

Extent of the development sites (orange) along the length of Manukau Station Road

Rethinking Manukau Station Road could take many forms. Here are just a few options to illustrate the potential of reallocating space to create high amenity, while continuing to meet movement demands.



Existing



Potential option 1 - Keep the median



Potential option 2 - Green the sides



Potential option 3 - Asymmetrical





## Key move three

### Developing the Wiri healthy neighbourhood

Working in partnership to create healthy homes and neighbourhoods in the Wiri neighbourhood centred around the Puhinui Stream.

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**Summary** –The Wiri neighbourhood, lying to the south of State Highway 20, will become a place where people can live in healthy homes, in safe neighbourhoods with good schools. The neighbourhood is bound together by the Puhinui Stream. The SuperClinic is also located here, and will be enlarged to include rehabilitation services and amenities that foster healthy living.

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#### The components of this key move can be summarised as:

1. Increasing housing supply and choice in Wiri:
  - with the progressive replacement of 380 existing Housing New Zealand Corporation homes over time to create up to 1,180 new homes
  - at least 350 new homes on the DHB site
  - at least 200 homes at the Panuku-controlled Barrowcliffe site (which will be part of a planned urban neighbourhood development forming part of Manukau Central)
  - 900 homes on the Pacific Gardens, Great South Road special housing area site.
2. Developing new street patterns and movement networks across the area to aid local connectivity.
3. Consolidating open space on the Puhinui Stream and a new Wiri Wetland Domain (see Key move one).
4. Increasing community facilities, services and amenities, with a focus on children and young people and potentially including new leisure facilities.

These components are described in more depth on the following pages.

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The neighbourhoods of Wiri has significant potential for more homes, better amenities and services, and improved socio-economic prospects for its residents – to become a mixed-income healthy neighbourhood.

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## Context

The neighbourhoods of Wiri has significant potential for more homes, better amenities and services, and improved socio-economic prospects for its residents – to become a mixed-income healthy neighbourhood.

Wiri has five defining features that support this move.

- The Puhinui Stream – which winds through the centre of the area, and provides an open space network with significant potential to enable healthy lifestyles for residents and higher quality development for surrounding sites.
- The Counties Manukau DHB SuperClinic site – much of this 49 hectare site is currently open grazing land, and the DHB has plans to use it for a Living Well Centre, to support its vision of healthy communities, health services and people.
- The Vodafone Events Centre – which hosts large events, has recently opened the associated Wero Whitewater Park and plans to develop a hotel, an outdoor amphitheatre and a water-ski rope course.

- The Housing New Zealand Corporation residential estates of Rātā Vine, Inverell and Hoskens – which together have the potential to yield around 1,180 houses of different types and tenures (currently, the majority of the houses are three-bedroom units, while demand is for one and five plus bedrooms).
- A 9 hectare special housing area called Pacific Gardens – which it is proposed will contain over 900 terraced and apartment homes.

The area is also characterised by having three schools, retirement villages and aged-care facilities, a vacant site being developed by Panuku known as Barrowcliffe, four places of worship and a neighbourhood retail cluster.

All of these features combined provide a solid foundation to deliver a healthy neighbourhood for Wiri, centred on the Puhinui Stream and defined by developments on the DHB site and at the Vodafone Events Centre.



## Key move description

### Increasing housing supply and choice in Wiri

The Wiri neighbourhood has a significant role to play in lifting the residential population of the Transform Manukau area and increasing housing choice. The existing Housing New Zealand Corporation stock in the area has the potential, over time, to be progressively replaced with homes that are fit for purpose and better support the neighbourhood's public spaces, including the Puhinui Stream (i.e. front onto the stream rather than turn their backs on it). It is estimated that the current stock of 380 houses could be increased to 1,180.

Housing development is also possible on 13 hectares of the DHB's land, following public consultation in mid-2016. This land has the potential to deliver at least 350 homes, alongside a new Puhinui Wetland Domain and a healthy living and rehabilitation care extension to the SuperClinic.

Panuku has its own 5 hectare Barrowcliffe site at the northern gateway to Wiri from Manukau Central, which will be developed in partnership with the New Zealand Housing Foundation and iwi as a flagship medium-density housing scheme for affordable living. The site will create a neighbourhood of at least 225 households alongside the Puhinui

Stream, with new and improved pedestrian connections from Manukau Central (via Barrowcliffe Bridge) through the site and on, further south, into the Inverell and Hoskens neighbourhoods.

The Pacific Gardens special housing area site, located east of Great South Road and south of the Vodafone Events Centre, has resource consent and is likely to be a significant initial new source of housing in the area.

Rātā Vine should be redeveloped to respond to the street pattern established by the Pacific Gardens development, where possible, to create a cohesive and integrated urban form between the two areas.

Cumulatively, these vacant or under-used sites will, over 20 years, yield an array of new housing options for the Transform Manukau area, complementing the high-rise apartment living that will develop in Manukau Central. The desire is to create a mixed-income neighbourhood, with the current number of social houses being retained (as a minimum), to be joined by both private market rate and affordable housing.

To ensure the existing communities can remain in place over the course of this change, we will develop a careful strategy for developing vacant sites and re-homing residents before redevelopment begins.



### New street patterns and movement networks

The current street networks in Wiri reflect the fact that each subdivision was master-planned in isolation. This has resulted in poor overall connectivity. By applying best practice urban planning and design, we will reconfigure old subdivision block layouts over time as part of comprehensive redevelopment, to provide improved connections, enhanced surveillance and positive use of the streets.

### Focussing on the Puhinui Stream and a new Wiri Wetland Domain

Provision of amenity open space in Wiri needs to be focused on the Puhinui Stream (Key move one). In particular, all residents of the Wiri healthy neighbourhood should be within a five minute walk of useable open space along the stream's route. As the stream runs through the DHB site, there is potential to develop a suburban-scale open parkland domain on the site, making use of the stream edges and land within the low-lying flood-prone area. Furthermore, this

new public open space would merge into the parkland and recreation facilities proposed as part of the DHB's future rehabilitation and Living Well Centre development, enabling the creation of a large integrated open space.

Some existing open space in the area, such as Inverell Park, is poorly located and configured. This space could potentially be incorporated in the adjoining school sites, which will be under pressure to expand as a consequence of residential growth.

### Increasing community facilities, services and amenities with a focus on children and young people

The DHB's proposed Living Well Centre has the potential to include new sports and recreation facilities that could serve wider community needs and possibly be cross-funded with Auckland Council. Other opportunities to provide additional community facilities in the area include working with the Vodafone Events Centre and its landholdings, and with the Ministry of Education in relation to the capacity of local schools.

**Key**

- Potential development

**Housing redevelopments**

- 1 Trevor Hoskens neighbourhood
- 2 Inverell neighbourhood
- 3 Land recently released by DHB
- 4 Pacific Gardens
- 5 Rātā Vines

**New open space**

- 6 Proposed Wiri Wetland Domain

**Schools**

- 7 Wiri Central School
- 8 Manurewa High School

**Health developments**

- 9 Manukau SuperClinic





## Key move four

### Harnessing learning and innovation opportunities

Supporting Manukau as a hub for learning, creating a business innovation network, championing energy efficiency, and enabling the community to drive social and economic prosperity.

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**Summary** – Learning and innovation are seen as a cornerstone of changing how the Transform Manukau area functions – empowering the local community to drive economic prosperity.

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Learning and innovation are seen as a cornerstone of changing how the Transform Manukau area functions – empowering the local community to drive economic prosperity. The building blocks are already there, with improving early childhood education participation, and primary and secondary education performance, and a rapidly increasing tertiary presence in the area. As a consequence, educational attainment is up, which bodes well for the future, and will provide further impetus for the diversification of Manukau's economy.

Together with our partners, we will nurture this learning revolution, with innovative teaching practices employed, new pathways to work established and innovation fostered. There will be a particular focus on local community and social enterprise, iwi and pasifika enterprise, and growth sectors (health, food and environmental tech, and advanced manufacturing).

#### **Key components of the key move include:**

- a Transform Manukau learning network, which at its simplest level, would involve closer collaborative working between learning establishments, providing a complete learning pathway from early childhood education through to further education and training, and onto employment
- the Southern Initiative's local enterprise and innovation initiatives, including the Makerhood, and Māori and Pasifika trades and training programmes
- the Manukau Innovation Neighbourhood, as a means of engaging large-scale local employers to establish a collaborative network aimed at growing local innovation and talent
- an integrated energy initiative, to explore the potential for collective local energy solutions
- a multipurpose learning and innovation centre that would be the physical manifestation of all the preceding component.
- a shift to innovative learning environments in the area's schools, which prepare children to play their part in the Manukau of the future.

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The ability to engage in life-long learning, be it through formal education, skills-based or intergenerational learning, is personally satisfying, rewarding and gives people the ability to contribute to the wellbeing and prosperity of their family, community and places.

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## Context

Learning and innovation are pillars of successful social and economic development. The ability to engage in life-long learning, be it through formal education, skills-based or intergenerational learning, is personally satisfying, rewarding and gives people the ability to contribute to the wellbeing and prosperity of their family, community and places.

Manukau has a significant education presence through a number of early childcare centres and schools, and tertiary learning facilities provided by AUT, MIT and a range of other tertiary providers (current roles for AUT and MIT are 1,540 and 3,500 equivalent full-time students respectively). After 2017, AUT and MIT will have the combined capacity to accommodate 9,000 students.

There is an opportunity to work with these existing institutions to ensure they prosper, contribute to civic life, and are supported by local amenities and services. There are also opportunities for them to collaborate with and draw upon local talent, and connect with local businesses to craft tailored programmes and services that can inspire grass roots

initiatives, local economic development and innovation. Drawing upon Manukau's local characteristics can give learning and innovation an edge and point of difference when attracting and retaining talent.

Education sector students, staff, graduates and collaborators will need conducive urban environments to attract and sustain them. This should include good quality public and social spaces (including cafes, bookstores, bars, retail, groceries), efficient public transport, accommodation and digital infrastructure.

Local part-time employment prospects for students (e.g. retail and hospitality sectors) will continue to be important, as many students work while studying. Strengthening transitions between learning institutions, and improving pathways to work experience, apprenticeships and employment opportunities with local businesses, after students have completed their studies, is also important.



This key move supports the presence and growth of all learning and education providers.

## Key move description

This key move supports the presence and growth of all learning and education providers. It recognises them as an important platform for driving innovation (social, science, digital, technological). It also seeks to explore how co-location, collaboration and partnership between these groups and others organisations (such as Auckland Tourism, Events and Economic Development, Counties Manukau DHB, the Southern Initiative, and Te Papa), grass-root community groups and local entrepreneurs might unlock new, unforeseen possibilities that make the most of local talent and resources.

The underlying principles for Key move four are:

- taking a place-based approach to learning and innovation, responding to the area's skills base and local employment sectors
- maintaining an end-to-end approach, building awareness of a broader spectrum of work pathways for Manukau's young people (up to age 24) that they can realistically target, and reveal opportunities within the sectors, across a more diverse range of vocations and job opportunities
- formalising existing learning and enterprise networks and creating a clear platform for action
- establishing clear performance targets, relating to lifting the learning and innovation potential of the area
- recognising that the learning journey is continuous with a focus on formal education from ages 0 to 24 through early childhood education, school, tertiary and vocational training, followed by life-long learning to strengthen work and life skills. Transitions are seamless and build on linkages between educational providers.

## Transform Manukau learning network

There is opportunity for the area's local schools, AUT, MIT and private training establishments to establish further learning opportunities and networks with local businesses, the health sector and industry. Embedding these educational institutions more firmly in the community will strengthen their ties to both the place and to the educational and economic future of its people. In the first instance, existing loose relationships need to be formalised into a network, which can then develop a strategy for coordinated action.

## The Southern Initiative local enterprise and innovation initiatives

The Southern Initiative's vision is that South Auckland will become the social enterprise capital of New Zealand, and a leader in community-led economic development. Transform Manukau, along with the Southern Initiative, is working to support community-led enterprises (in particular, Māori and Pasifika whānau and small- to medium-sized enterprises) to access commercial opportunities and industry networks that would otherwise be unavailable to them.

Ways this can be done include:

- contributing to start-up funding for a set time
- supporting mentors to provide South Auckland's growing social enterprise network, and Māori and Pasifika small- to medium-sized enterprises with technical, legal, accounting, marketing and communication services
- supporting the Makerhood initiative, which is an example of how a culture for creating and making can be started at the grass-roots level. The initiative is founded in the mind-set that 'only the hood, can change the hood'. As a result, it places importance on developing creativity, problem-solving skills and an entrepreneurial mind-set for locals.

Having access to meaningful and high-value employment opportunities, and being well equipped with the skills needed for the future, particularly as the nature of work changes, are essential to South Auckland transforming itself.

The Southern Initiative's Māori and Pasifika trades training scheme is a successful programme that is already creating employment pathways for its 260-plus graduates. The scheme has the potential to scale-up significantly.

The creation of an enterprise accelerator hub (as described below) can also be used for training and upskilling Māori and Pasifika trades training trainees and graduates who could then go on to find work on development sites within the Transform Manukau area and South Auckland.

The Transform Manukau project could contribute to the expansion of Māori and Pasifika trades training through:

- supporting a specialist team to support more recruitment and pastoral care for trainees, and achieve more employment for local people
- having procurement policies that encourage contractors to use local expertise, resources and people.



### **Manukau Innovation Neighbourhood**

There are currently a number of collaborative business networks established in the Manukau area. These networks focus on various outcomes. One of these networks is the Manukau Innovation Neighbourhood, which includes a number of private-sector organisations that operate in the broader Manukau area and aim to work together to achieve common innovation outcomes in Manukau – focused around talent and social responsibility.

The Transform Manukau project presents an opportunity to engage with and support emerging networks such as this.

### **Integrated energy initiative**

Innovation in relation to sustainability provides a significant prospect for Manukau to be a national and global leader. An opportunity exists with regards to sustainable energy production and management within the Transform Manukau area. An integrated energy approach looks beyond individual buildings and sites, to instead consider districts within the Transform Manukau area (or the entire Transform Manukau area) in terms of their energy efficiency and carbon generation. An integrated energy system across the 600 hectare Transform Manukau area could be developed through leading-edge thinking that goes beyond the norm.

The potential for this will be explored in detail through the Manukau Integrated Energy Initiative. The purpose of this initiative is to:

- bring together a coalition of partners who share an interest in an energy-efficient and low-carbon future, to progress the notion that collective efforts may get us further than individual efforts
- identify and implement opportunities that leverage the collective strength of its partners
- use the regeneration of Manukau as an opportunity to pilot new ideas and thinking
- implement projects that will deliver energy efficiency and low-carbon outcomes.

### Multipurpose learning and innovation centre

A multipurpose learning and innovation centre could potentially represent a physical manifestation of, and resource for, all of the preceding components. The centre could offer:

- an enterprise acceleration hub, e.g. for training, providing hot desks, co-working and incubating start-ups
- hands-on 'making', with a combination of low and high technology that can be used for youth development, and for providing a maker or fabrication space
- a learning resource centre for local schools and institutes, thereby introducing students to innovative and entrepreneurial activities, as well as to local roles in growth sectors that are often not considered as career possibilities.

The Panuku-controlled land to the rear of the MIT building presents one possible site for such a facility, potentially in co-location with Te Papa Manukau, an urban school and MIT-related activity. Panuku has also identified other non-residential sites in Manukau Central that might be appropriate. We will start work on developing a proof of concept during 2017, with the potential business case to follow.







## Key move five

### Enhancing community connectivity

Enhancing community connectivity – further developing the public transport network, and spreading a safe cycling and walking network, to improve community connections, near and far.

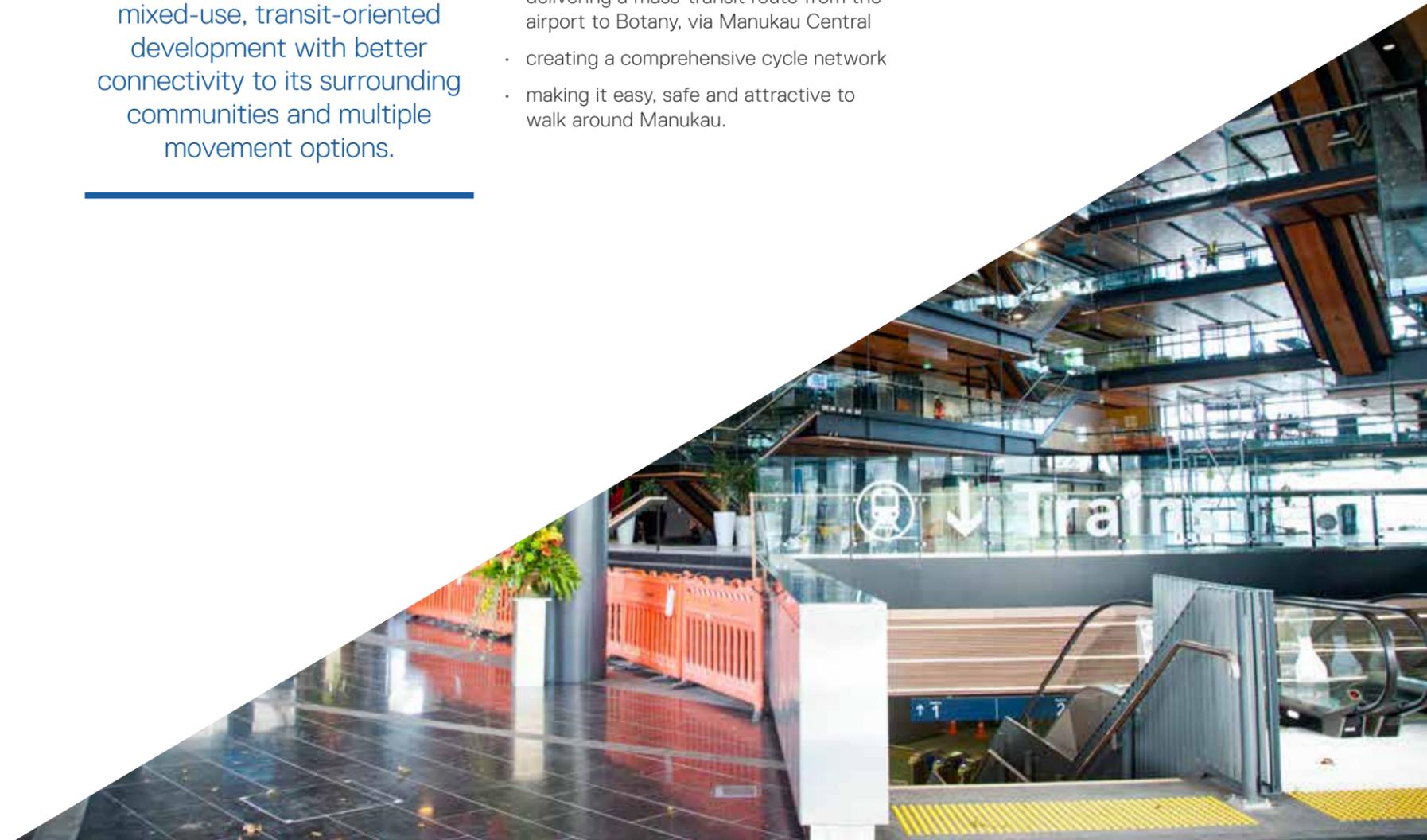
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**Summary** – Manukau will continue to be transformed from a car-based centre to a mixed-use, transit-oriented development with better connectivity to its surrounding communities and multiple movement options.

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**The component parts of Key move five can be summarised as:**

- upgrading Great South Road as an important north–south urban avenue
- delivering a mass-transit route from the airport to Botany, via Manukau Central
- creating a comprehensive cycle network
- making it easy, safe and attractive to walk around Manukau.



## Context

Manukau emerged as a car-based centre in the 1970s, an era dominated by the private motor vehicle, which influenced the way we moved through, planned, thought about and built our city.

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Due to the structure and impact of the road and motorway network, Manukau has been developed with good regional accessibility for vehicles. However, this has been at the cost of being less accessible and attractive for access by foot and cycle to and from the immediate neighbouring communities.

## The historic urban spine

Great South Road is a key historic spine of the south, with many South Auckland town centres having emerged and grown along its length over time. It was formed, prior to the 1860s, as far as Drury and served as the main link to the agricultural areas of the south. In 1862, as the prospect of war loomed in the Waikato, work began to improve the road for military purposes giving it a darker past.

Manukau Central emerged out of farm land between Manurewa and Papatoetoe. However, it has never had a real 'address' on Great South Road. The first buildings sat away from Great South Road, and since then development has shied away from the street, with car parks taking prominence. This gives a sense of Manukau presenting its back door to the historic spine of the south. This is in stark contrast to the older town centres along Great South Road, which front the road, and provide active, vibrant, and culturally rich main streets.



### East–west mass-transit route

While Auckland continues its growth southwards, there has been significant growth both east and west of Manukau. To the west is Auckland Airport, a major destination and growing commercial base. To the east, there has been significant growth in areas such as Botany, Flatbush and Ormiston.

Auckland Transport is undertaking early investigations into a proposed mass-transit route (bus or light rail) that will provide a connection between the airport and Botany, and connect both to the southern rail line, Manukau and the Auckland Manukau Eastern Transport Initiative corridor. This will significantly strengthen east–west connections and enhance connectivity to and from Manukau in all directions.

It is timely for Panuku to consider and explore the benefits that this connection will bring to Manukau, to help inform thinking about the potential alignment of the route, and maximise the development potential of Manukau Central.

### Cycling

The role of cycling is increasing within Auckland. Cycling is one of the most efficient ways for people to move over distances between 2 and 12 kilometres. Providing safe cycle infrastructure can be cost effective, particularly if other works are occurring in the corridor. Unlike public transport, such infrastructure has minimal ongoing operational costs.

Much of the existing residential population within the broader Manukau area live at a distance from Manukau Central that makes walking impractical or less attractive. The distances are often compounded by physical barriers, such as a motorway or stream, and psychological barriers, such as large block structures and a generally poor urban environment. However, the distances from residential areas to the centre, or across the centre, are well suited to trips by bike. Also in favour of biking, is the generally flat topography of the area, and the young population (residential and student).

The existing cycling infrastructure is generally of poor quality. A mix of shared paths and unprotected cycle lanes on busy roads does not provide sufficiently safe infrastructure to attract new users. Providing safe and connected infrastructure, working with the community to overcome barriers to cycling, and providing education about cycling will be key factors in improving cycling to and from Manukau Central.



### Great South Road (potential)

Multi-modal street, designed for moving people and as a business address

### Great South Road (now)

Designed for moving cars



## Key move description

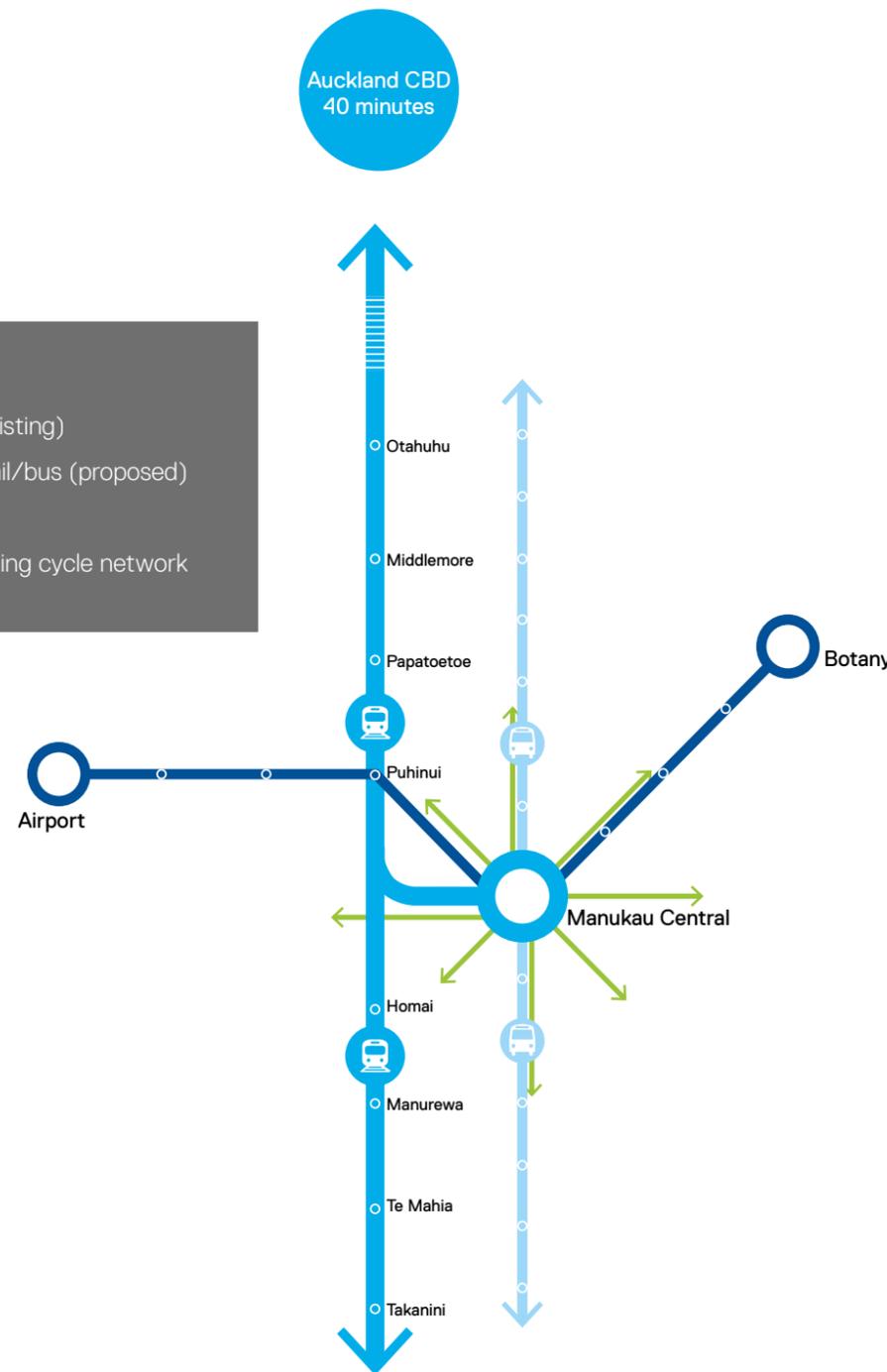
Support the connectivity of Manukau to the communities of the south, creating safe, attractive and abundant travel options in all directions.

### Upgrading Great South Road

Auckland Transport has undertaken long-term network planning for Great South Road. Great South Road will continue to be a key transport spine for the south. However, it has been recognised that the focus needs to be on effective movement of people, rather than solely vehicles. This will see future improvements to the corridor that are focused on ensuring multi-modal connectivity, with a particular focus on improving provision for pedestrians, cyclists and public transport users.

Through progressive street improvements (predominantly focused on the section between Cavendish Drive and Manukau Station Road), Great South Road will become more attractive; a desirable place to have a business address, with buildings encouraged to front the street. Great South Road will also become part of the framing city avenues for Manukau Central (see Goal two – form: organising ideas).

As Manukau Central expands and develops, Great South Road will become an inherent part of the area, and provide a quality link to the Vodafone Events Centre and Wero Whitewater Park. Rather than skirting around Manukau, people will travel through Manukau Central along Great South Road, a city avenue lined with trees and quality mixed-use development. Manukau Central will then have a prominence and presence on this historic spine of the south.



### Delivering a mass-transit route

In the long-term, but ideally sooner, an east-west mass-transit route will provide a high-quality connection from the airport to Manukau Central and onwards to Botany. This connection will provide significant improvements and options for the mobility of local communities and labour force. The route may be either a bus-based or a light rail system. It is expected that its development could be a catalyst for a new cycle of development within Manukau Central, particularly if light rail is selected. While the planning is at early and preliminary stages, options within Manukau Central are expected to consider:

- connectivity to key growth nodes and trip generators
- integration with a connected network, e.g. proximity of the existing train station and bus interchange
- efficiency of movement from east to west
- capacity of corridors to cater for the network, taking into account both quantitative and qualitative capacity.

This could see some of the following alignments within Manukau considered:

- Cavendish Drive – may be a catalyst for growth and regeneration within the northern part of Manukau Central

- Ronwood Avenue – more central and accessible to the heart of Manukau Central
- Manukau Station Road – proximity to the transport hub for transfers and close to the heart of Manukau Central.

### Creating a comprehensive cycle network

It is envisaged that cycling will be a more prominent part in the local movement network in the future. Cycling is seen as a key aspect of improving movement options, supporting healthy lifestyles, and improving the efficiency and environmental performance of the transport network.

Panuku is partnering with Auckland Transport to promote Manukau as a key location for significant investment through the next round of funding in the Urban Cycleways Programme. This could see a range of projects emerging from 2018 onwards. Such funding (and the ensuing projects) would help support the efforts of Panuku, Auckland Transport and key government partners, such as the Counties Manukau DHB and Housing New Zealand, in their aspirations for healthy and connected communities.

We envisage starting by making the streets within the heart of Manukau Central safe for cycling, without the need for specific infrastructure (measures may include lower

speeds, lower volumes, less through traffic, and well-located cycle parking). A street that is good for social and economic exchange will automatically be good for people on bikes. Then we can radiate investment in cycle facilities out from the centre.

This work is likely to integrate and coincide with the Puhinui Stream project (see Key move one), to link the stream corridor to parks, destinations such as the Auckland Botanic Gardens, schools, the Manukau SuperClinic, and Manukau Central. This will provide facilities for the widest range of activities – recreation, utility cycling and commuting – and for the full range of abilities.

Investment will then potentially spread into the streets that surround Manukau Central, and link activities, to enable bikes to reduce distances to key destinations like AUT and the SuperClinic. This could include streets such as Great South Road, Ronwood Avenue, Sharkey Street, Manukau Station Road, Lambie Drive and Cavendish Drive.

Infrastructure would include not only safe cycle facilities, but could also extend to providing a bike-share scheme around the study area, with stations in the centre near key transport hubs, shops, MIT, AUT, the SuperClinic and other large employers.

Supporting all this, will be education and encouragement to get local people to see cycling as a safe activity and an option for exercise and some trips.

### Making it easy, safe and attractive to walk

The challenges and barriers for walking around Manukau have been raised through many forums. A concerted effort is required to improve the environment for walking, as the most important travel mode.

Investment to improve the walkability of Manukau will be embedded in much of what we do (e.g. through street upgrades and site developments outlined in Key move one, and the Puhinui Stream upgrade outlined in Key move two). In addition to this, Panuku will work collaboratively with Auckland Transport on a programme of minor improvements to supplement other investments.

This work will focus on improving connectivity, attractiveness, ease and safety for walking within the project area. This could include initiatives such as:

- making intersection improvements
- providing safe and convenient opportunities to cross streets
- filling in missing links
- managing speeds across the project area
- making safety improvements.

Wāhanga whā:  
Whakatūtakinga

## Section four: Delivery

This section describes how we will deliver the Transform Manukau project. It provides a high-level introduction to our delivery approach, and outlines the broad delivery sequencing for sites and projects. It will be further refined through a detailed implementation plan.

A large, stylized graphic of a Māori whā (spiral) in a dark red color, set against a background of intricate wood carvings. The whā is contained within a white-outlined hexagonal shape.

Whā 04

## Working in partnership

A critical part of achieving a holistic transformation for Manukau Central is the integrated and collective effort of many partners; and in Manukau there are many. While this plan focuses on Panuku's activities, it also seeks to capture and bring together a collective view to help guide thinking across the area.

With the combined effort of our partners, the scope for achieving change in Manukau is unprecedented in Auckland.



## Mana Whenua

The partnership with Mana Whenua is unique and multi-faceted.

Panuku is a caretaker, or kaitiaki, and developer of land on behalf of the Auckland Council. Tāmaki Makaurau Mana Whenua are the indigenous Māori population and kaitiaki of their lands and waterways.

Panuku acknowledges, through the principles of Te Tiriti o Waitangi and the importance of whenua (land) and moana (including waterways) to Māori, that our particular relationship with Mana Whenua is one of partnership, i.e. in co-management and development of these essential taonga or treasures.

Furthermore, Mana Whenua have a commercial interest in the development of land. This may be through land ownership (via current treaty settlement negotiations) or as investors or developers of projects.

## Crown entities and public institutions

Panuku, as the identified lead council agency in the project, has in some cases strengthened and in others established new relationships with 13 Crown entities and two public institutions, during the Transform Manukau project planning phase and the formation of this framework planning document.

The Crown entities in Manukau represent around 100 hectares of land within the Transform Manukau area, and are key partners and major contributors and investors in the overall Transform Manukau project, through their planned and proposed developments and service delivery initiatives.

The 13 entities and two public institutions all support the broad content of the framework plan and its intent. They all generally support the five key moves and Panuku's proposed development of the council sites in the manner outlined in this framework plan (i.e. with a residential focus).

Partnership with Crown entities, and central government as a whole, could support greater alignment and integration for the project, which is vital to enabling a more ambitious scale and holistic project. This collaboration is also critical in order to achieve the ambition and multiply the benefits of the Transform Manukau Framework Plan's three goals and five key moves.

For instance, working with multiple Crown entities on shared projects will see a significant improvement to the housing stock, quality of life and health benefits for residents in the Wiri area. This is only possible where development of the Crown's large, but somewhat fractured, landholding is amalgamated and planned with the council and other key landholding agencies.

A collaborative partnership with the council, through Panuku, could see housing intensification programmes by entities such as Housing New Zealand Corporation and the Ministry of Business Innovation and Employment provide greater housing supply and choice, 'at scale and at pace'. By working collaboratively, these programmes will also contribute to improving the urban form in Wiri, promoting safer neighbourhoods, improving accessibility through the area, and creating greater public amenity in existing and new spaces along the Puhinui Stream corridor, as described in this framework plan.

Another example is the collaborative master-planning process that is taking place for the development of the Crown's largest landholding in the project area – the 49 hectare Counties Manukau DHB's SuperClinic site. This site presents a range of opportunities, including an agreed subdivision plan and urban planning layout, and agreed access arrangements to the Puhinui Stream and flood-prone areas.

There is also a great opportunity to create and provide a new large suburban open space, the Wiri Wetland Domain (see Key move three), within the flood-prone area of the DHB site.

An additional DHB proposal, which is still in its concept stages, is for a Living Well Centre as part of the healthcare facility's expansion. This presents an opportunity for the council to consider access to, and potentially a partnership in, these future facilities.

Finally, in the north-west of the DHB site, the release for development of 13.1 hectares for housing will contribute strongly to the goals of this framework plan, in particular to Key move three, which relates to developing the Wiri healthy neighbourhood. This project could also incorporate adjacent council land at 58R Kerrs Road, and enable the Crown and council to work together to ensure and demonstrate good urban planning and development outcomes.

The Crown entities that are currently involved in the Transform Manukau project are listed below.

- **Treasury and State Services Commission** – leads cross-Crown entity leadership, integration, coordination and advice on delivering development opportunities 'at scale and at pace'.

- **Ministry of Education** – is the leading education provider in the project area and is interested in managing roll growth, investigating new schooling provision options, providing innovative learning environments and strengthening education pathways.

- **Ministry of Business, Innovation and Employment** – has a range of interests in the area, from stimulating economic activity, increasing the rate of housing supply and improving social outcomes and energy initiatives; and is further represented by the Crown Land Development Programme to help deliver housing in the project area.

- **New Zealand Transport Agency** – is a key stakeholder in enabling the area to grow into a vibrant family friendly community, as it is involved in transport investment, street improvements, mass transit routes, safety and cycleway programmes, and the motorway network (State Highways 1 and 20), and holds remnant property interests that may contribute to Transform Manukau's outcomes.

- **Ministry of Culture and Heritage** – is collaborating to support and progress Te Papa Manukau in Manukau Central.

- **Te Papa Tongarewa** – has an opportunity to work together with Panuku, to evolve, plan and design Te Papa Manukau National Cultural Centre in Manukau Central, and to potentially integrate the centre with Hayman Park.
- **New Zealand Trade and Enterprise** – helps the project by advocating for hotels and short-stay accommodation in Manukau and the project area.
- **Government Property Group** – is the delivery agency for the Crown's Auckland Accommodation Project, which will continue to consider Manukau Central a key commercial office location for government workers in the future.
- **Ministry of Social Development** – could potentially work in partnership with Panuku, the Southern Initiative and Auckland Council to explore designing, supporting and operating a Manukau multipurpose learning and innovation centre, like that delivered at the airport (called ARA), to help improve socio-economic wellbeing and to increase Māori and Pasifika economic participation through development projects.
- **Ministry of Pacific Peoples** – is currently exploring the feasibility and location of a Pacific Cultural Centre for Auckland. One option could see it located within the Transform Manukau project area.

The public institutions that are currently involved in the Transform Manukau project are listed below.

- **Auckland University of Technology (AUT)** – supports Panuku to progress investigations into the re-development of the Manukau Sports Bowl. The university is also a key advocate for increased connectedness of its south campus to Manukau Central and its bus and train stations, and for east–west connections. Panuku and AUT are also exploring how to provide services and accommodation options for students, and use the power of the student population to help invigorate Manukau Central. AUT is also interested in being part of a wider energy initiative for the project area.
- **Manukau Institute of Technology (MIT)** – MIT's Manukau Campus is a key site fronting Hayman Park and above the train station. There is significant future development potential in its 25 Davies Avenue site, and it is interested in working with Panuku to further develop this site in the context of both its Manukau and Ōtara campuses, in order to enhance the student experience and develop its twin campus strategy so that it aligns with this framework plan.

#### **Auckland Council and council-controlled organisations**

Within the council family, there are multiple partnerships in place for planning, advocating and delivering the Transform Manukau project (such as local boards, Auckland Transport, The Southern Initiative, parks department, Healthy Waters departments etc). Panuku will continue to work with the council family to coordinate our efforts and expertise, and identify project synergies to maximise the benefits that can be achieved for the community.

#### **The private sector**

Private land owners and the development community have an essential role to play in delivering this framework plan in relation to commercial sites. A partnership approach enables parties to leverage off one another to create the best sustainable outcomes.



Panuku is a place-led and property-focused regeneration agency. While our resources are significant within the Transform Manukau area, they are also finite.

## Our approach to delivery

Panuku is a place-led and property-focused regeneration agency. While our resources are significant within the Transform Manukau area, they are also finite.

The scale of potential Panuku funding in Transform Manukau, via the realisation of land value across our sites, is estimated to be worth up to \$100 million over 10 to 15 years. Funds will be channelled into enabling public good projects, including contributions to the public realm (streetscape and open space upgrades, as well as general place activation initiatives) and social infrastructure projects, and a range of soft socio-economic initiatives to be delivered by our partners, as outlined in this framework plan.

Overall priority in our decision-making relating to delivery strategies for Panuku development sites will be given as follows (in order of importance).

1. Contribution to delivering on the residential-led strategy, i.e. preference shall be given to residential use with the overall density optimised (market and planning rules permitting).
2. Maximisation of the realisation value of Panuku land, ensuring reinvestment in public good projects is optimised.
3. Delivery of outcomes contained within the Corporate Responsibility Framework and High-level Project Plan.

## Funding strategy

The cost to Panuku and its partners in fully realising the framework plan is substantial. Investment in public good projects, large-scale residential redevelopment and major transport initiatives, e.g. light rail, will easily exceed \$1 billion over the life of the framework plan. The following broad funding strategy, to be further developed in the implementation plan, relates to priority projects over the next 10 to 15 years, and includes:

- reprioritisation of existing council budgets towards delivering the key moves
- further funding requests through the 2018 – 2028 long-term plan, including for both capital and consequential operational expenditure needs
- release of funds from the sale of council land – funding forecast to be at least \$100 million
- potentially accessing funds arising from the partnership approach with Crown entities
- leveraging private sector investment associated with Panuku projects and opportunities.

Commercial development opportunities are important to create the level of capital receipts needed for re-investment in the

Transform Manukau area. Commercial return is one of the drivers behind the commercial sites that have been identified as potentially contributing to this framework plan. Panuku will aim to secure early wins on sites that are ready for sale and development, and that are suitable for specific uses, such as residential development. This will help create momentum in the market and encourage further private-sector investment.

There are a number of additional funding options available to Panuku for operational and capital expenditure. These include council long-term plan funds, Panuku development and strategic development funds, local board discretionary funds, and Auckland Transport capital funds.

Panuku will continually seek to partner with funding agencies to maximise efficiency and improve outcomes for Manukau.

Panuku funding will always seek to leverage other public or private investment, with an expectation that the multiplier effect will be clearly evident in terms of outcomes. To this end, Panuku has developed a total value analysis (TVA) tool for assessing the commercial and non-commercial outcomes (social, economic, environmental, cultural) of proposed projects. TVA is explained in the following text.

A detailed implementation plan will be developed in early 2017, building on this framework plan. The implementation plan will provide the detailed business cases for the overall programme of site developments and projects, taking care to understand the interdependencies that exist. The implementation plan will be signed off by Panuku's board, before being presented to Auckland Council.

### Total value analysis

TVA is a quantitative cost-benefit assessment of the overall impact of investments. It takes into account environmental, social, cultural and economic effects which might lie outside normal commercial costs and revenues.

Panuku is required to deliver both commercial and strategic outcomes and to be transparent about balancing these when making significant decisions on development projects. TVA presents an opportunity to move beyond financial analysis and towards a consistent measure of the costs and broader community benefits likely to be generated from development projects.

## Our delivery programme

### Broad sequencing

Three broad delivery phases are expected over the life of the Transform Manukau project. These phases recognise that the project is made up of many different projects, sites and delivery agents, and contains complex interdependencies. The three phases are as follows.

- **Short-term (0–3 years):** Manukau Central activity begins with place-making activities, the bus interchange, associated public realm upgrades to Putney Way and the staged delivery of Hayman Park. Residential development of the Barrowcliffe site will get underway, along with early stages of the special housing area (Pacific Gardens). We will also make a start on an extensive engagement and upgrade programme for the Puhinui Stream. Sites will become ready for marketing and sale within Manukau Central. The work of the Southern Initiative will be further amplified, working in tandem with the physical regeneration push.

- **Medium-term (3–10 years):** Manukau Central will continue to build momentum with further public realm improvements. Site developments will be well underway or completed across the central area. Master-planning, with Westfield Manukau City, for the mall's car parks will be completed and staged development of this land will be underway, including the progressive creation of a main street on Putney Way. Housing New Zealand will be actively improving housing stock, creating a series of healthy neighbourhoods in Wiri. The DHB SuperClinic site will be home to new housing developments, expanded health facilities and a new open space network, including the Wiri Wetland Domain. The upgrade of the Puhinui Stream environs will be largely completed. The integrated development to the rear of MIT will have been realised as a new hub for innovation, learning and cultural celebration. The full masterplan for the Vodafone Events Centre and AUT will be realised, and the future of the Manukau Sports Bowl is agreed. The cycle network has extended from Manukau Central and is nearing completion within the project area.

- **Long-term (10–25 years):** Public realm upgrades across Manukau Central will be nearing completion. The majority of Panuku sites will be fully developed. The redevelopment of the Manukau Sports Bowl is complete. The private sector takes on the momentum of development, consolidating retail and realising medium-density residential opportunities. Great South Road has been upgraded and is moving more and more people by multiple modes. The new airport to Botany mass transit route is underway. The socio-economic fortunes of the area will be much improved, sitting at least on a par with the Auckland average on the relevant indices.



## Public realm projects

Public realm projects include streetscape upgrades, Puhinui Stream improvements, the Barrowcliffe Bridge beautification project and general place activation. Considerable investment is required in the public realm to create significant and immediate benefits, and it needs to be timed to support development of adjoining sites.

The following are the proposed projects and indicative phasing that fall out of the key moves. It is expected that these projects will:

- create the most benefit for existing and new communities
- demonstrate change
- align with development opportunities
- align with our partner's programmes
- combine over time to create a more attractive place to live, work or visit.

### Short-term proposed projects (0–3 years)

- 1 Putney Way stage 1
- 2 Barrowcliffe Bridge
- 3 Hayman Park (playground)
- 4 Barrowcliffe ponds
- 5 Puhinui Stream (programme initiation and stage 1)
- 6 Minor works (Karoro Court, Manukau Plaza, Manukau Station Road)

### Medium-term proposed projects (3–10 years)

- 1 Putney Way stage 2
- 2 Amersham Way stage 1
- 3 Osterley Way stage 1
- 4 Hayman Park (ponds)
- 5 Karoro Court
- 6 Manukau Plaza
- 7 Cycling and walking network development and improvements
- 8 Manukau Station Road

### Long-term proposed projects (10 years +)

- 1 Putney Way stage 3
- 2 Amersham Way stage 2
- 3 Osterley Way stage 2
- 4 Osterley Way stage 3
- 5 Osterley Way stage 4
- 6 Barrowcliffe link road
- 7 Great South Road



## Development opportunity sites

The market is a key driver for when we can develop sites. Establishing relationships and building confidence, particularly in the development industry, is seen as a key role for Panuku to enable the transformation process to be achieved.

This will involve Panuku exploring a range of different types of sale and joint venture agreements with a variety of potential partners, which will take time to negotiate and get the project right.

While Panuku's portfolio of land within the Transform Manukau area comprises 100 hectares, not all of this land is ready or suitable for development (the portfolio includes under-used recreation space and at-grade car parking). Furthermore, there are a number of commercial, contractual, occupation and ownership issues to be overcome to enable the sites to be ready for market. For reserve land, there are also public consultation processes to be undertaken, before any land is released, and the need to ensure that the land is not still required for reserve purposes.

Through due diligence of the portfolio, proactive management and a robust approach to project delivery, the aspirations of this framework plan can be achieved.

In addition to readiness factors, the timing of development for Panuku's portfolio will be subject to a range of factors, including:

- market readiness (for the type of developments desired)
- time to establish development agreements
- design and consenting processes
- alignment with our partners and their projects, including public realm investments.

### Development opportunity sites

- 1 MIT
- 2 1 + 6 Manukau Station Road
- 3 50 Manukau Station Road
- 4 59A Manukau Station Road
- 5 59B Manukau Station Road
- 6 Clist Crescent
- 7 2 and 8 Davies Avenue
- 8 14 Davies Avenue
- 9 9 Osterley Way
- 10 Kōtuku House
- 11 Westfield Manukau City
- 12 Civic block

### Potential predominant building uses:

- |   |   |
|---|---|
|  Residential |  Retail          |
|  Hotel       |  Education       |
|  Office      |  Public building |





The following table provides a simple summary of site readiness and an estimate of potential development timing.

**Readiness for market:**

- ready now (available now, or within the next 12 months)
- ready soon (subject to some dependencies, available from 2018)
- complex sites (range of multiple dependencies, existing leases or other investigations required).

**Possible timing (potential development – subject to market):**

- short (0–3 years)
- medium (3–7 years)
- long (10+ years).

Site	Dependencies	Readiness for market	Potential development
Barrowcliffe	Nominal	Ready now	Short
1 & 6 Manukau Station Road	Nominal	Ready now	Medium
Lot 59B, 31-33 Manukau Station Road (MSR)	Subdivision post-bus-station construction	Ready soon	Short
Lot 59A, 31-33 Manukau Station Road (MSR)	Subdivision post-bus-station construction	Ready soon	Medium
2 & 8 Davies Avenue	To consider overall parking provision for centre	Ready soon	Short
50 Manukau Station Road	To consider overall parking provision for centre	Ready soon	Medium
14 Davies Avenue	To consider overall parking provision for centre	Ready soon	Medium
4 Osterley Way	To consider overall parking provision for centre	Ready soon	Medium
Clist Crescent	Short-term parking	Ready soon	Long
Manukau Sports Bowl	Open space demand or requirements to be determined	Complex site	Long
58 R Kerrs Road	Integration with DHB site development	Ready now	Medium
Kōtuku House	Subject to civic extension completion	Ready soon	Medium
Rainbow's End	Continued use and development by Rainbows End	NA	NA
Westfield Manukau City	Long-term lease to Westfield Manukau City	Ready soon	Medium
MIT site	Lease to MIT	Ready now	Medium
Rationalisation (range of sites)	Release additional sites	To be confirmed	To be confirmed

## Site profiles and design principles

Site	Key design principles	Site	Key design principles	Site	Key design principles	Site	Key design principles
<b>Barrowcliffe</b>	<p><b>Layout/building placement</b> – urban perimeter blocks (max. 60-80m wide) with strong street edges (max. 5m setback from back of footpath) to a common building line.</p> <p><b>Bulk and massing</b> – min. 2 storeys with height generally placed to optimise views/edge of amenity pond and reserve.</p> <p><b>Architectural expression/character</b> – variety of housing typologies and architectural treatment/material selection/colour palette.</p> <p><b>Intensity</b> – min. 20,000sqm Gross Floor Area (GFA)/200 residential units.</p> <p><b>Land use</b> - residential townhouses and apartments.</p> <p><b>Access/street network</b> – access via Manukau Station Road and Barrowcliffe Place. Primary street network fixed and to include water sensitive design. North-south secondary streets preferred. All roads to incorporate tree planting.</p> <p><b>Car parking</b> – max. 1.5 car parks per unit as an average. Rear loaded, undercroft and courtyard parking preferred.</p>	<b>1 &amp; 6 Manukau Station Road (MSR)</b>	<p><b>Layout/building placement</b> – urban perimeter blocks, ground floor occupied frontage to MSR, internal courtyard spaces, max. 5m setback to back of MSR footpath with possible 1m (max.) threshold for privacy.</p> <p><b>Bulk and massing</b> – min. 3 storeys height generally biased towards the southern edge to optimise views and State Highway 20 noise attenuation. Variable roof line/height to create diversity in form.</p> <p><b>Architectural expression/character</b> – potential corner treatment on MSR. Differentiated building designs to provide variety and richness.</p> <p><b>Intensity</b> – min. 40,000sqm GFA.</p> <p><b>Land use</b> – residential apartments (min. 400 units) plus potential hotel site on the western edge, commercial development on eastern edge of site and retail on ground floor along MSR. Possible shared parking building.</p> <p><b>Access/street network</b> – principal pedestrian access/entrances to the development from MSR. Vehicular access off MSR (assume left in left out) and a further access point ideally on Wiri Station Road.</p> <p><b>Car parking</b> – max. one space per unit concealed from the street behind buildings within the interior courtyards as, a semi basement podium or at-grade courtyards.</p>	<b>Lot 59B, 31-33 Manukau Station Road (MSR)</b>	<p><b>Layout/building placement</b> – building to hold common building line to back of pavement along Putney Way. Setback of up to 5m from back of pavement on Osterley Way.</p> <p><b>Bulk and massing</b> – min. 5 storeys.</p> <p><b>Architectural expression/character</b> – strong architectural expression on the Putney Way/Osterley Way intersection.</p> <p><b>Intensity</b> – min. 4,000sqm GFA.</p> <p><b>Land use</b> – commercial, residential or hotel uses. Ground floor retail/food and beverage along the Putney Way ground frontage.</p> <p><b>Access</b> – single vehicle access/egress off Osterley Way. Primary pedestrian entrance on Putney Way.</p> <p><b>Car parking</b> – max. 30 spaces concealed from Putney Way with a strong preference for basement/undercroft parking and/or use of off-site shared parking building.</p>	<b>Lot 59A, 31-33 Manukau Station Road (MSR)</b>	<p><b>Layout/building placement</b> – buildings placed to provide primary (continuous) frontage to MSR with max. 3m setback to back of pavement. Occupied ground floor frontage to MSR, Osterley Way and Davies Avenue.</p> <p><b>Bulk and massing</b> – min. 5 storeys height generally biased towards the MSR edge.</p> <p><b>Architectural expression/character</b> – special corner treatment on MSR/Davies Avenue and MSR/Osterley Way.</p> <p><b>Intensity</b> – min. 5,000sqm GFA of commercial/residential.</p> <p><b>Land use</b> – commercial, education, community, hotel, student accommodation, car park building.</p> <p><b>Access/street network</b> – principal pedestrian access/entrances to the development from MSR. Vehicular access off Osterley Way.</p> <p><b>Car parking</b> – concealed from MSR either at-grade behind buildings or underground/undercroft. Possible car park building to the centre of site shielded by other uses on Davies Avenue/Osterley Way.</p>

Site	Key design principles
<b>2 Davies Avenue</b>	<p><b>Layout/building placement</b> – infill (100 percent site coverage) single aspect development wrapping around the north and west sides of the existing parking building. Continuous building line to pack of pavement.</p> <p><b>Bulk and massing</b> – min. 9 storeys stepped on the western and southern edges.</p> <p><b>Architectural expression/character</b>– corner treatment on MSR/Ronwood Avenue/Davies Avenue.</p> <p><b>Intensity</b> – min. 10,000sqm GFA.</p> <p><b>Land use</b> – ground floor retail with residential apartments or hotel above.</p> <p><b>Access</b> – principal pedestrian entrance off Davies Avenue.</p> <p><b>Car parking</b> – no new spaces. Uses existing parking building.</p>

Site	Key design principles
<b>8 Davies Avenue</b>	<p><b>Layout/building placement</b> – infill (100 percent site coverage) development. All development with frontage hard to back of pavement.</p> <p><b>Bulk and massing</b> – Point tower on the Amersham Way/Davies Avenue intersection (min. 15 storeys, with lower level (min. 4 storeys) development running along Amersham Way.</p> <p><b>Architectural expression/character</b> – corner treatment/landmark element on intersection of Davies Avenue/Amersham Way.</p> <p><b>Intensity</b> – min. 15,000sqm GFA.</p> <p><b>Land use</b> – point tower ground floor retail with residential apartments or hotel above. Amersham Way with retail ground floor frontage and car parking or commercial above.</p> <p><b>Access</b> – principal pedestrian entrance off Amersham Way and corner of point tower. Vehicle access off Amersham Way.</p> <p><b>Car Parking</b> – Up to 180 spaces either underground or in upper floor car park building potentially tied into the existing.</p>

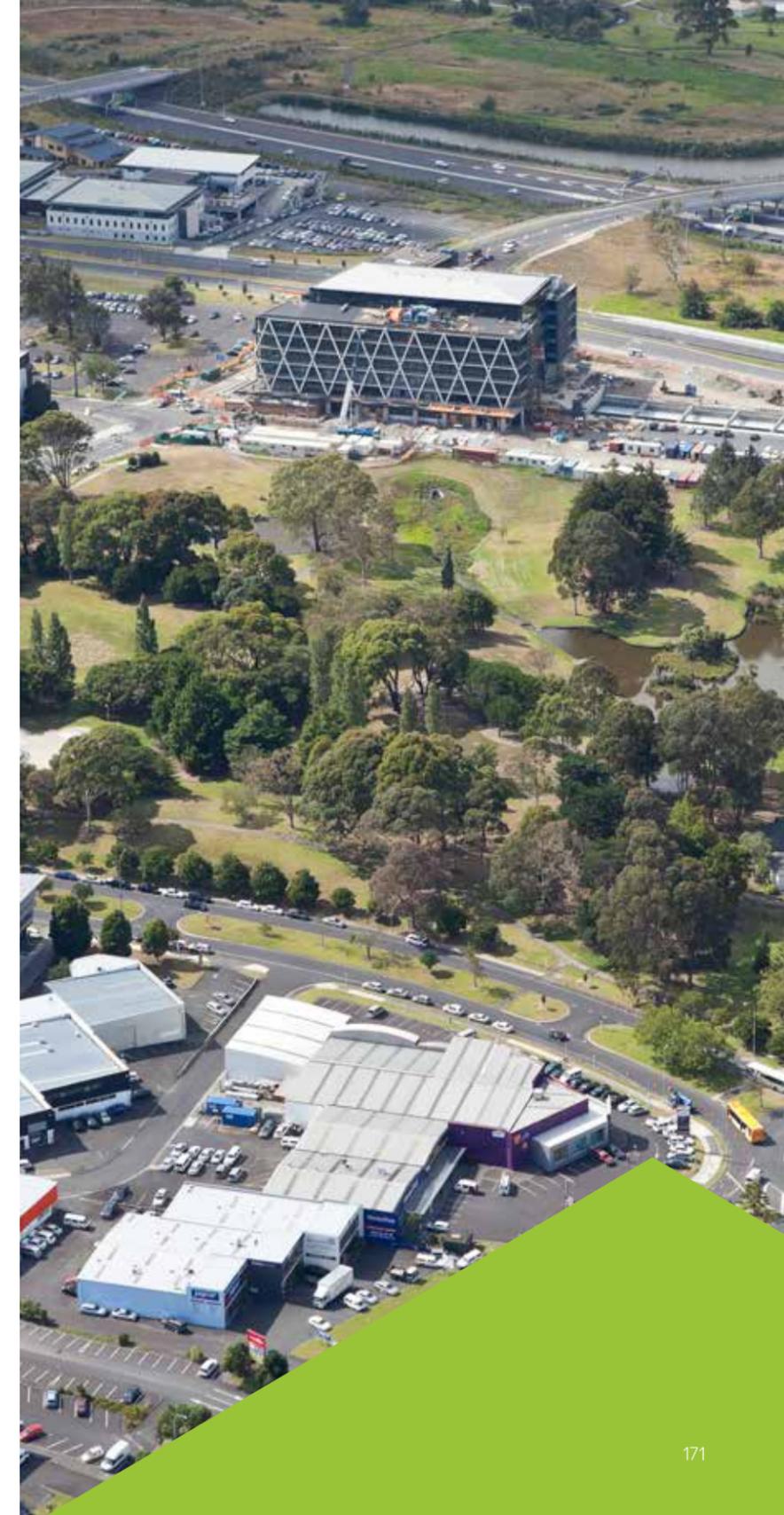
Site	Key design principles
<b>50 Manukau Station Road (MSR)</b>	<p><b>Layout/building placement</b> – perimeter block development fronting MSR and Wiri Station Road (WSR) with internal courtyard space. Max. 5m setback to back of MSR and WSR footpaths.</p> <p><b>Bulk and massing</b> – min. 3 storeys height generally biased towards the southern edge for views and State Highway 20 noise attenuation.</p> <p><b>Architectural expression/character</b> – potential corner treatment on MSR/WSR. Landmark building opportunity fronting State Highway 20.</p> <p><b>Intensity</b> – min. 10,000sqm GFA.</p> <p><b>Land use</b> – commercial office space or hotel. Occupied ground floor frontage to MSR.</p> <p><b>Access</b> – principal pedestrian entrance off MSR. Vehicular access off Barrowcliffe Place and potentially WSR.</p> <p><b>Car parking</b> – max. 100 spaces concealed from the street either at-grade behind buildings within the interior courtyards or underground (semi-basement).</p>

Site	Key design principles
<b>14 Davies Avenue</b>	<p><b>Layout/building placement</b> – large-scale perimeter block infill developments creating a new built edge to Davies Avenue and a perimeter lane alongside adjoining existing buildings. Building frontage to back of footpath/lane edge.</p> <p><b>Bulk and massing</b> – bulk placed on Davies Avenue (min. 9 storeys) to maximise Hayman Park outlook. Min. 4 storeys on new perimeter lane in interior of the urban block.</p> <p><b>Architectural expression/character</b> – strong urban edge to Davies Avenue with rich architectural expression (rhythm and texture)</p> <p><b>Intensity</b> – min. 25,000sqm GFA.</p> <p><b>Land use</b> – ground floor retail and food and beverage on Davies Avenue and east-west lane/s. Residential apartments above.</p> <p><b>Access/street network</b> – predominantly east–west lane connections with multiple pedestrian access points/entrances, including potential route from Kōtuku House. Vehicular access from new perimeter lane off Davies Avenue.</p> <p><b>Car parking</b> – max. 100 spaces concealed from the street either on street (lane) or underground/undercroft (semi-basement).</p>

Site	Key design principles
<b>9 Osterley Way</b>	<p><b>Layout/building placement</b> – infill development (100 percent site coverage) with frontage hard to back of pavement on Amersham Way and Putney Way.</p> <p><b>Bulk and massing</b> – min. 4 storeys height with possible set back at the 4th floor (plinth + tower) off Putney Way, to support viewline down the street from the south.</p> <p><b>Architectural expression/character</b> – corner treatment required on Amersham/Putney Way intersection.</p> <p><b>Intensity</b> – min. 9,000sqm GFA.</p> <p><b>Land use</b> – residential apartments or commercial development with retail on ground floor along both Amersham/Putney Ways.</p> <p><b>Access</b> – principal pedestrian access/entrances off Amersham/Putney Ways. Vehicular access off Putney Way.</p> <p><b>Car parking</b> – max. 140 spaces either in basement utilising level change or on the upper floors.</p>

Site	Key design principles
<b>Clist Crescent</b>	<p><b>Layout/building placement</b> – single commercial office block running along MSR boundary edge. Max. 5m setback to back of MSR footpath with possible 1m (max) threshold for privacy.</p> <p><b>Bulk and Massing</b> – min. 4 storeys.</p> <p><b>Architectural expression/character</b> – background building that reinforces the qualities of the existing public buildings along MSR.</p> <p><b>Intensity</b> – min. 4,000sqm GFA.</p> <p><b>Land use</b> – commercial development with possible retail use at ground floor fronting MSR.</p> <p><b>Access</b> – principal pedestrian access/entrances to the development from MSR. Vehicular access off Clist Cresecent.</p> <p><b>Car parking</b> – at-grade staff car parking concealed from MSR, possible visitor parking on eastern or western side of the building.</p>

Site	Key design principles
<b>Kōtuku House (Putney Way infill)</b>	<p><b>Layout/building placement</b> – infill development/extension to Kōtuku House's Putney Way frontage. No setback from back of pavement.</p> <p><b>Bulk and massing</b> – min. height 4 storeys.</p> <p><b>Architectural expression/character</b> – strong architectural expression that supports the civic nature of Manukau Plaza.</p> <p><b>Intensity</b> – new build, min. 6,000sqm GFA.</p> <p><b>Land use</b> – commercial or residential with ground floor retail and food. Shared parking building possible.</p> <p><b>Access</b> – pedestrian access off Putney Way with possible access from 14 Davies Avenue. No vehicular access.</p> <p><b>Car parking</b> – no on-site parking.</p>



**Site Key Design Principles**

**Westfield Manukau City**

**Layout/building placement** – urban perimeter blocks with generally no setback from back of pavement. Max. 15m setback on Great South Road (GSR).

**Bulk and massing** – min. height generally 4 storeys with exception of standalone retail units with a min. 2 storeys equivalent. Height to be placed on primary street network, i.e. Putney Way extension, GSR, MSR. Variation in roofline required. Potential for vertical point tower development alongside predominately horizontal building forms.

**Architectural expression/character** – landmark building opportunity on the corner of MSR/GSR. Putney Way extension requires a rich urban grain/rhythm reflective of a main street condition. General need for variety in built form/architectural design and materials.

**Intensity** – min. 80,000sqm GFA realised in progressive stages.

**Land use** – mixed with target 20 percent retail, 30 percent commercial and 50 percent residential apartments (target 500 units). Generally retail and food and beverage at ground floor. Shared parking building possible.

**Access** – multiple generally as per existing with greater emphasis given to Putney Way.

**Car parking** – concealed from the street either at-grade behind buildings within the interior of blocks, underground/undercroft or in shared carparking building/s. Limited short-stay on-street parking possible. Standalone retail units at-grade parking to rear or side.

**Site Key Design Principles**

**MIT site**

**Layout/building placement** – development over rail trench and at-grade car park with primary frontage to an extended Putney Way. Max. 12m setback to back of MSR pavement but generally 5m. No setback to Putney Way extension – common building line required.

**Bulk and massing** – min. 5 storeys creating strong edge to both Putney Way and MSR. Variation in roof line to create an urban silhouette as viewed from Hayman Park.

**Architectural expression/character** – development to be differentiated through architectural expression as a series of buildings adding variety and richness. Putney Way extension viewline to be terminated to the west by a landmark building that also addresses Cavendish Drive/MSR intersection.

**Intensity** – min. 45,000sqm GFA.

**Land use** – commercial office space, education, public building, residential. Active (retail and food and beverage) and/or occupied ground floor fronting to Putney Way. Occupied ground floor frontage to MSR with potential threshold treatment for privacy.

**Access** – principal pedestrian entrance off Putney Way. Vehicular access off MSR.

**Car parking** – Max. 250 spaces either underground or in a shared parking building. At-grade limited to drop off, VIP and disabled parking.



# Te Aranga Māori Design Principles

Te Aranga Māori Design Principles are a set of outcome-based principles, founded on intrinsic Māori cultural values, and designed to provide practical guidance for enhancing Mana Whenua presence, visibility and participation in the design of the physical realm.

The principles provide a clear process for positively engaging with Mana Whenua and shaping our built environment to acknowledge our status as a city and destination in the South Pacific. They foster and guide culturally appropriate design processes and design responses that enhance appreciation of both the natural landscape and the built environment.

The principles are intended as a strategic foundation for design, that Mana Whenua can adopt, customise and further develop in response to their local context. The principles also provide other stakeholders and the design community with a clearer picture of how Mana Whenua are likely to view, value and wish to participate in the design and development of the built environment within their ancestral rohe.

Successful use of the principles is predicated on the development of high-quality durable relationships.

## Te Aranga Māori Design Principles are:

**mana** – the status of iwi and hapū as Mana Whenua is recognised and respected

**whakapapa** – Māori names are celebrated

**tohu** – Mana Whenua significant sites and cultural landmarks are acknowledged

**taiao** – the natural environment is protected, restored and enhanced

**mauri tū** – environmental health is protected, maintained and enhanced

**mahi toi** – iwi/hapū narratives are captured and expressed creatively and appropriately

**ahikā** – iwi/hapū have a living and enduring presence, and are secure and valued within their rohe.

A specific Transform Manukau Te Aranga Māori Design framework will be developed over the course of 2017, as a means of guiding the principles' application on specific projects.

## Core Māori values

Core Māori values underpin the application of the outcome-oriented Te Aranga Māori Design Principles. The underpinning Māori values are:

**rangatiratanga** – the right to exercise authority and self-determination within one's own iwi or hapū realm

**kaitiakitanga** – managing and conserving the environment as part of a reciprocal relationship, based on the Māori world view that we as humans are part of the natural world

**manaakitanga** – the ethic of holistic hospitality, whereby Mana Whenua have inherited obligations to be the best hosts they can be. Manaakitanga informs place-making and place activation, and supports safe people-centred sustainable outcomes for all people

**wairuatanga** – the immutable spiritual connection between people and their environments

**kotahitanga** – unity, cohesion and collaboration

**whanaungatanga** – a relationship through shared experiences and working together, which provides people with a sense of belonging

**mātauranga** – Māori and Mana Whenua knowledge and understanding.



# Monitoring and review

Panuku will continually review progress towards achieving the goals and outcomes for Transform Manukau.

The following are the key performance indicators (KPIs) for our three overarching goals. The KPIs are not intended to be an exhaustive list, but seek to establish an appropriate range of representative measures across a wide range of activities. These KPIs relate to activities that Panuku controls or has a strong influence over, or that are not measured by others.

In addition to the measures below, Panuku will collate and report on a much broader range of measures and statistical information. This will occur during projects, through KPIs that others measure (e.g. members of the council family and our Crown partners), as well as other available information (e.g. census information). Collectively, this will provide a broad insight into the change that is occurring over time, help inform decisions, and allow us to adapt our thinking and activities as required.

In general, we will measure our KPIs every three years (this timeframe may vary depending on the type of measure, expected amount of change over time, and availability of information).

## KPIs for Goal one

### Manukau's function in the Auckland region and for the people of the south

Our goal: A strong, permanent residential population in Manukau Central, allowing it to function as a vibrant and connected quality compact centre and place of manaakitanga, with an emphasis on local as well as regional activities and identity, supported by new and revitalised adjoining healthy neighbourhoods.

#### KPIs

1. Percentage of workers, residents and students using sustainable transport modes (walking, cycling, bus or train).
2. Percentage of residents working or studying in the area.
3. Number of pedestrians increase and people stay longer (public life survey to provide baseline).
4. Number of tertiary students learning in the area (MIT/AUT).
5. Number of dwelling units (within Manukau Central and the Transform Manukau area).

6. Diversity of visitors (age, ethnicity, income, origin).
7. Percentage of Aucklanders surveyed who visited the centre in the past year.
8. Gross floor area (square metres) of new commercial space.
9. Number of workers and businesses.
10. Number of residents.
11. Percentage of people who perceive Manukau as a great place.
12. Number of hospitality (food and beverage) outlets, and number that are open beyond 5.30pm on weekdays and open in the weekend.

## KPIs for Goal two

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

**Our goal:** To have an urban and built form that is cohesive, walkable, human-scale, high-quality, resilient and responsive to the needs of residents and businesses and its natural environment.

#### KPIs

1. Square metres of street and public realm upgrades.
2. Linear metres of Puhinui Stream corridor enhanced.
3. Percentage of visitors satisfied with quality of public spaces.
4. Percentage of public spaces designed and constructed to meet universal design standards.
5. Linear metres of new or upgraded cycleways.
6. Number of buildings that meet sustainability design standards.
7. Number of dwellings that meet Lifemark universal design standards.
8. Diversity of dwelling units (size, typology, price points, tenure).

## KPIs for Goal three

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

**Our goal:** To establish strong and prosperous residential communities in Manukau Central and the surrounding area that are actively engaged in and enjoy the benefits of living, working and celebrating in a successful and culturally rich place.

#### KPIs

1. Percentage of local residents and businesses that agree to a sense of community and pride.
2. Percentage of local residents and businesses satisfied with the quality of the centre.
3. Percentage of local residents, businesses and visitors that perceive public spaces are safe, during the day, and at night and weekends.
4. Percentage satisfaction with community facilities and services.
5. Reduction of incidences of crime reported within Manukau.
6. Number of Māori initiatives implemented or active (commercial, cultural, environmental).

7. Percentage of visitors satisfied with the quality and variety of events in the centre.
8. Percentage of local population regularly attending cultural events and activities in the centre.
9. Number of people attending all place-making activities.

# Glossary



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

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

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

## Contact

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