies are consistent with those of the Auckland Council group policies	
<b>Financial reporting</b>	Eke Panuku Development Auckland's financial reporting will be in accordance with requirements of the CCO Accountability Policy and Statement of Expectations	
<b>LTP general asset sales (\$ million)</b>	2019/20 Actual	\$9.9m
	2020/21 Annual Plan	The property disposal target (net value of unconditional sales) is \$24m
	2021/22 LTP	Value or percentage of the asset recycling target agreed with the council
	2022/23 LTP	Value or percentage of the asset recycling target agreed with the council

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

Note: This performance measure includes physical projects and enabling works, such as the masterplanning which will lead to future capex projects. Other critical urban regeneration activity and milestones such as the marketing and sale of strategic sites by development agreement, placemaking and engagement activity is set out in full in section 6.0 of the SOI. This includes projects at varying stages for the development lifecycle, with a range of dependencies.

#### Avondale

- 1 Crayford St West streetscape improvements – construction completed  
*The project is to strengthen connections from Crayford street and Great North Road to the train station, including potential pedestrian access improvements to the train station. The improvements are intended to encompass some localised changes to kerb lines, upgrading of intersections and pedestrian crossings, new trees and street furniture.*  
*Works will also align with Vector works to underground powerlines. Gaining alignment of construction programmes has resulted in delays to commencing construction but works are due to be completed in FY22.*
- 2 Civic Precinct (Avondale Town Square and playground) – developed design approved by cross-council project control group  
*The project is working closely with Community Facilities, leading the design for a new Avondale Civic Precinct open space that integrates with the Multi-Purpose Community Facility (MPCF). The works will include the resurfacing and potential re-contouring of the existing area, landscaping, built elements (street furniture, art installations, play equipment), kerbside changes, street and lighting upgrades.*  
*The scope excludes the design of the MPCF, whose design and construction will be led by Community Facilities. The Eke Panuku project is being timed to align with the MPCF so is dependent on those timelines.*

#### Haumaru

- 3 81A Godley Road, Green Bay - resource consent issued  
*Eke Panuku is working with Haumaru housing to deliver 40 new homes for older people on the existing site at Godley Road. Eke Panuku will seek resource consent for the new homes.*  
*Construction will be dependent on future funding agreements.*

#### Henderson

- 4 Oratia Link Cycleway and Bridge - concept design endorsed by Local Board  
*The Oratia Cycleway and Bridge provides the missing link within the Oratia Stream cycleway in Henderson, improving the north south and east-west connectivity, and supporting the wider Auckland Transport (AT) cycle network through Henderson.*  
*The project team works closely with AT, which will be the future asset owner, and progressing the project is dependent on AT approval of the design.*

#### Manukau

- 5 Hayman Park phase 2 playground works - construction commenced  
*The development of Hayman Park has been planned for many years by the Otara-Papatoetoe Local Board. The new playground is being constructed in phases, with the intention of completing a destination playground for Manukau.*

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

*Eke Panuku is leading the delivery of Phase Two, which includes a large play tower, flying fox and rope play and well as flow bowl and pump track.*

## Northcote

- 6 Te Ara Awataha stage 1 (school's edge) - construction completed

*Te Ara Awataha project is a partnership between Kainga Ora, Eke Panuku and Healthy Waters, with further assistance from the wider council family. The project upgrades an existing stormwater system around the perimeter of the Northcote shopping centre and adjacent housing developments. It has been a place-led initiative, integrating both cultural elements and Mana Whenua art as well as working to improve access to, and use of, the stream corridor.*

*Stage 1 completes construction of the portion of the reserve associated with the Northcote Intermediate.*

## Panmure

- 7 Panmure Basin Precinct Masterplan – endorsed by Local Board

## Renewals

- 8 27 Princes Street seismic strengthening and refurbishment - construction completed

*This project is a significant seismic upgrade along with refurbishment to bring the building up to code and provide warm and dry buildings for occupants and users.*

- 9 7 Hill Road, Manurewa - construction completed

*This is a significant upgrade to remedy the leaks and mould issues and to bring the building up to current code.*

- 10 Shed 10 structural repairs - construction commenced

*Upgrades to Shed 10 will provide longer term structural integrity and support for the built asset and ensure that the asset remains structurally sound.*

## Takapuna

- 11 Anzac Street / Hurstmere Road Town Square - construction commenced

*Eke Panuku is delivering approximately 3,000sqm of Civic Space, located across 38 Hurstmere Road and over 40 Anzac Street, opening up to open up on Lake Road.*

*Commencement of construction is dependent on gaining consent.*

## Waterfront

- 12 Tiramarama Way (Stage 2) - construction completed

*Construction of second stage of east-west pedestrian lane between Halsey and Beaumont Streets is due for completion in FY22. This stage will provide an east-west connection between Daldy and Beaumont Streets.*

- 13 Silo Park Extension Phase 2 - construction completed

*Eke Panuku has completed the Bulk Storage Tank (BST) removal project allowing Silo Park extension to be constructed. The Western Edge Alliance completed Phase 1 before the commencement of the America's Cup (AC36) racing. Phase 2 will be completed in time to celebrate the 10-year Anniversary of Wynyard Quarter.*

- 14 Auckland Harbour Bridge Park - concept design endorsed by the local board

*The project seeks to reinvigorate the space known as Harbour Bridge Park, connecting it to the*

*Westhaven Promenade and providing additional recreational access to the water.*

*Ideally the project will integrate with design and delivery of the proposed Auckland Harbour Bridge pathway, so is dependent on Waka Kotahi timelines.*

- 15 Wynyard Point Masterplan - (final draft discussion document) submitted to planning committee for endorsement prior to public consultation.

The Masterplan for Wynyard Point supports future capital expenditure and site development by supporting a plan change and refining future development stages.

## Maungawhau and Karangahape

- 16 Maungawhau (Mt Eden) and Karangahape development precincts - Precinct Development Plan completed for council approval.