



Strategic Framework August 2013

Tāmaki
Regeneration
**Making
it happen.**

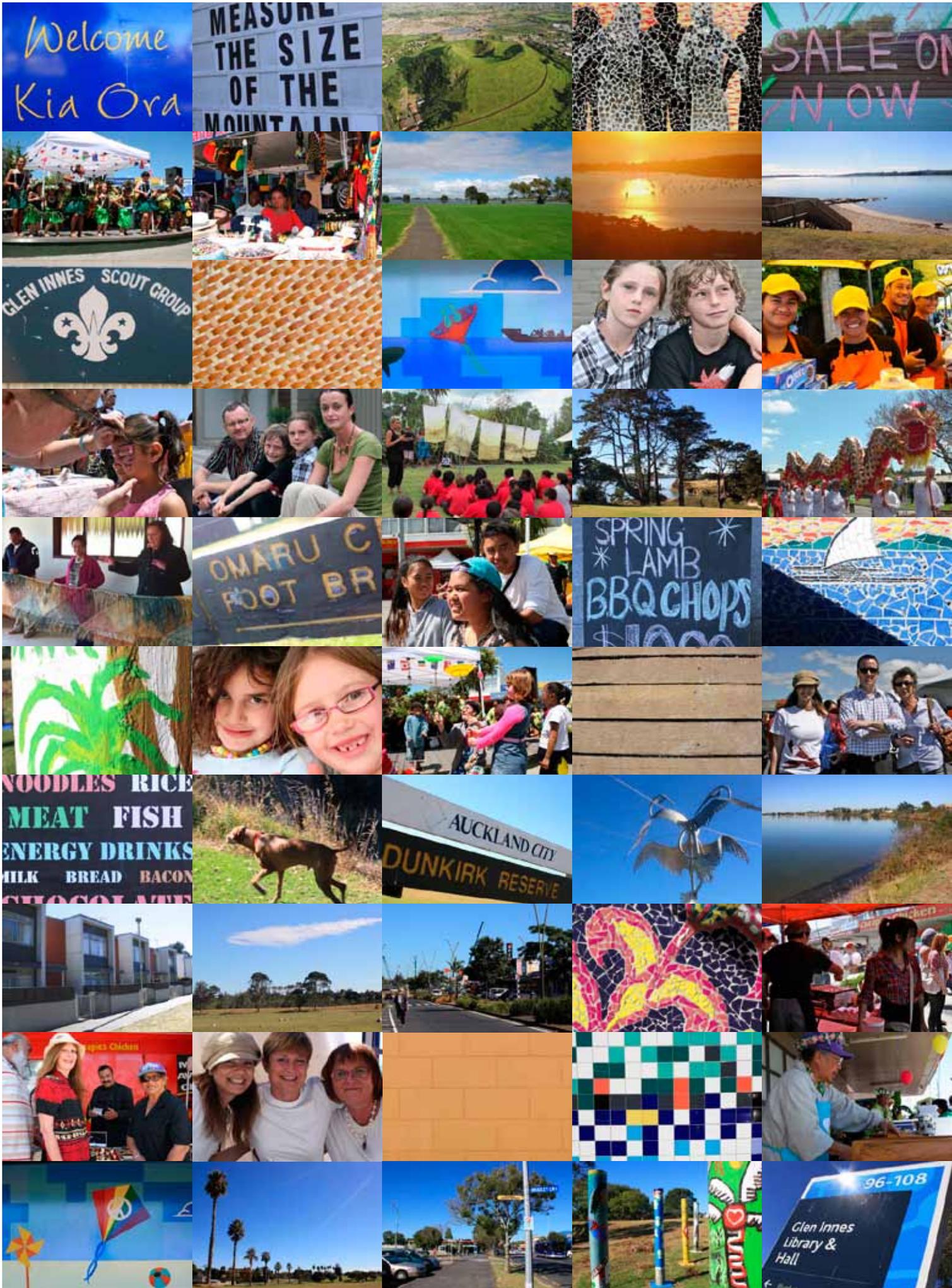
Who is Tāmaki?

I am the maunga, the awa, the land and the sea
I am an ageing Rangatira and a warrior to be
I am a scarred war veteran and a new born babe
I am the Matai of the village and Taupo o le ainga
I am a Rhodes scholar and a patched gang member
I am 'Ulumotu'a of the family and the local cop
I am a teacher, caregiver and Manaiakalani student
I am a solo mum of five and a lost teenage boy
I am a spiritual leader and a person of faith
I am the tears of despair, of hope and of joy
I am Aotearoa, Niu Sila, Aukilani, our home

Together, we are Tāmaki

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We are Tāmaki.

Making it happen for

Eddie

2013

Panmure

John and Sarah have lived and worked in Panmure all their lives.

They're devoted Christians and raised their four boys in their faith and Tongan family.

But their nine year-old Eddie has rebelled against his parents and is running with a local gang. He's been picked up by the police three times in the past month.

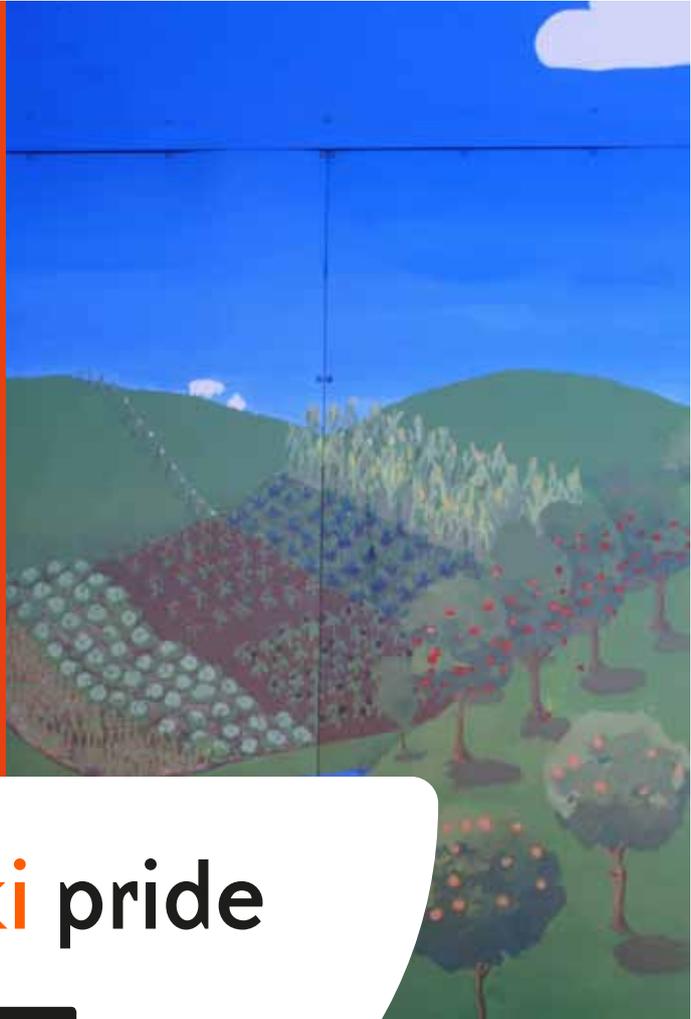
Eddie says "everything sucks" and the cops are picking on him because he's brown.

Big changes are coming for Eddie.

In the next two years, improvements to community and cultural facilities will provide Eddie and his mates with a safe place to hang out. Organised basketball games, music, quiz nights and fundraising events are planned.

Tāmaki is changing.

With the help of the TRC, community leaders and investors, the community is working towards a better urban environment and community facilities.



Tāmaki pride

Ready for a better future

Eddie

2018

At just 14 years old, Eddie has been selected for the New Zealand secondary schools' basketball team.

Already a foot taller than most of his peers, Eddie has become well known for his athleticism and competitive spirit.

His fitness training includes a morning run along the newly built boardwalk along the Tāmaki River.

Mum Sarah attends all Eddie's games and training sessions with camera in hand, now that she's studying photography at the local tertiary training facility.

Neither Eddie, nor his parents can put their finger on exactly when the turning point happened in their lives, but they're grateful to their wider family, their church and the community leaders who've kept them connected and involved in the massive changes happening in Tāmaki.



Preface



Te pai me te whai-rawa o Tāmaki¹ The luxury and wealth of Tāmaki

The tides of Tāmaki River have sustained human life for almost a thousand years, bearing waka to the fishing grounds of the Waitemata harbour and beyond.

On the river's western shore, Māori would have encountered a mature subtropical forest covering today's suburbs of Pt. England, Glen Innes and Panmure.

The area was highly prized for its fertile soil and its food basket of trees, birds, and seafood.

Gardens of kumara, taro and yams, and oceans of snapper, stingray, flounder, and shellfish provided sustenance for forty generations of human existence.

The abundance of food was so apparent in early years, Tāmaki people could harvest oysters clinging to mangroves.

Early European settlers were also taken with the area. In 1840, Surveyor-General Felton Matthew recommended that Panmure be the nation's new capital.

Today, Tāmaki's outstanding natural environment is overshadowed by its run-down built environment, and life in recent years has got harder for many of its people.

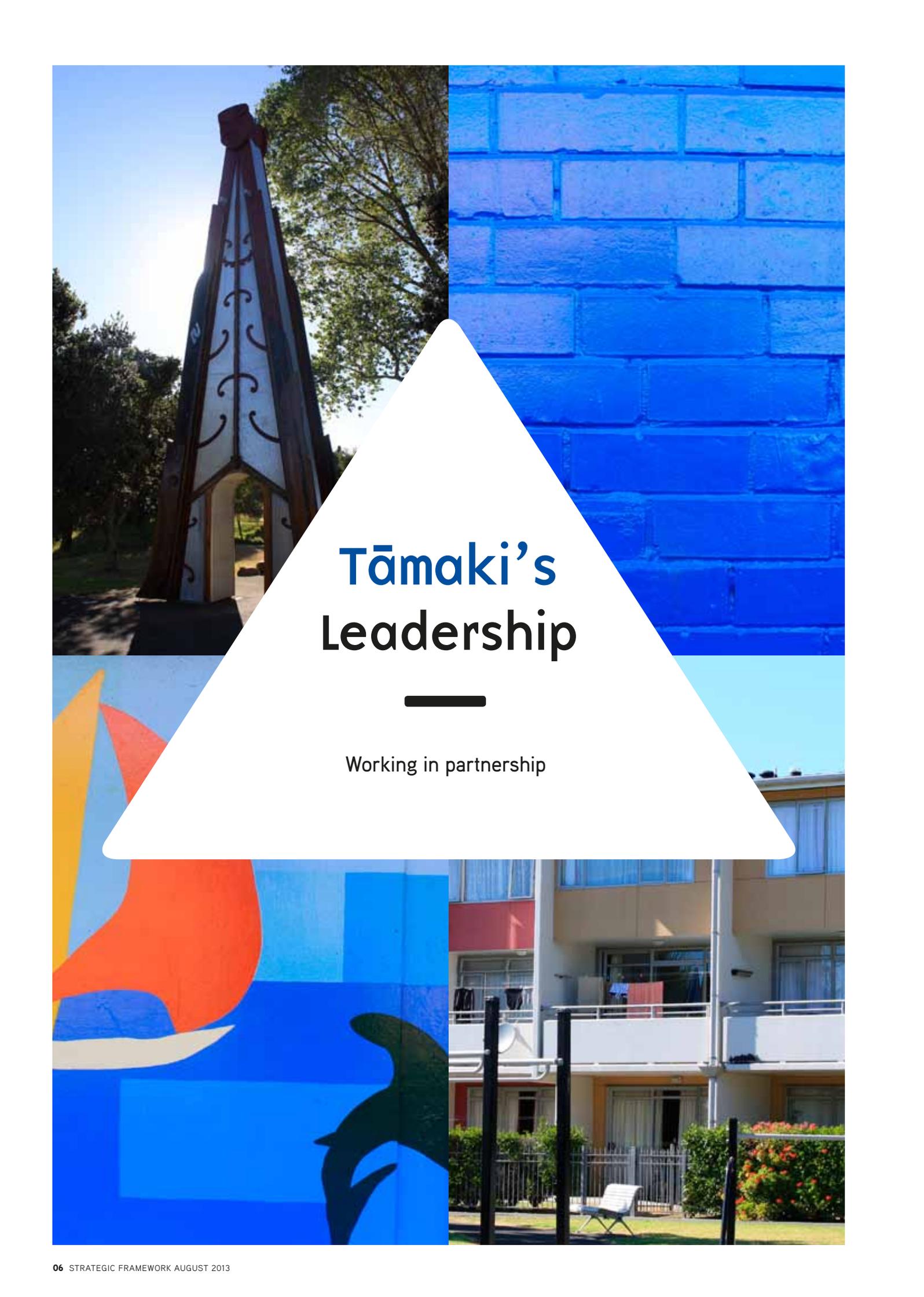
Their social and economic challenges are well known.

But, there remains plenty of pride and aspiration. As one resident at Ruapotaka Marae said recently, "people feel a strong sense of attachment and a real sense of identity with Tāmaki."

With a strong sense of history and community, the area's 18,000 residents are ready to create a better future for themselves and generations to come.

Tāmaki is ready.

¹ The translation into Māori may differ for different iwi.



Tāmaki's Leadership

—

Working in partnership

A message from Tāmaki Redevelopment Company (TRC)

The Strategic Framework presents
a compelling vision and action plan
to realise Tāmaki's potential.

We are proud to present this Strategic Framework for the regeneration of Tāmaki. Building on Tāmaki's strong foundation and rich history, the Strategic Framework lays out a blueprint for positive change through community purpose and partnership.

It was shaped by the Tāmaki community and reflects collective aspirations and priorities that have been discussed and captured over the past five years. The Strategic Framework presents a compelling vision with tangible initiatives and actions to address a clear set of social, economic and housing challenges.

Regeneration seeks outcomes that improve quality of life and create new opportunities. Tāmaki will welcome new people, business and investment, while also leveraging the talents of its current residents.

The regeneration of Tāmaki can become a benchmark for public service and community engagement, demonstrating the benefits of partnership between business, national and local government, and the communities they serve. However, the actions laid out in this Framework will only be successful when they are carried out in partnership with the whole community. TRC will work with the community to ensure shared values and cooperation are a centrepiece of regeneration.

As leaders of the Tāmaki Redevelopment Company (TRC) we have a strong sense of responsibility to Tāmaki residents. The communities of Glen Innes, Pt. England and Panmure are home to a richly diverse population in culture, interest and community spirit. The Strategic Framework seeks to strengthen each community by taking a neighbourhood approach toward regeneration, building on strengths and focusing on needs.

We also acknowledge our responsibility to mana whenua of Tāmaki under the Treaty of Waitangi. We will work with local iwi to honour customary rights and help to deliver Māori aspirations and see those values reflected in Tāmaki.

Tāmaki is a great place with huge potential and is ready for regeneration. We would like to thank the community for talking with us about their dreams, their concerns, and their priorities during the recent community engagement period. This critical input has further strengthened the Strategic Framework, as well as our organisation's overall vision. We have summarised the key results and feedback from the community engagement for the shareholders.

We are now ready to start the important work of turning this vision into action.



MARTIN UDALE
CHAIR OF THE BOARD

DEBRA LAWSON
CHIEF EXECUTIVE

Making it happen for

Telesia 2013

Glen Innes

Telesia is proud of her four children, especially Nive, who is top of her class.

Telesia knows the kids need a few more things for school, and a computer for the home would help a lot.

But the thing that bothers her most is dropping the kids off at the library so she can work part-time as a cleaner to supplement her benefit and keep her hand in as a member of the workforce.

Nive and her siblings tell their mum that it's okay and they're safe, yet that doesn't stop Telesia feeling anxious and a little bit guilty.

Things are about to change for Telesia and other solo parent families in Tāmaki.

In the next five years, improvements to community facilities, and community child care centres will provide opportunities for multi-cultural community-based child care while parents take on training and jobs.

Tāmaki is changing.

Community leaders, businesses, and government agencies are working to create a family-friendly community that is attracting work opportunities for young parents.



A vibrant future

Strengthening communities

Telesia 2018

Hours at the library have paid off for Telesia's four children, who are doing well at college.

Her daughter Nive is in her final year and likely to be named Dux.

Telesia says a turning point was her children's involvement in the Manaikalani e-learning programme, which has also benefitted her.

Thanks to help from Nive, Telesia enrolled in an IT course that enabled her to secure a full-time job at a customer call centre.

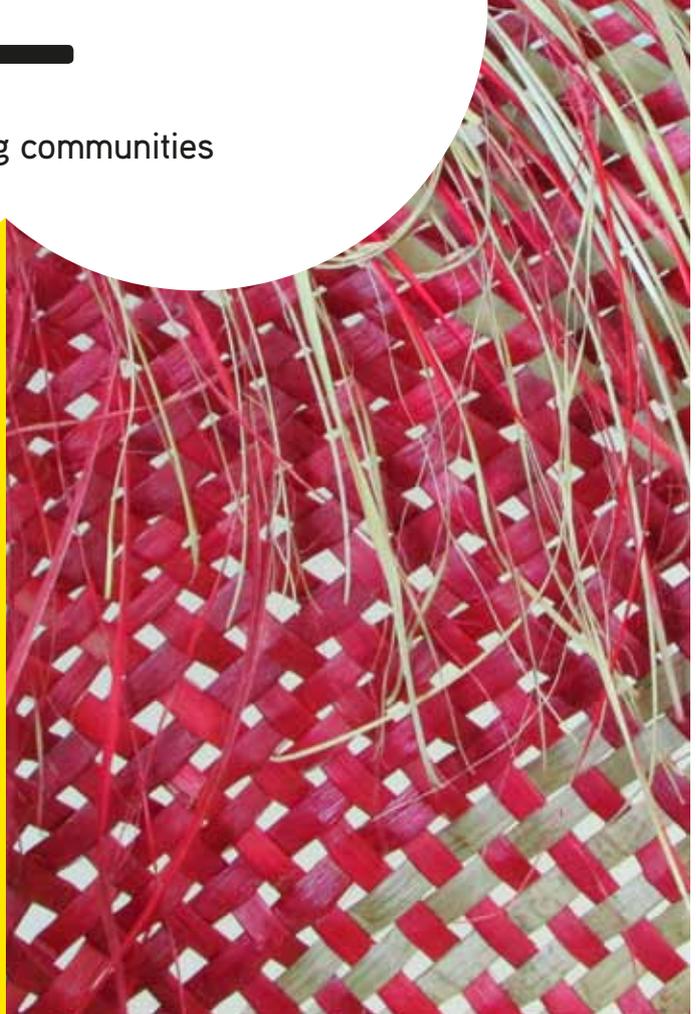
The family now live in one of the new housing developments in Tāmaki near the new parks.

Over the years, Telesia has been saving a little to help pay some of Nive's university costs.

She thinks it's a small price to pay for her daughter's future.

And it probably wouldn't have happened if the local neighbourhood hadn't changed so dramatically these past few years. People and businesses have moved into the area and better education as well as more job opportunities have been created.

Life is looking up for Telesia and her children.



A vision for Tāmaki

Tāmaki is a strong and welcoming community, where people thrive and prosper, celebrated for its distinct history and vibrant future.

Tāmaki has an amazing community that is proud and resilient. There are many dedicated people in the community, striving to improve the lives of those around them. Tāmaki also has outstanding natural features and is in a great location. The vision for Tāmaki builds on these assets.

The vision is that Tāmaki will be a great place to live and work. Our improved neighbourhoods, town centres and community facilities will match the outstanding natural environment and cultural richness that the area already enjoys.

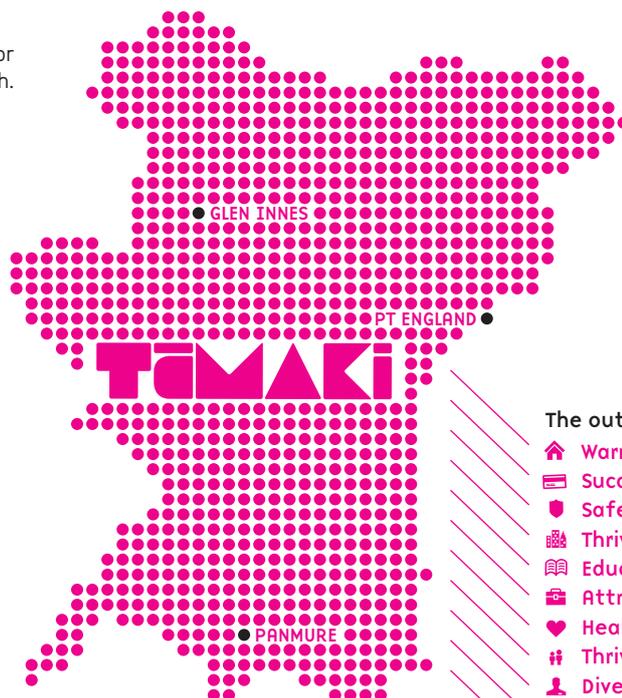
It will be a safe, friendly place for children and families and a place where people want to retire.

Tāmaki will be an attractive place for business to locate, and for the private sector to invest. This will generate jobs and wealth.

Tāmaki will be transformed with the help of current and future residents, iwi, community leaders, government agencies, Auckland Council, (which includes the Maungakiekie Tāmaki and Orakei Local Boards and where appropriate its Council Controlled Organisations) strategic partners, private investors and business.

Importantly, this regeneration will be as much about creating greater wealth and opportunity for people and their children, as it is about physical transformation of the area.

TRC will work shoulder to shoulder with the community. We will be bold and innovative. We will do things differently.



The outcomes of regeneration:

-  Warm modern homes
-  Successful businesses
-  Safe and inviting parks
-  Thriving town centres
-  Educated residents
-  Attractive investment opportunities
-  Healthy residents
-  Thriving children
-  Diverse career opportunities
-  Great neighbourhoods
-  Strong cultural identity

Making it happen for

Hone

2013

Pt. England

After working a 12-hour shift as a machine operator in South Auckland, Hone falls into bed at his Pt. England home. He's looking forward to having Sunday off and seeing his kids.

His wife Rahera and three daughters haven't seen him for a while and his parents have been unwell. Hone's cousin and her two boys are making noise in the kitchen.

It's been a tough year, but Hone doesn't think much will change. The house is overcrowded and the kids are always sick. But, they're doing well in their studies at Pt. England School, even though Hone hasn't met their teachers yet.

Big changes are coming for Hone and his family.

In the next two years, the building of dozens of new houses will give Hone an opportunity to upsize their home, and maybe one day own it.

Tāmaki is changing.

With the help of the TRC, community leaders and investors, the community is working towards more jobs and business opportunities, and improved housing.



Regeneration initiatives

A benchmark for community engagement

Hone

2018

Two years after moving into their new home in Pt. England, Hone has secured the promotion he was seeking, after completing a skills training course provided by his employer.

Hone is no longer doing shift work and gets to spend more time with his wife Rahera, and their three daughters.

The family has started negotiations to look at owning a part of their home.

And Hone is saving to buy a small fishing boat to explore the Tāmaki River and Hauraki Gulf Islands now that marine life is thriving in the local waters thanks to environmental enhancements.

Rahera says it's been an exciting time in their lives these past five years, none more so than in the changes she's seen in her husband and children.



Introduction



TRC will enable Tāmaki people to build on the things they value and help attract new families and resources to realise the region’s potential.

THE TĀMAKI REDEVELOPMENT COMPANY

The Tāmaki Redevelopment Company is a new entity jointly owned by the Government and Auckland Council.

It has its own Board chaired by business leader Martin Udale, who has extensive experience in urban development throughout Australasia, and a team led by Chief Executive Debra Lawson, who has more than 20 years’ experience in urban regeneration and community development.

Debra and her team will work in partnership with local residents, businesses, mana whenua, local and central government agencies, the Maungakiekie Tāmaki and Orakei Local Boards, local service providers, and the private sector to provide a platform for successful regeneration of Tāmaki.

This will involve working with the right people and resources to lead a programme of initiatives.

The regeneration of Tāmaki will aim to become a benchmark for public service and community engagement, demonstrating the benefits of partnership between national and local government, business and the local community which it serves.

WHY TĀMAKI

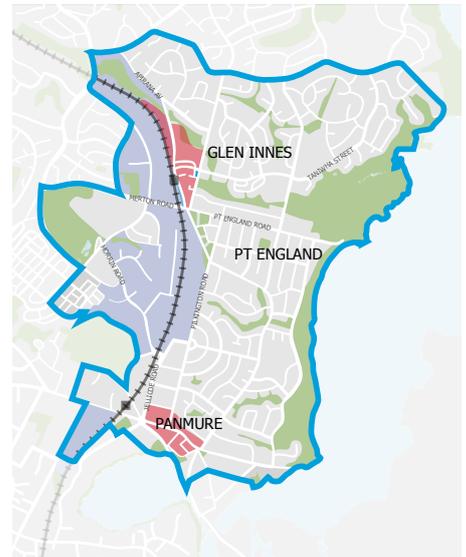
Tāmaki is a great place with huge potential and is ready for regeneration and change. It has a rich, diverse community, a strong cultural identity and a youthful population.

Although the Tāmaki area is being discussed in its entirety, the three distinct areas of Pt. England, Panmure and Glen Innes are each quite different with unique opportunities and challenges. This distinction will be reflected through the specific actions proposed in the Framework and through the development of precinct plans.

Tāmaki is a priority area for growth in the Auckland Plan. It is well connected with strong public transport infrastructure. The significant public land ownership and opportunities to improve social and economic wellbeing make Tāmaki a key contributor to the future of Auckland.

Some redevelopment of the Tāmaki area would be likely to occur in any scenario. However, taking a regeneration approach will help to leverage this development activity towards broader intergenerational outcomes and enable the community to shape these.

Regeneration will help realise the great potential of Tāmaki while tackling significant challenges. There is a sense of pride in Tāmaki and a community who want to build a thriving place for themselves and for their children.



People know that there are some big challenges and opportunities in the area as follows:

CHALLENGES	OPPORTUNITIES
Limited housing choice	Outstanding natural environment
Age and quality of housing stock	Schools and marae that are community hubs for all ages
Low income levels	Strong community networks
Reliance on benefits	Good public transport
Low achievement in education and high unemployment	A young and talented population
Struggling town centres	Close proximity to CBD and other employment areas

Making it happen for

Cheryl

2013

Glen Innes

Ever since she was a little girl, Cheryl has wanted her own bed and a red chest of drawers with a mirror on top.

Her father knows this. The money from his factory job keeps his five children clothed and fed, but the kids have to share two beds in a single room in their Glen Innes state house.

Given half a chance, John would move his family to a bigger, drier, warmer home. He's been on a waiting list since Cheryl started college. She's now 16.

Big changes are coming for the family. In the next five years, the building of hundreds of new homes will change

the face of Glen Innes and the fortunes of John, Cheryl and her siblings.

A similar transformation is underway in the local economy, presenting new job and training opportunities for John and his workmates.

Tāmaki is changing.

With the help of the TRC, community leaders and investors, the community is working towards better education and health, more jobs and business opportunities, a better urban environment and improved housing.



A successful community

It's where we live.

Cheryl

2018

Getting up at 5.30am for her gym class before heading to university never gets any easier, but it's become routine for Glen Innes resident Cheryl.

It's been almost three years since Cheryl's father John told her and her four siblings that they were moving to a brand new home close to the Glen Innes town centre.

Cheryl still shares a room, but this time only with her older sister. In her room she has her own wardrobe and a dresser, though it's white, not red.

Since moving into their dry and warm home, John's hacking cough has almost disappeared and he's been training to become a supervisor at his factory, which has built a new processing plant.

In a couple of years' Cheryl expects to graduate and get a teaching job, and one day own her own home.

A lot has happened in Tāmaki in the past five years and the changes are still happening, including a new-look town centre with busy cafes, food market and arts centre in Glen Innes.



The Regeneration Programme

Working with the community to improve lives and create opportunities.

Successful regeneration is about far more than simply physical transformation of the area. It takes a whole of community approach focusing on all the elements that make up a thriving community, including:

- Positive lifestyle and culture
- Improving economic wellbeing
- Creating quality places and neighbourhoods

Regeneration is about working with current communities to improve lives and transform neighbourhoods. It is about creating opportunities for the people in Tāmaki now and those who have moved out of the area to return to their whanau and families or become new residents, TRC will work with the local community and other partners to deliver regeneration in Tāmaki.

As a first step, TRC engaged with the community on the draft Strategic Framework. This built on the significant engagement with the Tāmaki community by the previous Tāmaki Transformation Programme team over the years about the future of Tāmaki. The engagement confirmed that people are generally in favour of TRC's vision and support the area's broader regeneration outcomes. It also identified a number of priorities for the community including revitalisation of the town centres, activities for young people, reducing crime, better housing and more and better community facilities and events. There were also some great ideas for further initiatives that were not in the draft Strategic Framework which have now been included.

The most important thing is that this engagement was the first in an ongoing relationship between TRC and the community. It will take a combined effort to deliver the regeneration programme outlined in this strategy. TRC will work closely with the community moving forwards.

The Strategic Framework sets a 25-year vision and programme for Tāmaki, the first five years of which will demonstrate significant improvements to the area. By year 10 all aspects of the programme will be well-progressed.

KEY MOVES

There are a number of key moves within the Strategic Framework that will make a significant difference to Tāmaki in the short term and will act as a catalyst for the regeneration programme in the long term.

These key moves will be supported by a range of regeneration initiatives undertaken throughout the life of the programme. They are:

- Reinforcing the positive things that are already happening in the area through investing in people and organisations who can make the greatest difference in Tāmaki.
- Supporting a significant focus on education to improve the circumstances of existing residents and to attract new families and households.
- Establishing the first development precinct which will be a demonstration that change is happening in the area.
- Developing a range of housing options to provide choice and access through:
 - the type of housing provided in Tāmaki
 - the way in which TRC manages the release of developable land and the delivery of new homes
 - a focus on affordability and first time buyers
- Enabling the market to be active in Tāmaki to deliver outcomes that are beneficial to the Tāmaki community.

The Strategic Framework focuses activities around three key themes to enable the regeneration of Tāmaki. These are:

Lifestyle and Culture

Tāmaki is a multi-cultural community with strong grass roots leadership.

The Strategic Framework documents how TRC will build on the strong sense of community within Tāmaki to further enable groups to support and learn from one another. Resources will be targeted to

enable people to deliver local community, cultural, and support services, and to attract new initiatives that will enhance community development, health and wellbeing. This community development focus is a fundamental component of the strategy to enable the people in Tāmaki to benefit from the programme's opportunities.

TRC will also use its role in the physical redevelopment of Tāmaki to influence health and safety outcomes through quality urban design.

Talent and Creativity

The Strategic framework has a significant focus on intergenerational education and skills development from early childhood education through to continual learning for adults.

The physical redevelopment of parts of Tāmaki will require a significant construction programme. This programme will provide the opportunity for jobs and work experience for Tāmaki. Training and work experience opportunities with other businesses will also be explored.

Tāmaki offers a highly connected, accessible location for economic development. TRC will establish local champions to lead, encourage, and support economic development within the area.

Places and Neighbourhoods

Tāmaki benefits from a beautiful natural environment with the maunga, Tamaki River, and a network of parks and waterways. The Strategic Framework aims to enhance the natural amenity of Tāmaki. This involves opening up connections through the stream and park network, and critically, reconfiguring some of the narrow park fingers to create more usable open space.

A significant focus of the plan is to raise the quality of housing and ensure a more efficient use of land to enable Tāmaki to accommodate its existing and future residents. This will be done by attracting private investment and commercial partnerships to deliver new houses.

The Regeneration Programme (cont.)

TRC will focus where we have the greatest potential to make a difference.

OUR ROLE

No one company, agency or community group can transform Tāmaki on its own. It will be a collaborative process that involves partnerships and alliances and sheer determination over a long period of time.

TRC will work collaboratively with shareholders to deliver the regeneration programme.

TRC will also work with stakeholders, key agencies, and community organisations to support local families as well as to attract new families and investment into the area. We will act as a catalyst for short-term and long-term change.

We will focus where we have the greatest potential to make a difference. The direction set out in this Strategic Framework is based on some key principles. TRC will:

- Focus on regeneration across social, economic, housing and place-based initiatives
- Be action orientated and flexible
- Act as a catalyst for change
- Genuinely engage with stakeholders and work alongside mana whenua and the community
- Leverage off the investment made by others and complement these activities
- Maximise value from existing assets and resources
- Be creative and work smarter
- Deliver outcomes for both the existing Tāmaki community and the future community ensuring that those who want to stay in Tāmaki or return here will have that opportunity
- Attract investment into the area
- Establish partnerships with influencers such as financial institutions and the private sector
- Work with people who share our vision and champion the local champions

The Heads of Agreement between the shareholders sets out three main roles for TRC. These are:

- leading activities
- procuring development
- facilitating alignment with others

In general, TRC will take a lead role in the spatial and housing components of the programme, with the potential to commission activities such as design and construction directly. TRC will take a facilitation role in relation to the social and economic development, providing a local focus and coordination across a range of delivery agencies and organisations. In order to do this, TRC will need some leverage and may fund some services directly but this will be limited.

In various projects, TRC may take different roles depending on the nature of the project. This is reflected in the actions tables where we may play a lead role or a facilitation role depending on the project.

In this Strategic Framework, leading means that TRC will take an active role in delivering an action and involve others as necessary. Investing is where TRC will procure services directly using available funding. Facilitating means bringing together the relevant parties to achieve a desired outcome.

In practice, we are more likely to take a leadership role in the early stages of the programme to catalyse activity and step back from this as the private sector begins to deliver in Tāmaki.

Leadership is used in a broad sense to describe:

- Areas where TRC will be responsible for managing and delivering activities and is solely accountable for the outcomes
- Areas where TRC will lead alongside others as part of a collaborative approach
- Areas where TRC will lead through influencing others and driving an activity, but it will be delivered by others

TRC will take a leadership role in delivering the vision for Tāmaki and implementing catalyst activities. We will partner with others to enable and facilitate activities that improve existing services, increase the speed of delivery or add scale to projects.

TRC will be an effective and reliable partner in all of its relationships. As a partner we can bring to the table:

- **Funding** – we will invest in targeted areas to catalyse change
- **Expertise** – we have talented staff and contacts whose expertise is available to the community
- **Connections** – we are well placed to connect organisations and people to those in positions of power in Auckland and Wellington and to philanthropic funders
- **Profile** – we want to tell everyone about the great things that are happening in Tāmaki
- **Implementation skills** – we will be doers and will learn through action and improve as we go

The Tāmaki way – Values

The community has developed the 'Tāmaki way of working'
– an approach to engagement that respects the unique cultural identity
and expectations of the people of Tāmaki.

This includes a grass roots approach that is reflected in the
commitment TRC has to involving the Tāmaki community in shaping the
physical, social and economic regeneration of the area.

GROWING RESPECTFUL LONG-TERM RELATIONSHIPS

PROGRAMME-LED
Working across
agencies and
involving communities



CO-LED
Agencies and
communities designing
and delivering together



COMMUNITY OF PLACE-LED
Communities
leading with
agencies supporting

Community of Place | Community of Interest | Community of the Future

VALUES – TE TIRITI O WAITANGI – OPTIMISM – RESPECT – GENEROSITY – COMMITMENT

Making it happen for

Tavita &

Melissa 2013

Panmure

Tavita and Melissa and their two daughters have been talking about moving east for a few months.

Tavita works in administration at an accountancy firm in town and has aspirations to set up his own business closer to home.

The family is keen on a coastal location. And they like the idea of a diverse community that welcomes newcomers.

They can see that Pt. England is undergoing a massive transformation and they've seen a few properties that appeal to them.

Tavita is determined his family will become residents of Tāmaki before the year is out. It's a decision that will change his family's future. Melissa and the girls are excited too.

Tāmaki is changing.

Through innovative partnerships, many new homes will be built that will change the face of Pt. England and the fortunes of Tavita, Melissa and many other families in the area.



A bright future

Creating lasting change

Tavita &

Melissa 2018

Tavita and Melissa finally took the plunge three years ago and bought a house in a Pt. England mixed-housing development near the water.

It's everything they dreamed it would be, says Melissa.

The town centres are alive with more shops and people and they really like the local school which is famous for its Manaikalani e-learning programme.

Both their daughters have learned to play musical instruments and have recently performed in the new performing arts centre in Glen Innes. They're also part of the school's kapa haka group and will be performing at this year's Auckland Polyfest alongside their classmates and friends from different cultures.

Tavita has set up his financial advisory service in the Glen Innes town centre, where the family are well known. They also do all their shopping locally and attend one of the local churches.

Tāmaki has changed a lot in the past five years.

Tavita and Melissa say they wouldn't be anywhere else in the world.



Framework for success



The Government and Auckland Council have recognised the value of having a single entity to lead the vision and regeneration outcomes for the communities of Pt. England, Glen Innes and Panmure. As a result they have set up TRC to develop and deliver the Strategic Framework. Regeneration is an all-embracing approach to responding to urban challenges through lasting improvements in economic, physical, social and environmental conditions.

To achieve successful regeneration of Tāmaki, TRC is focused on **three key themes**: Lifestyle and Culture, Talent and Creativity and Places and Neighbourhoods.

- 1. CULTURAL IDENTITY
- 2. HEALTHY, HAPPY CHILDREN
- 3. HEALTH AND RECREATION
- 4. SAFETY AND SECURITY
- 5. EDUCATION
- 6. EMPLOYMENT
- 7. ECONOMIC DEVELOPMENT
- 8. INNOVATION
- 9. URBAN DEVELOPMENT
- 10. HOUSING
- 11. NATURAL ENVIRONMENT
- 12. TRANSPORT

LIFESTYLE & CULTURE

Tāmaki people are engaged, healthy and safe and their cultural identity and diversity is celebrated

These themes strongly reflect the community’s feedback and TRC’s commitment to engage and involve the people of Tāmaki in shaping the physical, social and economic regeneration of the area.

These themes and their underlying elements are interdependent and must be delivered in an integrated way to achieve lasting change in Tāmaki.

TALENT & CREATIVITY

Tāmaki residents have good sustainable employment and education opportunities

Some themes, such as innovation and cultural identity cut across all of the other areas, but have been included as separate sections to reflect their importance to the programme.

PLACES & NEIGHBOURHOODS

Connected, safe, attractive and well-used spaces with quality healthy homes

KEY MOVES

A successful regeneration framework relies on identifying and prioritising key moves that will have the biggest impact on the community.

These are:

- Reinforcing the good things that are already happening in the area.
- A significant focus on education, as a “pathway for life”.
- Establishing the first ‘milestone regeneration project’.
- Developing a range of housing options to provide choice and access.
- Enabling the market to operate in Tāmaki to deliver outcomes that are beneficial to Tāmaki residents.

These key moves will be supported by a range of regeneration initiatives which are discussed in more detail in the following sections.

In each of the 12 areas we identify the goal, current situation, initiatives proposed and outcomes sought. Each area also has a table of actions which states what TRC’s role is and what the timeframe for delivery of these actions is. We also outline activities being undertaken by others which will contribute to the outcomes and is therefore supported by TRC.

The Tāmaki Redevelopment Company will work alongside shareholders and the community to deliver on their goals, including:

- Better Public Services
- The Auckland Plan
- Maungakiekie-Tāmaki Local Board Plan
- Orakei Local Board Plan
- Auckland Māori Plan
- Government’s Māori Economic Development Strategy
- Auckland Economic Development Strategy
- Social Housing Reform Programme
- Housing Affordability Programme
- Housing Strategic Action Plan
- Agenda for Children

1. Cultural identity

Tāmaki is a place where cultural diversity, social inclusiveness, creativity and heritage are celebrated.

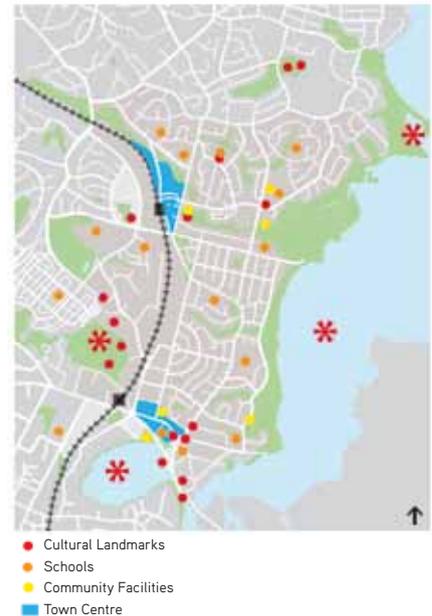
SUMMARY

Tāmaki's unique point of difference is its rich cultural heritage and young, diverse, multi-cultural population that's proud of its community and the achievements of its people.

Celebrating this diversity with art, events and experiences, and positioning local Marae and cultural facilities at the heart of the community will strengthen Tāmaki's sense of place and attract visitors.

TRC will support the local boards to deliver a range of cultural activities and facilities.

cultural landmarks



CURRENT SITUATION

45%
Pacific
Island

23%
Māori

Tāmaki is culturally diverse with 23% Māori, 45% Pacific Island peoples and a growing Asian population

Tāmaki is geologically significant and has historically been important for mana whenua, European pioneers and recent settlement groups.

The area is culturally diverse with 23 per cent of residents identifying as Māori, 45 per cent as Pacific Island peoples and a growing Asian population.

The area has a rich cultural landscape with important features including Maungarei (Mt Wellington), Tāmaki River and the Panmure Basin. While these features defined the original landscape prior to European arrival, their prominence is not strongly reflected in the current built environment.

The presence of cultural landmarks, historic places and heritage items offers opportunities to connect the future of Tāmaki with its past.

INITIATIVES

Promote understanding of Tāmaki's culture and enhance people's cultural experience

TRC will promote cultural interpretation, social inclusiveness and understanding of Tāmaki's history and enhance the cultural experience of landscape features for residents and visitors. This includes enhancing the coast and watercourses to reinforce their importance to Tāmaki's people and culture. This includes supporting development of new cultural facilities such as the GI Music and Arts Centre and the library as a repository of heritage information.

We will work with others to promote events in public spaces and town centres to showcase Tāmaki's identity, people and creativity. This includes promoting the development of the Tāmaki cultural hub with the Ruapotaka Marae, Music and Arts Centre, library and community centre as a place to represent the cultures in Tāmaki.

TRC's work will be consistent with the Auckland Māori Plan to stimulate development of Tāmaki's mana whenua and mataawaka.

OUTCOMES

Cultural diversity is celebrated and understood and drives investment and community wellbeing

- A community where cultural diversity, social inclusiveness, creativity and heritage are celebrated.
- The local Marae will be recognised as the cultural heart of the community.
- Local culture and creativity will be a driver of investment and community wellbeing.

PLAYING OUR PART – SUPPORTING OTHERS

Work with Auckland Council, Local Boards, ATEED and business associations on local and regional events that celebrate the people of Tāmaki.

Work with local marae on programmes and events that strengthen their role as community hubs.

Support the Local Board in its development of the new Glen Innes Music and Arts Centre.

Support Auckland Council in delivering on its objective to integrate arts and culture into our everyday lives.

NO.	ACTION	DESCRIPTION	LEAD	INVEST	FACILITATE	TIMEFRAME
1	Partner with community leaders to promote cultural identity and develop local cultural capital.	Build strong lasting relationships with existing community groups and organisations (including iwi) to build and strengthen the cultural identity of Tāmaki. This may include harnessing the entrepreneurial talents of arts practitioners and creative workers to promote the cultural heritage assets of the area.			●	IMMEDIATE
2	Work with Māori to promote marae as key community hubs.	Partner with iwi to strengthen the role of marae for the Tāmaki community.			●	SHORT TERM
3	Activate public spaces for community events.	Run a programme of community events to celebrate Tāmaki's diversity and identity. This may involve activating unused spaces, such as vacant shops, for local artists.	●	●	●	ONGOING
4	Promote Tāmaki as a cultural food experience.	Facilitate the set-up of a regular weekend or night market. Promotion of Tāmaki as cultural food destination via planned events and promotion.		●	●	SHORT TERM
5	Respect and complement significant views to distinctive landscape features.	Respect and complement views to significant landscape features including Maungarei, Panmure Basin, and Tāmaki River.			●	SHORT TERM
6	Identify patterns of historic settlement through cultural mapping project.	Work with local iwi, heritage groups and libraries to identify and protect cultural landmarks, heritage items and historic places through a cultural mapping exercise to increase people's understanding of the area.	●			SHORT TERM
7	Support development of the Tāmaki cultural precinct.	Support the Local Board in the construction of the GI Music and Arts Centre and surrounds and promote links with the community centre, library and marae that form a cultural hub. Promote upgrades to the existing Glen Innes Library and support the delivery of services at both Panmure and Glen Innes libraries as key community hubs.			●	MEDIUM TERM
8	Encourage and invest in the provision of public art.	Promote the installation of public art to tell the stories of Tāmaki and include public art in all major projects.	●	●	●	MEDIUM TERM

FOOTNOTE Immediate means in the first 1-2 years, short term is 3-5 years, medium term is 5-10 years and long term is 10 years plus.

2. Healthy, happy children

Children and young people have nutritious food, a warm home, medical help when needed, good education and fun safe places to go.

SUMMARY

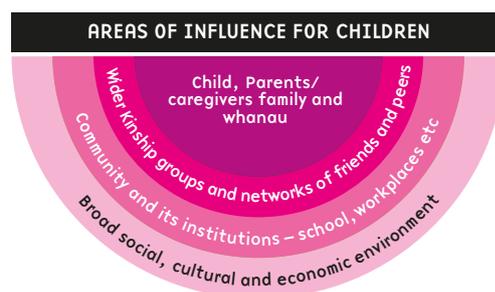
Children and young people¹ and their families are the foundation stone upon which resilient and thriving communities are built. TRC will ensure that any child from any background can get ahead and make the most of their lives.

Lifting the health and wellbeing of our children and young people will not be possible without the help and support of parents, whānau, aiga and the wider community.

Ensuring a positive future for children and young people in Tāmaki's regeneration will also help parents and elders. A commitment to children is a commitment to true intergenerational transformation as they become the next generation of parents.

Support for children and their families will require an integrated approach to tackle issues such as health, education and family support. This can be strengthened by working with community and government agencies to create child-friendly services. We will use the best ideas from within Tāmaki and elsewhere.

We will support government agencies in the delivery of quality services for children and young people in Tāmaki, including education and health services. We will strive to get the best deal locally for children, challenge the status quo and help to identify the things that matter the most and do them better.



Source: Agenda for Children

CURRENT SITUATION



Tāmaki has a young population with a large proportion of children living in poverty with high health needs

A third of Tāmaki residents are under 18 years-old, 2,500 of them are supported by a government benefit, and almost half of Tāmaki's 3,800 families are sole parent families.

High levels of child poverty lead to health issues with hospital admissions in Tāmaki being highest for young people. This includes rheumatic fever and skin diseases which are largely caused by living in poor conditions.

All of Tāmaki state schools are rated decile 1 or 2. Notwithstanding many dedicated teachers, committed school communities and great local programmes, educational attainment remains low compared to the rest of Auckland.

70 per cent of Tāmaki pre-schoolers are enrolled in some form of early childhood education.

¹ The broadly accepted definition of children is 0-18 years old. In some literature, there is a distinction between children and young people to differentiate between the issues facing younger children and teenagers. Here, we consider young people to be 12 to 24 years old.

INITIATIVES

Work with a range of partners to deliver services for children in the community and listen to children's voices

There are a number of areas that influence children's lives. These are shown in the Areas of Influence for Children diagram above. TRC will have a direct influence on the community and its institutions and the broader environment and will support others to deliver services directly to children and families and wider kinship groups.

TRC will explore new ways of working that add value to the work of others, while not duplicating the efforts of government agencies and NGOs. TRC will work with relevant agencies to evaluate the needs of children in Tāmaki.

TRC will assess the potential impact on children and young people of initiatives in the regeneration programme. We will be an advocate for children and young people in Tāmaki and encourage children and young people to have a voice and be engaged in the regeneration programme.

We will engage with school communities, early childhood education providers and health services, as centres of family/child activity, and enhance the physical environment to improve outcomes for families.

TRC will also support agencies in delivering quality services for children and young people including education, and Auckland Council in provision of safe parks, children's play areas, and spaces for young people.

OUTCOMES



Tāmaki is child-friendly and children get the best possible start in life

- Better services and supportive, safe environments for children and young people.
- Tāmaki will be perceived as a child-friendly community where children can get the best possible start in life.
- Young people have a say in decisions that affect them so that their wellbeing and self-esteem are valued.
- Children and young people will be able to fulfil their potential.

PLAYING OUR PART – SUPPORTING OTHERS

Support Auckland Council and the Maungakiekie-Tāmaki Local Board in the provision of safe parks, children's playgrounds and designated spaces for young people.

Support the work of MSD's Children's Teams and delivery of the government's Whanau Ora programme.

NO.	ACTION	DESCRIPTION	LEAD	INVEST	FACILITATE	TIMEFRAME
1	Support family/child-centred organisations and education providers.	TRC will work with education providers and family-centred organisations (including libraries) to support and increase their capacity to deliver programmes and courses which contribute to the regeneration of Tāmaki. Key examples include supporting school to work transition programmes, Manaiakalani, Tāmaki Learning Champions and parenting skills.		●	●	IMMEDIATE
2	Work with community and agency partners to address fundamental needs and reduce barriers to learning.	TRC will work with community providers to deliver programmes that improve outcomes for children, including encouraging schools to sign up for initiatives such as Fruit in Schools, Milk in Schools and Walking School Buses that encourage good nutrition and physical activity. This may involve reviewing the local food environment.		●	●	IMMEDIATE
3	Create child friendly parks and open spaces such as streets and urban environments.	TRC will work with the Maungakiekie-Tāmaki Local Board and Auckland Transport towards the creation of more and better child friendly parks and public spaces within Tāmaki.		●	●	ONGOING
4	Provide opportunities for children and young people to contribute to the regeneration programme.	Create social media and web-based opportunities for children to participate in regeneration activities through a communications hub proposal and involve children and young people in TRC activities. This may include actively engaging young people in design and other activities.	●			IMMEDIATE
5	Advocate for services and activities for young people to build tomorrow's leaders.	Work with community organisations and central and local government to ensure that services and activities, like the Auckland Youth Hub model, are available for young people in Tāmaki. This includes working with young people in the Youth Justice system and affordable out of school programmes.			●	SHORT TERM
6	Support health agencies to increase immunisations and reduce rheumatic fever and skin diseases.	Work with the ADHB, ARPHS, community healthcare providers and MoH to develop initiatives to increase infant immunisation and decrease rheumatic fever and skin diseases in Tāmaki.			●	MEDIUM TERM

3. Health recreation and physical activity

People of all ages leading happy, healthy, active lives, and participating in civic, sports, arts and recreational activities.

SUMMARY

With Auckland's warm and welcoming climate, and Tāmaki's abundance of parks and open spaces, the conditions are ripe for encouraging a healthy, active lifestyle among the people of Tāmaki.

Providing for healthy residents also means addressing the wider determinants of health (see diagram). This means seeking to change environmental factors that contribute to poor health outcomes, rather than just treating problems when they present. TRC has a significant role to play in the natural environment, built environment and local economy, and a supporting role in community and lifestyle factors.

TRC will also support health and other organisations to promote active lifestyles, support improved health and social outcomes and advocate for affordable services for those most in need.



Source: Barton, H and Grant, M (2006)

CURRENT SITUATION



High levels of health needs with little money for health, leisure, and recreation activities

With an average personal income of \$20,000 a year, there is limited money for spending on health, leisure and recreational activities in Tāmaki.

There are many well-run organisations delivering positive health and recreation services in Tāmaki, including a number of projects being run by Sport Auckland. There is potential to improve recreational activity through quality design and increased use of facilities both day and night.

Health providers recognise the importance of healthy lifestyles to prevent health problems and reduce hospital admissions, and acknowledge the difficulties of achieving long-term lifestyle change.

Although there is support for recreation and sporting activities from the Local Board, sports clubs in Tāmaki often struggle to achieve sufficient funding and would benefit from increased management capability and sharing of resources to provide sustainable services.

INITIATIVES

Develop partnerships to achieve long-term positive lifestyle change that improve the health of Tāmaki residents

TRC will develop partnerships with existing health and recreation providers to achieve long-term positive lifestyle changes among Tāmaki residents. This includes building the capability of sports and recreation clubs in Tāmaki, development of existing facilities and making better use of open spaces which allow for casual play.

TRC will invest in cost-effective, high impact initiatives such as outdoor gyms for adults, cycle lanes and tracks and walking tracks that encourage people to be physically active at little or no cost.

We will work with partners to offer education to people about positive lifestyle choices and encourage this through spatial design. Creating the right environments is key to influencing health outcomes. This means making it easier for people to lead active lives and creating a culture that embraces this. We will work with schools, early childhood centres and community facilities. We will also work with partners including the Local Board and Sport Auckland to create positive options to make it easy and exciting for people to make healthy lifestyle choices.

TRC will endeavour to invest in organisations with a proven track-record to create long-term, positive change, using limited financial resources to deliver maximum value. We will also work with community leaders and role models to drive positive behaviour change.

OUTCOMES



More healthy people with fewer hospital admissions and a vibrant voluntary sector

- Increased participation in healthy lifestyles and improved health outcomes to combat obesity and reduce health costs.
- A vibrant voluntary sector in Tāmaki with sports clubs, healthcare organisations and community groups that are resourced to deliver great services.
- Safe, accessible and attractive open spaces and opportunities for active transport to encourage healthy lifestyles.

PLAYING OUR PART – SUPPORTING OTHERS

TRC will work with Primary Health organisations (PHOs) and District Health Boards (DHBs) to advocate for a consistent, high level of healthcare in Tāmaki, and for affordable services for children and low income earners.

Work alongside the Local Board and Sport Auckland to deliver programmes for Tāmaki residents to improve participation and healthy active lifestyles. This includes supporting the provision of new sporting facilities in the Orakei Local Board area and development and improvement of existing recreational facilities.

Support relevant agencies and Auckland Council to limit the sale of synthetic drugs and liquor licences in Tāmaki.

NO.	ACTION	DESCRIPTION	LEAD	INVEST	FACILITATE	TIMEFRAME
1	Support community groups and partners focused on promoting a healthy lifestyle.	Support sports clubs, community organisations, NGOs and community health providers in areas where real change is possible, both in physical and mental health. Support local role models, including sporting heroes, as champions of healthy active lifestyles. Work with partners including Sport Auckland and other NGO's in achieving targets for increased participation in active lifestyles and organised sport and other leisure activities to support mental wellbeing.		●	●	IMMEDIATE
2	Support the development of an integrated healthcare facility in Tāmaki.	Support the development of an integrated healthcare facility in Tāmaki in association with ADHB and local PHO's in line with the locality approach.		●	●	LONG TERM
3	Support the development of multi sports facilities in Tāmaki.	Encourage the development of multi sports facilities, in the first instance focusing on existing proposals with third party funding, including facilities on Dunkirk Reserve and a water sports facility at Panmure Wharf. This will provide facilities for young people and help sports clubs to be more sustainable.		●	●	SHORT TERM
4	Support community initiatives that achieve positive social outcomes.	TRC will ensure that it has appropriate resources to support local community initiatives, to strengthen community organisations and deliver great community services. This may include community capacity building, community gardens and general support.		●		ONGOING
5	Partner with health services to improve health outcomes and support the ADHB's locality approach.	Work with the Auckland District Health Board (ADHB), the Auckland Regional Public Health Services (ARPHS), Community Healthcare providers, local health and wellbeing focused community groups and the Ministry of Health to develop initiatives to improve health outcomes. In Glen Innes, the local priorities are increasing income, mental health, quality and accessibility of primary healthcare, health service information and family violence.			●	MEDIUM TERM
6	Address access and disability considerations and wider health impacts in all projects.	TRC will ensure that projects consider access for all people and disability constraints and provide outcomes that are inclusive taking into account NZ Standard 4121:2001 – Design and Access for Mobility: Buildings and Associated Facilities. This may include taking a Health Impact Assessment (HIA) approach to projects and encouraging safety by design and accident prevention principles.	●			ONGOING
7	Encourage active travel through provision of safe routes.	Invest in and encourage cycle lanes and routes that provide safe access from urban areas to and around town centres to encourage active travel.	●	●		ONGOING

4. Safety and security

Tāmaki is a safe place to live, work and visit, with high levels of trust and feelings of safety.

SUMMARY

Tāmaki people have expressed pride and loyalty to their local communities, but are also aware of negative perceptions about safety in the area.

Supporting local safety initiatives will build on that sense of community and attract newcomers to live, work and visit. Safety and security are influenced by a number of factors including environmental design, employment, provision of social services and availability of housing options.

Engagement with youth and Tāmaki's community networks is the key to developing a safe and secure community.

We will design our neighbourhoods, homes and town centres to maximise crime prevention and safety. We will support the Tāmaki Neighbourhood Policing Team (NPT) initiatives to ensure sustainability of projects.

CURRENT SITUATION



Local crime rate is high and there are negative perceptions of safety and security

Tāmaki people are proud of their community, and have a sense of belonging.

Despite this, crime rates are higher than the New Zealand average and Glen Innes has one of the highest rates of family violence in the Central Auckland area.

Perceptions of high crime also detract from the area.

INITIATIVES

Partner with community policing and engage community leaders and youth for early intervention

TRC will partner with the Tāmaki Neighbourhood Policing Team to help reduce crime and engage Tāmaki people to build a sense of belonging and community pride.

We will also partner with the Local Board and community organisations to promote participation in youth programmes and community activities. We will work with community leaders to promote leadership skills in the community and early intervention in crime including family violence.

TRC will require Crime Prevention Through Environmental Design (CPTED) principles to be used in TRC development activity to make urban spaces attractive and safe, and will advocate for others to do the same.

OUTCOMES



Lower crime rate and safer places that foster community pride and leadership

- A reduction in adult and youth crime and growing community pride, with fewer crime-related risk factors.
- Better security through urban design.
- People in Tāmaki feel safe and secure.

PLAYING OUR PART – SUPPORTING OTHERS

Support the Department of Corrections and Police to reduce youth reoffending and provide positive options for young people.

Support the 'safe at home' initiative through the design of housing to help promote security.

Support the establishment of Tāmaki as an International Safe Community under the World Health Organisation's International Safe Communities programme.

NO.	ACTION	DESCRIPTION	LEAD	INVEST	FACILITATE	TIMEFRAME
1	Support community policing initiatives such as the strengthened community policing response.	Work with the Neighbourhood Policing Team in Tāmaki and support initiatives to ensure sustainability of projects.			●	IMMEDIATE
2	Promote a whole of community approach to safety including early prevention measures, community and government agency accountability and personal responsibility.	Develop an 'eyes and ears' approach for the community by working with the community, safety networks, the Local Board and Auckland Council and supporting participation in community activities. This will also be supported through government agencies taking a whole of community approach to safety.	●		●	ONGOING
3	Develop partnerships to address crime prevention and enable community development.	Partner with community leaders to promote leadership, skills and safety programmes within the community, including supporting Māori Wardens, Tāmaki Community Patrols and youth leadership programmes.	●	●	●	IMMEDIATE
4	Improve safety of urban environments including open spaces and town centres.	Partner with Local Boards, Council, NZ Police and the Tāmaki community to improve safety within open spaces. Make public places safe both during the day and at night including town centres.	●			ONGOING
5	Ensure safety and security measures are considered in all development projects.	TRC will play a proactive role in ensuring quality CPTED initiatives are implemented in all major development projects in Tāmaki.	●			ONGOING
6	Work with schools to encourage participation in education.	Recognising the link between participation in education and reduced crime, TRC will work with schools and other relevant agencies to reduce truancy.			●	MEDIUM TERM

5. Education and skills

A talented and employable workforce, including young people equipped with the knowledge, skills and values to be successful in the 21st Century.

SUMMARY

A well educated and skilled workforce is vital to successful, thriving communities. It is important to ensure that both children and adults are equipped with the right skills to succeed in the modern world.

Tāmaki needs a range of education opportunities to support people at all stages of life. This means early childhood education through to tertiary education and training. Schools are also a vital part of a successful Tāmaki community.

TRC will help grow the skilled workforce in Tāmaki, and will provide more support for successful education programmes so more of Tāmaki's people are ready for the future. We will advocate for part of the University of Auckland – Tāmaki Campus to be used for training and development programmes.

CURRENT SITUATION

 Low educational attainment including literacy and numeracy and formal qualifications

Tāmaki is below the national average in areas of literacy, numeracy, formal qualifications, and Early Childhood Education (ECE) attendance with all state schools in Tāmaki at decile 1 or 2.

There are strong champions for education in Tāmaki, as demonstrated by various successful community-based education initiatives, such as Manaiaakalani.

INITIATIVES

Provide appropriate education and skills training for Tāmaki residents to support the work of schools

TRC will advocate for the full spectrum of education opportunities. We will work with Early Childhood Education (ECE) providers and families to ensure that children get the best start in life and work with local schools to support successful education initiatives.

TRC will seek a more direct role in tertiary and adult education working with partners to develop appropriate training opportunities to meet the needs of Tāmaki residents and businesses.

The company will support local residents and families to access the education and skills needed to fulfil their personal potential, and to contribute positively to their communities.

OUTCOMES

 Educated, skilled workforce, and opportunities for all including early childhood education

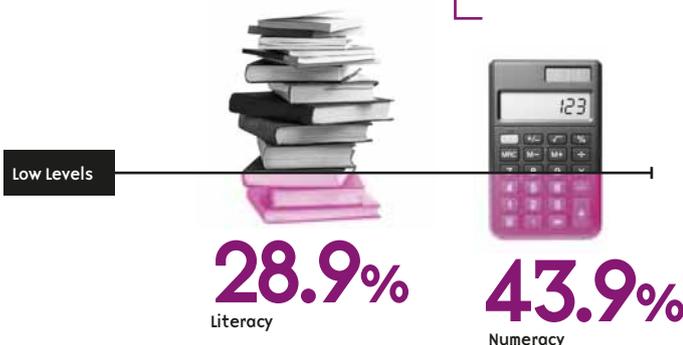
- Improved literacy and numeracy, and an educated, knowledgeable and work-ready community.
- Increased participation in quality ECE.
- Leadership skills will be fostered and developed from an early age.

PLAYING OUR PART – SUPPORTING OTHERS

Work closely with central and local government agencies to maximise the benefits of existing education and skills programmes in Tāmaki including supporting the Ministry of Education (MoE) in the delivery of school based education.

TRC will work closely with wānanga, private training establishments and other tertiary institutions to develop appropriate training courses.

Support the work of COMET Auckland in coordinating education services across Auckland.



NO.	ACTION	DESCRIPTION	LEAD	INVEST	FACILITATE	TIMEFRAME
1	Build skills for the future growth demand that will occur in Tāmaki, particularly in the area of trades, health and hospitality.	Partner with tertiary institutions such as MIT/Unitec/AUT to develop skills-training programmes. For example, courses relating to innovative construction and building techniques.	●	●	●	SHORT TERM
2	Advocate for retention of part of the University of Auckland – Tāmaki Campus for education or training purposes.	Work with tertiary education providers to ensure that appropriate training is available and provide pathways to tertiary education for the community. Advocate for learning centres within the community to eliminate barriers such as childcare and travel.	●	●	●	SHORT TERM
3	Support relevant training and apprenticeship programmes.	TRC will identify industry needs, then procure and influence existing work training programmes (both government and NGO) to meet the needs of the Tāmaki community, such as literacy, numeracy and financial literacy. This will also include skills required for high value businesses in growth sectors outside the Tāmaki area.	●	●	●	SHORT TERM
4	Support relevant leadership training programmes.	Partner with Māori and Pacific Island leaders to promote leadership and skills programmes within the community, such as the Stand Tall Programme for youth leadership which builds self-belief, confidence and awareness of opportunities.	●		●	IMMEDIATE
5	Improve digital skills and access for Tāmaki people.	Partner with central government and council to maximise benefits for Tāmaki from the Ultra Fast Broadband (UFB) roll-out. TRC to facilitate a whole of Tāmaki schools approach, whereby coordinated services are provided to a cluster of schools. This will build on the work of the Manaiaakalani programme and local libraries which provide technology and internet connectivity to local people and support digital hubs.	●			MEDIUM TERM
6	Partner with school Boards and MoE to support delivery of the Tāmaki Education Plan.	Build on the strengths established by existing schools and programmes in the Tāmaki area. Make the curriculum accessible for all students (particularly literacy and numeracy) and work with wider family networks as learning partners.			●	MEDIUM TERM
7	Support and extend ECE, particularly culturally responsive options.	Partner with existing providers for ECE, including culturally responsive options to encourage participation and provide choice for families. Ensure that new ECE facilities are appropriately located to minimise health risks.			●	IMMEDIATE

6. Employment

**More job opportunities, clear career pathways,
and access to regional employment opportunities.**

SUMMARY

Greater numbers of people working in higher paying jobs are essential for Tāmaki and a fundamental part of the regeneration programme.

Tāmaki is ideally situated with an industrial base in the area and access to high employment areas in Auckland including the CBD.

Good public transport makes it easy to access these areas which is important as not all Tāmaki residents will be able to work locally.

TRC will require all suppliers and contractors to employ local people in TRC projects or provide a contribution to the local community.

CURRENT SITUATION



Low rates of employment and low income levels with high welfare dependency

Almost half of all Tāmaki residents earn less than \$20,000 a year, with few people earning more than \$50,000.

Tāmaki's employment rate is 52 per cent, compared to 65 per cent across Auckland², and the area has a high level of benefit dependence.

Local employment comprises mostly low-paid jobs in the retail, education, health and community services and manufacturing sectors.

Tāmaki residents are also employed in jobs outside the area, in construction and transport, and property and business services.

INITIATIVES

Working with agencies and initiatives to provide more employment opportunities and get people ready for work

The TRC regeneration programme will provide opportunities to connect people with new jobs in the area and elsewhere.

TRC will work with existing programme and agencies to understand the needs of local employers and ensure that residents have the appropriate skills and behaviours to get jobs and to progress. A core focus will be on reducing the number of long term welfare dependents, in particular solo parents.

TRC will also require all suppliers and contractors to demonstrate local employment opportunities or provide a contribution to the local community.

This could involve working with schools or training providers or providing work experience opportunities for young people.

Employment initiatives must be supported by economic development activities which aim to bring jobs into the area and diversify the range of jobs available.

They will also require education and skills programmes which equip residents with the relevant skills to access those jobs.

OUTCOMES



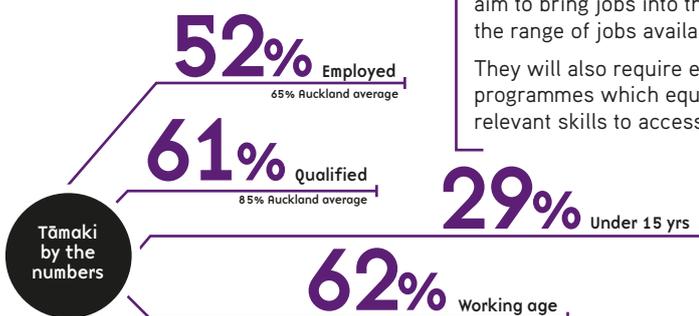
More job opportunities, career pathways, and higher incomes

- Increased job opportunities with clear pathways to those jobs.
- Tāmaki residents will be empowered to move up the employment ladder and earn higher incomes.
- Tāmaki residents will become net contributors to the economy.

PLAYING OUR PART – SUPPORTING OTHERS

TRC will help grow job opportunities by working with other agencies including the Ministry of Business, Innovation and Employment and Work and Income New Zealand, Community Link and iwi.

Support employment initiatives being delivered by the government and the work of Careers NZ and the Skills Organisation.



² 2006 Census

NO.	ACTION	DESCRIPTION	LEAD	INVEST	FACILITATE	TIMEFRAME
1	Work with local businesses to establish employment opportunities at an individual business level.	Engage with local businesses and existing community initiatives to identify employment opportunities for local residents as they emerge and match these to local people with the appropriate skills, or who can get the skills through some assistance.	●			SHORT TERM
2	Support 'transition to work' programme for school leavers or people returning to work.	Support services for local people who are returning to work after a period out of work, or entering work for the first time, including work ethics, interview skills, CV writing and financial literacy. This will also involve continued support once in employment, possibly using TRC jobs as a stepping stone to other employment opportunities where there is a higher level of hands on support. For young people, this will be linked to the government's Youth Services programme.		●	●	SHORT TERM
3	Develop construction apprenticeships programme with employers to leverage off TRC development projects.	TRC will seek to use TRC contracts with businesses to require suppliers and partners to employ recipients of local training courses and governments apprenticeships programme. This may include coordinating employers and interested parties. Opportunities to provide training and work experience outside of TRC contracts will also be explored.	●			SHORT TERM
4	Cater for residents with different employment needs, such as single parent families.	Work with local businesses to find opportunities for local people to access part-time jobs, casual work or job shares which better suit their requirements and enable them to access paid employment that does not negatively impact on other aspects of their life.			●	IMMEDIATE
5	Establish relevant training programmes to enable residents to access local employment opportunities.	Work with the government, local business associations and other businesses in the surrounding area, including TRC itself to identify required current and future skills needs and work with training organisations to ensure that appropriate programmes are available to Tāmaki residents to develop these skills.			●	MEDIUM TERM
6	Require all suppliers and contractors to demonstrate local employment opportunities or provide a contribution to the local community.	Through TRC's contractual arrangements with suppliers we will specify outcomes that will contribute to the Tāmaki community. This may include initiatives such as employing local people, providing training opportunities and working with local schools.	●	●		IMMEDIATE
7	Support MSD in delivering programmes to reduce long term unemployment.	Work with the Ministry of Social Development and other relevant agencies to deliver programmes focused on solo parents and young people not in employment, education or training.			●	SHORT TERM

7. Economic development

More high value, connected and sustainable businesses, offering quality jobs and economic growth.

SUMMARY

Economic development is about creating the conditions to attract more business to the area to create wealth and deliver jobs for Tāmaki's people.

Economic development initiatives require a concerted effort to coordinate all parties and assume that appropriate infrastructure is in place to support growth.

TRC will champion the area as a great place for new business. We will establish a network of local businesses and support small businesses.

Economic development will be supported by other initiatives including changes to the built environment, improving education and skills and employment.

employment zones



Town Centre

CURRENT SITUATION

Poor perception of Tāmaki as a centre for business and lack of diversity of business offering

Tāmaki doesn't have a good reputation as a centre for business, which is in part due to its built environment, concerns about safety and security, and low skills and education outcomes.

On the other hand, Tāmaki has excellent transport links and potential for growth in wholesale and retail, health and education and manufacturing sectors. There is also the potential to leverage off the TRC development programme to create local jobs.

The surrounding areas also contain key industrial and business locations for the Auckland region which provide potential employment opportunities for Tāmaki residents.

Doubts about the future of the University of Auckland – Tāmaki campus could affect provision of tertiary education in the area, and plans for an innovation precinct. Putting parts of this campus to new use could also provide an opportunity to establish an education facility that meets the needs of Tāmaki residents.

INITIATIVES

Work with other parties to create a business-friendly environment that attracts people and businesses

TRC will undertake projects to attract businesses to Tāmaki and broaden the economic base in the area.

TRC will work with prospective investors to improve Tāmaki's town centres making them more attractive to business.

TRC will also work with other parties including Auckland Council, Auckland Tourism, Events and Economic Development (ATEED), MBIE, NZ Trade and Enterprise, Business Mentors NZ, Committee for Auckland Employers and the Manufacturers Association, local iwi and other industry associations on economic development initiatives and community-based activities.

OUTCOMES



A strong local economy where growth potential has been realised through attractive and diverse business centres and a skilled workforce

- A business-friendly environment that attracts skilled workers and investment in local industry.
- Tāmaki will be an attractive, interesting place that people want to visit, and will have a diverse range of businesses both within and across industrial sectors.
- Tāmaki will capitalise on its Māori, Pacific and migrant cultures to achieve economic development.

PLAYING OUR PART – SUPPORTING OTHERS

Support the roll out of Ultra-Fast Broadband in the area through a 'Network for Learning' and delivery of the Business Growth Agenda.

Support Auckland Council, ATEED and government economic development activities in the area including the implementation of the Auckland Economic Development Strategy.

Support the delivery of the Government's Māori Economic Development Strategy.

NO.	ACTION	DESCRIPTION	LEAD	INVEST	FACILITATE	TIMEFRAME
1	Create a value proposition to attract businesses and champion the Tāmaki area to businesses.	Build on the unique qualities of Tāmaki to establish an identifiable brand that is attractive to a diverse range of businesses. Work with ATEED to encourage businesses to establish or relocate to the Tāmaki area, with a focus on defined industry sectors.	●			SHORT TERM
2	Drive growth in the construction industry in Tāmaki.	Leverage off the extensive future construction in Tāmaki to grow the construction industry using TRC development activity as a catalyst. Work with the business sector and ATEED to create a full range of construction activity. This will include high value businesses building on innovative construction techniques and materials through partnership with tertiary education institutes.		●	●	SHORT TERM
3	Target specific industrial sectors to build clusters of activity that use Tāmaki's locational advantages.	Focus economic development activity on areas which can leverage off the growth in Tāmaki. This will include retail, commercial and community services, as well as manufacturing businesses and ensure that sufficient land is available for business growth.			●	SHORT TERM
4	Promote the local delivery of programmes to support small and medium sized enterprises to be successful.	Promote a range of services to start-up and growing businesses to encourage entrepreneurial activity and enhance productivity and innovation. This will include advice, management training, mentoring, financial training, links to research and technological assistance and access to micro-finance.		●		IMMEDIATE
5	Employ local companies where possible in TRC development activities and operational business.	Use TRC projects as opportunities to use local suppliers where it is financially prudent, and through a local procurement strategy. Link this with business support activities to ensure that local companies are equipped to win contracts.	●			MEDIUM TERM
6	Establish Tāmaki as an attractive and interesting place to visit reflecting the cultural heritage and diversity.	Build on the cultural heritage and diverse cultures in Tāmaki to create a suite of attractions that will encourage people to visit the area. This may include building on the ethnic food culture in Panmure and potential for an 'Asia-town', night markets, improved retail offering, Tāmaki River events and leveraging off the area's Māori history in partnership with iwi as potential investors in Tāmaki.		●		IMMEDIATE
7	Support the development of creative businesses and creative enterprises.	Build on the strengths of creative businesses including visual arts, graphics and design, music and screen production and other creative enterprises to contribute to economic development and cultural outcomes.			●	LONG TERM
8	Partner with Māori to deliver economic develop benefits.	Partner with mana whenua and mataawaka and liaise with the Independent Māori Statutory Board to ensure that activities in Tāmaki offer opportunities for economic development for Māori.			●	ONGOING

8. Innovation

New ways of working that deliver efficiency, collaboration and different solutions to address complex problems.

SUMMARY

In Tāmaki, we have been tasked with being bold and doing things differently to achieve positive change for the community. This means being innovative in a number of ways.³

We will be innovative in the company's operations, partnerships, and coordination of expenditure.

We will be innovative in our social and economic development programmes through supporting existing organisations who are leading the way and encouraging social innovation and entrepreneurship.

Finally, we will deliver innovation through development activities including modern methods of construction, different housing styles and alternative solutions to delivering affordable housing.

CURRENT SITUATION



Widespread appetite for a bold, new approach with small existing pockets of innovation providing positive social and economic outcomes

Traditional ways of working have not managed to achieve the desired positive social and economic outcomes in Tāmaki.

Though some excellent examples of social innovation exist in Tāmaki, the time is right for a bold, new approach that can be scaled up.

INITIATIVES

Support existing innovative programmes and introduce a culture of innovation in the company's operations

TRC will be bold in its approach to the regeneration of Tāmaki and develop a culture of innovation and new ways of working. This includes being innovative in the company's operations, in the social and economic programmes it supports and in the construction activities it supports in Tāmaki.

TRC will support existing innovative programmes and organisations as examples of how doing things differently can achieve better results.

OUTCOMES



More social enterprises in Tāmaki and more attractive and affordable housing types built with latest techniques and materials

- Growth in scale and capability of social enterprises operating in Tāmaki and employing local residents.
- A range of attractive and affordable housing types built with the latest techniques and materials.
- Better coordination of social and economic services that are tailored to the needs of the community.
- Improved outcomes in relation to expenditure.

PLAYING OUR PART – SUPPORTING OTHERS

The Government's efforts through the Capability Investment Resource in strengthening the organisational capabilities of Tāmaki community organisations.

³ Innovation is defined by the Oxford English Dictionary as "a new method, idea, product etc"

NO.	ACTION	DESCRIPTION	LEAD	INVEST	FACILITATE	TIMEFRAME
1	Develop a range of affordable housing products.	Use international and New Zealand experience to develop a range of affordable housing products that meet the needs of the Tāmaki community. This will include both sustained affordability and market affordable types of housing and will be delivered in partnership with the private sector, community housing providers and NGOs.	●			ONGOING
2	Investigate alternative methods of construction including modular and prefabrication.	Consider a range of construction types to reduce the cost of building. This will also diversify the housing choices available and may improve efficiency of construction.		●	●	ONGOING
3	Find new ways to attract private investment into Tāmaki.	The housing and commercial aspects of the Tāmaki regeneration programme are likely to attract private investment in their own right. Investment in social programmes often comes from the public sector but private sector investment can be realised through encouraging social enterprise. This includes supporting social-finance initiatives which provide finance to businesses on a small scale and encourage social enterprise.	●			ONGOING
4	Develop innovative contractual mechanisms that allow for flexibility and quick thinking while still maintaining a value for money approach.	Establish efficient procurement processes for TRC that makes it easy for partners but still requires a rigorous approach to ensuring value for money based on public and private sector best practice. This will include achieving social and economic outcomes through the procurement process such as requiring suppliers to employ local residents or participate in education programmes, and putting an emphasis on these outcomes in addition to quality and price.	●			IMMEDIATE
5	Deliver and support innovative social and economic development programmes that foster social innovation and support social enterprise.	Encourage and facilitate a range of programmes in Tāmaki that provide services to the community through social innovation. This includes supporting existing organisations such as Manaiaakalani which is delivering social innovation on the ground and also encouraging new ideas that meet the needs of the community. This requires TRC to maintain a level of flexibility in its investment to respond to these ideas as they arise.	●		●	IMMEDIATE
6	Coordinate local and central government expenditure.	Demonstrate to government that coordination of social expenditure targeted to a local area can yield better results through improved integration of services and efficiency when combined with locally based solutions rather than a one size fits all approach. This will build on the social sector trials being undertaken by MSD and may include co-location of government services through a one-stop-shop approach.		●	●	SHORT TERM

9. Urban environment

An urban environment that is attractive, safe and connected with spaces to support a variety of urban lifestyles.

SUMMARY

Residential neighbourhoods and town centres are key to people's sense of pride in their urban environment. They are a tangible representation of a community's values and its health and wellbeing.

Tāmaki's town centres and residential streets are tired and need to be revitalised to create the right conditions for growth, investment and great design.

TRC will be active in improving our town centres and neighbourhoods. This may include TRC undertaking targeted developments to demonstrate quality, innovative design and viability. An improved physical environment can also lead to improved health and safety outcomes as well as contributing to social cohesion and a stronger sense of community. We will work with the private sector and the Council to achieve these outcomes.

TRC will also advocate for an enabling planning framework in the Unitary Plan which will promote quality development.

CURRENT SITUATION



Urban environment is in poor condition with great potential for improved residential neighbourhoods and town centres

Tāmaki's urban environment does not reflect the diverse multi-cultural population of Tāmaki, resulting in a disconnection with the people.

The Glen Innes and Panmure town centres have declined over the past decade, and many residential neighbourhoods have poor housing stock that is not easily adapted to cater for a growing population.

The area has great potential for improved residential neighbourhoods, based on its rich natural landscape, coastline and open spaces.

Views to Maungarei (Mt. Wellington) and the Tāmaki River can be enhanced, and natural watercourses to the coast turned into community assets.

Pockets of Tāmaki have attracted private investment, but there is still a perception that Tāmaki is unattractive for private development.

INITIATIVES

Rejuvenate the built environment through good urban design and projects in town centres and work with partners to deliver quality places

TRC will promote better use of land, and best practice urban design to improve safety and amenity values in Tāmaki, deliver health outcomes and promote cultural identity.

We will identify projects for the first stages of the revitalisation of Tāmaki and these will provide the impetus for the private sector to continue to invest in Tāmaki in the future.

A key focus will be rejuvenation of town centres by improvements to the physical environment and strengthening retail, community services and facilities.

TRC will work with Auckland Council to create a planning framework that provides certainty, and sufficient flexibility to encourage growth and quality design.

Auckland Council's Unitary Plan encourages regeneration and high quality places to live, work and visit.

OUTCOMES



Desirable urban environment and vibrant town centres with safe, connected, diverse and well serviced neighbourhoods

- A desirable urban living environment with a connected, open space network and high amenity value.
- Town centres will be the focus for communities to reinforce identity and place.
- Residents will enjoy safe, connected, diverse, well-serviced, quality neighbourhoods.

PLAYING OUR PART – SUPPORTING OTHERS

Partner with government, non-government agencies, private sector investors and the community to plan for the social and physical infrastructure needed for regeneration.

Ensure that urban design promotes the principles of the NZ Urban Design Protocol and Auckland Design Manual and demonstrates sustainable design in all development including culturally sensitive design elements where appropriate.

NO.	ACTION	DESCRIPTION	LEAD	INVEST	FACILITATE	TIMEFRAME
1	Develop a long-term masterplan and five yearly development plans.	Develop a long-term masterplan to enable phased redevelopment of land, including open space and an acquisition and divestment strategy.	●	●		ONGOING
2	Promote the Glen Innes town centre revitalisation programme.	Work with the Council and Local Board to undertake retail and business services driven urban regeneration of Glen Innes town centre, including improving the retail and hospitality offering and projects to improve connectivity, security and vibrancy.	●	●	●	ONGOING
3	Promote the Panmure town centre revitalisation programme.	Work with the Council and Local Board to undertake retail and business services driven urban regeneration of Panmure town centre including projects to improve connectivity, particularly between the town centre and natural features such as the Panmure Basin, deliver quality urban design and improve viability for businesses.	●	●	●	ONGOING
4	Deliver first stage urban regeneration project.	Plan and deliver a major urban regeneration project in the first phase with housing, urban environment, social and economic outcomes – which would include developing a significant park, improving accessibility to the coast, enhancing playing fields and a mixed housing development.	●	●		IMMEDIATE
5	Advocate for re-use of University land to support education outcomes.	Identify the future role and function of University of Auckland land within the context of Tāmaki urban regeneration.	●			IMMEDIATE
6	Promote the beautification and enhancement of Apirana and Pilkington gateways.	TRC will work with the Local Board to lead and implement projects to make Tāmaki’s gateways attractive and welcoming. This will include landscape and amenity improvements to the main gateways to the Tāmaki area, including cultural references.	●	●	●	SHORT TERM
7	Support the delivery of public space and streetscape improvements.	Work with the Local Board and Auckland Transport to deliver streetscape improvements outside of the two town centre areas including shared spaces.	●	●	●	ONGOING
8	Take a neighbourhood approach to housing redevelopment focusing on creating quality urban environments.	Consider the whole neighbourhood design when planning for housing redevelopment to create safe, attractive and accessible open spaces, opportunities for active transport and modern streetscape and design elements that are culturally responsive.	●	●		IMMEDIATE
9	Early engagement in urban projects.	In all projects that will have an impact on the urban environment, engage with a range of stakeholders at an early stage in design, including health and disability groups, Police and community organisations to ensure that projects are accessible and contribute to wider regeneration outcomes.	●			ONGOING

10. Housing

More new homes and better quality homes that are affordable and meet current and future housing demand and choice.

SUMMARY

A key part of every person's life is their home – ideally, a place of safety and security, of warmth and stability.

TRC is focused on working with other partners, such as Housing New Zealand (HNZ), Community Housing Providers (CHPs), developers and house builders to provide new, modern, affordable homes that meet the needs of Tāmaki residents.

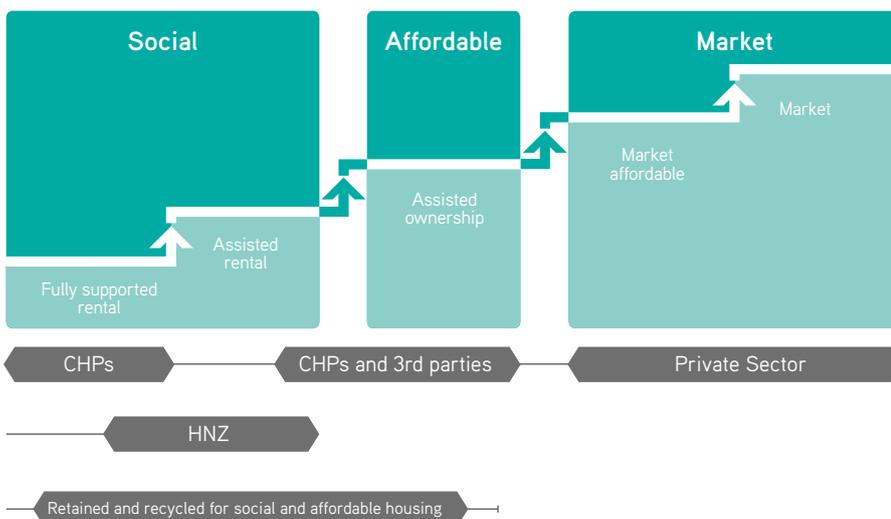
The provision of new homes and upgrading and refurbishment of others is a catalyst for much broader changes in Tāmaki. There is a link between poverty, overcrowding, poor housing and health issues (particularly rheumatic fever and other close contact infectious diseases). Quality housing can help to improve social and economic outcomes.

There will be a significant increase in the number of houses in Tāmaki and a big focus on creating neighbourhoods that are great places to live. We will increase the choice and diversity of housing through working with development partners to provide a range of options for current and future residents.

Redevelopment of housing in Tāmaki will mean change for the existing residents. Some will need to move homes as part of the regeneration programme. TRC will endeavour to work with existing communities to minimise the disruption and hardship faced by residents during this time.

TRC will provide a range of housing choices and aim to help people move along the "housing continuum" (shown in the diagram below) from social housing to affordable and market housing.

Housing Continuum



PLAYING OUR PART – SUPPORTING OTHERS

Support Auckland Council in delivery of the Housing Action Plan including addressing the private rental market.

Support the Government in the delivery of the Housing Affordability programme.



43%
Market Housing

57%
Social Housing

CURRENT SITUATION



Predominantly state housing in poor condition with limited choice in housing types

To date, Housing New Zealand has provided a substantial amount of social housing⁴ in Tāmaki, which accounts for over half (57%) of all housing in the area. Market housing⁵ accounts for the remaining 43%.

One of the aims of the housing strategy is to improve the diversity of housing types leading to a more mixed community.

There is an emerging market between social and market housing which is referred to as affordable housing⁶. There is currently very limited provision of affordable housing in Tāmaki and this is generally provided by a number of small community housing providers.

Most of Tāmaki's housing stock is old and in poor condition. Houses are inefficiently located, with many single dwellings on large sections.

There is not much diversity in the range of housing types available in the area with predominantly detached houses.

Many Tāmaki residents can't afford to own a house, which is reflected in the high number of state house tenants.

The community housing sector comprises a small number of organisations with limited capacity to deliver affordable housing at an appropriate scale.

INITIATIVES

Redevelopment of existing housing to increase supply and choice and make land use more efficient

Tāmaki can cater to almost twice as many as it has now. More new homes can be built on unused land in the area, which will result in higher density and better quality housing.

Our housing strategy is based on achieving a more balanced community by providing for the needs of existing and future residents with a focus on helping residents to move along the housing continuum.

This involves ensuring that there is a range of housing types available to cater for different needs, and creating products that provide stepping stones for residents.

TRC will focus its activities on areas where there are currently gaps in provision which will include promoting affordable housing and encouraging the private sector to invest in the area.

It is important to work with private sector landowners to achieve housing outcomes for Tāmaki as 47% of the current housing stock is in private ownership.

TRC will facilitate the construction of new houses in Tāmaki in partnership with community housing providers and private developers. All different types of housing will be developed together to create mixed communities.

State housing that has been recently constructed or is fit for purpose and land efficient will not be redeveloped.

Development proposals may involve buying or selling land to create suitable parcels for housing development. This may also involve reconfiguration of Council roads and reserves to make more efficient use of the available land in Tāmaki.

OUTCOMES



A balanced community with safe, healthy homes and a range of available housing types

- More and better homes that are affordable and meet current and future housing demand.
- More choice and diversity of houses, including more private housing development.
- A stronger third sector in Tāmaki, including Māori housing providers and CHPs.
- More affordable homes (taking into account life-cycle costs) for first-home buyers and renters including those with social housing and other social service needs.
- New houses in Tāmaki will be healthy, warm, dry and insulated, use renewable energy, and new building technologies.

⁴ **Social housing** is housing for those in highest need (currently categories A&B in the Housing New Zealand allocation system)

⁵ **Market housing** is open market housing including products at 'affordable' price points, which is often referred to as 'market affordable'.

⁶ **Affordable housing** is for those who do not qualify for social housing, but who need assistance is required to access housing in the private market

NO.	ACTION	DESCRIPTION	LEAD	INVEST	FACILITATE	TIMEFRAME
1	Redevelop HNZ properties to increase the overall number of homes. These homes will be built to a high quality standard and at higher densities to suit small and large families, couples of all ages, and singles.	TRC will work with HNZ to determine which houses or groups of houses should be retained or redeveloped. Where TRC is given a mandate to redevelop land, TRC will play a land development and management role, working in partnership with the private sector and community housing providers to build quality homes.	●	●		ONGOING
2	Ensure that the new homes built provide a range of housing types and tenures to meet the needs of current and future residents.	TRC will ensure that there will be a range of fully supported rental, assisted rental, affordable assisted ownership, market affordable and market housing options to cater for all types of people and households. Importantly, a proportion of homes will be retained as social housing for those in highest need. This may include provision of housing for mental health patients and people coming out of the justice system with support to link through to other services in line with needs.	●	●		ONGOING
3	Quickly deliver 3–4 'First Homes' housing projects	Showcase the quality of development through 'First Homes' housing projects on land that is largely controlled by TRC or shareholders and attractive to the market. Demonstrate the benefits of mixed communities and new forms of housing to the market including higher density housing to the community. This may include concept houses that can be used for people to visit.	●	●		SHORT TERM
4	Establish a major regeneration project in the first phase that uses housing development in conjunction with other initiatives to catalyse regeneration in the area.	TRC will demonstrate regeneration outcomes through a major regeneration initiative aimed at improving perceptions of the area and providing sufficient development land to contribute significantly to housing targets. This project will include housing development, improvements to the urban environment and parks incorporating natural features. It will link to other initiatives such as employment, economic development and education and skills.	●	●		SHORT TERM
5	Establish a vehicle for delivering affordable homes working with community housing providers.	TRC will play a lead role in the provision of affordable housing, including identifying the range of products required by this market and working with community housing providers to deliver and manage these. This will provide security of tenure for tenants.	●	●		SHORT TERM
6	Develop a full range of housing typologies to demonstrate quality design that serve a range of needs using innovative building materials and construction techniques.	Work with the private and third sectors to establish different typologies that provide housing choice for residents and allow higher densities whilst maintaining quality. Work with communities such as the Pacific Island and migrant communities to ensure that new housing is culturally responsive and meets the needs of these groups (including investigating aspirations for papakainga housing). Identify opportunities for using innovative construction techniques and building materials to reduce costs and speed up construction.	●			IMMEDIATE

NO.	ACTION	DESCRIPTION	LEAD	INVEST	FACILITATE	TIMEFRAME
7	Form partnerships with Māori and Pacific housing NGOs to improve housing outcomes.	TRC will work with Māori and Pacific NGOs, as part of the community housing provision, to ensure that some of the housing developed in the Tāmaki area is available to Māori and Pacific Peoples and help to build capacity in this sector.			●	LONG TERM
8	Encourage redevelopment of private land at higher densities.	Work with the Council, private landowners and developers to ensure that future developments are at suitable densities producing quality, healthy housing. On larger development sites in private ownership, TRC will work with development partners to maximise the benefits of development projects, both in terms of housing numbers, and quality and mix of housing.			●	ONGOING
9	Ensure an appropriate planning framework for delivering housing and urban outcomes.	TRC will work with the Council to ensure that Unitary Plan provisions encourage appropriate housing in line with the vision for Tāmaki.			●	SHORT TERM
10	Ensure all homes built under TRC contracts meet specific health and environmental standards and set a target for lifetime homes.	All TRC developments will meet the current building standards in terms of health and safety at a minimum and where possible, deliver on the government's housing WOF programme. In addition, TRC will establish environmental sustainability standards (including low impact design) and specify these requirements in contracts with developers. This will include a proportion of homes being consistent with lifetime designs.	●		●	ONGOING
11	Provide education around healthy housing including insulation, structural and functional overcrowding and lifestyle choices.	Work with relevant agencies to provide education to residents about healthy lifestyles within homes to reduce health problems and maximise the benefit from new, healthy houses.			●	ONGOING
12	Provide support for individual families facing changes in housing circumstances including wraparound support to address the issues in people's lives.	This will involve working closely with individual families to identify issues and working with families to link them to appropriate government and community services (including Whanau Ora services for Māori families) that can help. A key focus will be minimising disruption, particularly for families with school age children and strong community networks.	●	●		IMMEDIATE

11. Natural environment

A healthy and resilient natural environment to support diverse lifestyles through caring for our maunga, water and open spaces.

SUMMARY

Maungarei (Mt Wellington), the Tāmaki River and our green spaces are among Tāmaki's main strengths.

We will respect these natural features and enhance open space and waterways. We will develop connections along the streams to complement the Local Board's foreshore walkway.

The intensification of housing in the Tāmaki area will enhance the importance of open space in providing both amenity and natural features to the community.

open space



CURRENT SITUATION



Water quality is poor with the Tāmaki River affected by sediment build-up and critical infrastructure is aged and in poor condition

Tāmaki has an abundance of open space, an extensive stream network and a coastal edge with proximity to the Tāmaki River and Mt Wellington.

The condition of the stormwater network is largely unknown, but is likely to require some upgrading. Wastewater is aged and in poor condition, and water quality in Tāmaki is considered to be among the worst in Auckland.

The Tāmaki River is affected by sediment build-up as a result of urban development and contaminants such as heavy metals entering the streams and rivers.

The electricity network currently has limited capacity to serve future population growth.

INITIATIVES

Reduce further degradation of the natural environment through incorporating sustainability in development and upgrading of infrastructure

TRC will be involved in a range of initiatives and partnerships to clean-up our waterways, and will support the improvement of stream networks and the coastline so these resources can come to life and become a potential food source.

TRC acknowledges the role of mana whenua as kaitiaki.

TRC will work with infrastructure service providers (such as Watercare and Auckland Council) in their progressive upgrading of the sewer and stormwater network to support growth and regeneration in Tāmaki.

TRC will incorporate sustainability principles and practices in new developments in Tāmaki. This would include initiatives such as use of solar power, collected rain water, and sustainable building materials.

TRC will work with the Local Boards to understand the demand for open and recreational space (including sports fields) arising from the development activity and seek to address this.

OUTCOMES



Clean, life-sustaining waterways with abundant biodiversity and modern infrastructure that supports growth

- Waterways and coastlines that are clean and full of life, and a waterfront that's open and accessible to the public.
- Tāmaki's service network will have sufficient capacity to accommodate growth and development.
- Biodiversity will be abundant on private land, public parks, and in protected areas of native bush and wetlands.

PLAYING OUR PART – SUPPORTING OTHERS

TRC will support local neighbourhoods and the Garden to Table Trust to establish community and school-based gardens.

Support will also be provided to implement Auckland Council's environmental enhancement programmes which include improving air quality and waste reduction.

TRC will work with Vector to ensure the electricity network is planned in a manner that is capable of accommodating our envisaged regeneration scenario.

Support Auckland Council to achieve targets in relation to climate change and energy resilience.

NO.	ACTION	DESCRIPTION	LEAD	INVEST	FACILITATE	TIMEFRAME
1	Establish an integrated blue-green network building on the strength of the Tāmaki river and existing waterways.	Make the most of the Tāmaki River as a feature of the blue-green network providing access and amenity through re-sanding Pt. England beach and developing a walking network which uses the river frontage and the connected green spaces. This includes supporting the Local Board's greenways plans.	●	●		MEDIUM TERM
2	Restore and bring to life the stream network which includes the Omaru waterway through the progressive upgrade of the area.	Support Auckland Council, the Maungakiekie-Tāmaki Local Board, and other agencies to revitalise and clean our waterways including Omaru Creek and improve public access along these waterways to provide environmental and social benefits.			●	MEDIUM TERM
3	Improve stormwater quality and treatment in all waterways.	Ensure upgraded and new stormwater areas are designed to serve both the infrastructural component as well as an open space and amenity function.	●	●		SHORT TERM
4	Ensure new developments adopt a low impact design approach to stormwater.	TRC will ensure that it acts as a leader and champion in adopting low impact stormwater design principles.	●			ONGOING
5	Ensure infrastructure has capacity to accommodate intensity of development envisaged by TRC.	TRC will work with Auckland Council and service providers to ensure future development takes into account capacity issues with the infrastructure network and can accommodate growth. This may involve bringing forward some planned upgrade projects including wastewater storage at Pt. England and working with Vector to expand the electricity network.			●	ONGOING

12. Transport

An innovative and efficient local transport network that provides choice and encourages low-energy, active transport options.

SUMMARY

Located on the eastern edge of the Auckland isthmus, Tāmaki is perfectly placed to enable its residents to easily reach most parts of Auckland by public and private transport.

The rail line and Auckland Manukau Eastern Transport Initiative (AMETI) links Tāmaki to jobs and the wider Auckland region.

Strengthening walking and cycling connections will make it easier and safer for people to move around their community. We will advocate for public transport services that connect the residential areas to the rapid transport network.

CURRENT SITUATION



Tāmaki has great bus and train services but the local road network is disconnected and walking and cycling networks are not integrated

Tāmaki has great public transport services with Panmure and Glen Innes served by both bus and train, for good regional connectivity.

The Auckland Manukau Eastern Transport Initiative (AMETI) provides great opportunities to connect residents to jobs and deliver economic benefits to the local community.

Private investors have expressed interest in a Transit Oriented Development (TOD) and third railway station in the area.

However, the local Tāmaki road network is disconnected and there is poor integration of walking (including through open space and along the coast) and cycling throughout the area.

INITIATIVES

Increase public transport by supporting rapid transit and encourage walking and cycling

TRC will work on place-based initiatives and streetscape upgrades that encourage public transport use and other active options such as walking and cycling.

TRC will also work with Auckland Transport to improve the local roading network as part of development activity.

OUTCOMES



Integrated, user-friendly public transport network and connected local streets with safe walking and cycling options

- An integrated public transport network that is user-friendly and accessible and supports Transit Oriented Development (TOD).
- Tāmaki will have a well-connected and safe walking and cycling network which promotes passive recreation and low energy transport opportunities.
- A connected and logical street network that meets the needs of the Tāmaki community.

PLAYING OUR PART – SUPPORTING OTHERS

Support Auckland Transport to deliver a better rapid transit network to help people in Tāmaki move around the region.

Support Auckland Transport in the delivery of the AMETI project.

Support a sub-regional park and ride location in Tāmaki.

NO.	ACTION	DESCRIPTION	LEAD	INVEST	FACILITATE	TIMEFRAME
1	Develop a comprehensive walking and cycling strategy to be incorporated into the design of new development in Tāmaki.	It is important that as progressive regeneration occurs, future design and development of Tāmaki ensures a quality and connected cycling and walking network. TRC will provide both a lead role in the implementation and construction of new streets as part of its development activities as well as a support role where private sector development is taking place. We will work with key stakeholders including the Local Boards and Auckland Transport.	●	●		MEDIUM TERM
2	Promote suitable feeder services to the city wide public transport routes based on current needs and future growth.	Work with Auckland Transport to establish feeder services, including determining the nature, desired routes, and frequency of feeder services as part of wider Auckland Transport bus route reviews, in line with the Regional Public Transport Plan.			●	SHORT TERM
3	Facilitate a walking school bus programme.	TRC will work with and mobilise existing communities and families to facilitate a walking school bus programme.			●	SHORT TERM
4	Develop new road infrastructure to service growth.	Work with Auckland Transport to construct new roads and reconfigure existing roads where appropriate to accommodate growth in Tāmaki. As part of this, TRC will ensure innovative street design includes shared spaces and home zones.		●	●	ONGOING

13. Spatial Plan

Quality development is an essential part of the regeneration programme.

The map overleaf shows the spatial plan for Tāmaki as described in this Strategic Framework. It demonstrates the proposed development areas, indicative phasing and land uses and locations of key facilities and infrastructure. The map is not a detailed masterplan for Tāmaki, which will be produced following further engagement with the community and adoption of this strategy. It is a high level plan which indicates how the spatial elements of the strategy may be delivered.

More detailed development plans will also be produced for individual precincts following the approval of the Strategic Framework. These will set out the specific locations for development and the activities that will be carried out.

Quality development is an essential part of the regeneration programme. The Council is currently producing the Auckland Design Manual which will be used to guide urban design outcomes across Auckland. TRC will use the Auckland Design manual as a guide for development activities in Tāmaki to ensure good urban design outcomes.

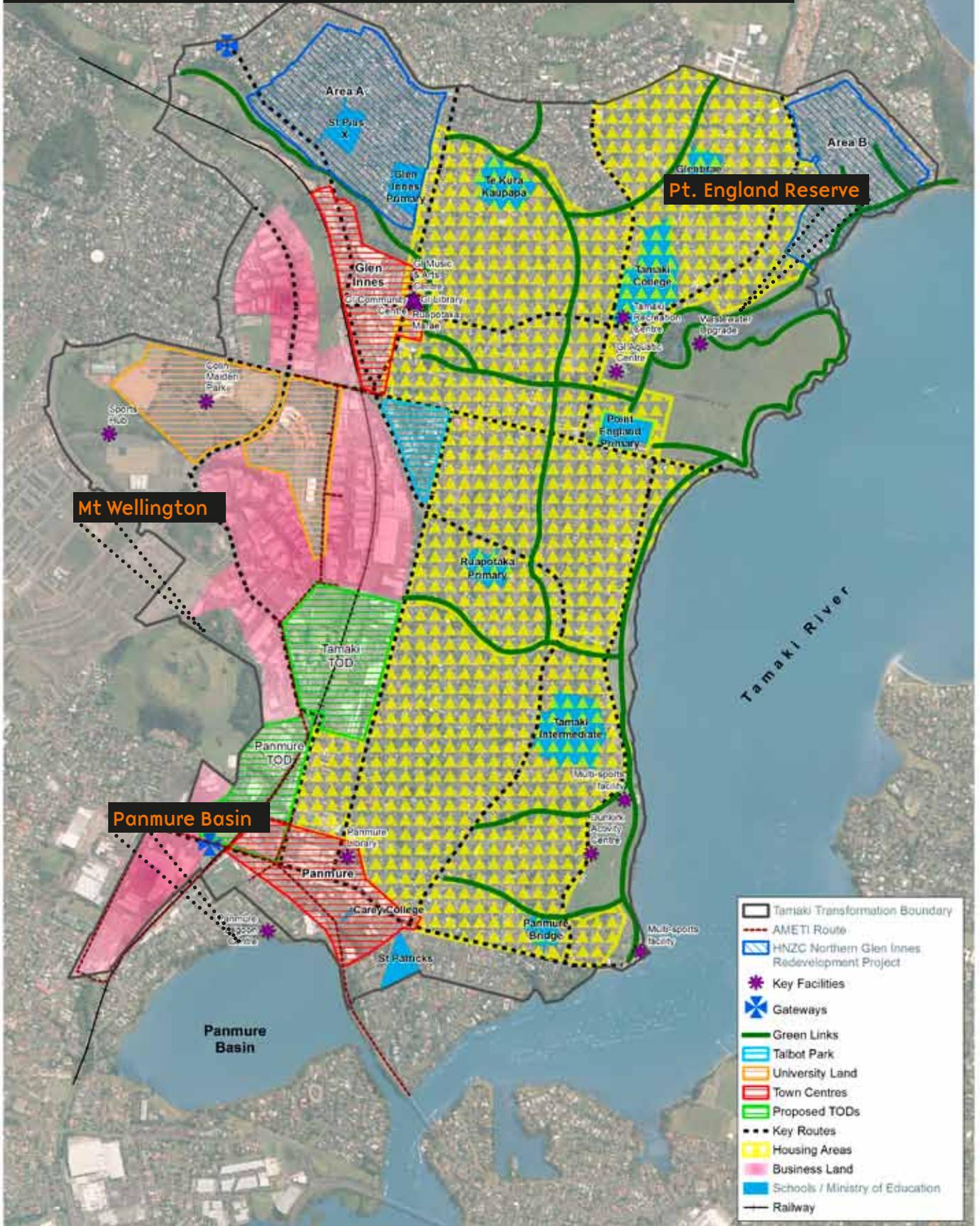
The spatial plan for Tāmaki has been developed in line with the Auckland Unitary Plan. Therefore land uses, building heights and urban design principles are established through the Unitary Plan which TRC has had input into. The spatial plan reflects this with land uses generally consistent with the underlying Unitary Plan zones.

At this stage the Strategic Framework anticipates that Tāmaki can accommodate around double the current number of homes. This is in line with the Auckland Council's growth objectives as set out in the Auckland Plan. These will be delivered in phases over the life of the regeneration programme. This will include a mix of social, affordable and private houses. It is also anticipated that this will include a full range of housing types including terraced housing and smaller homes than are currently available to provide a broader mix.

It is also assumed that the housing density will increase significantly throughout Tāmaki through both the redevelopment of the Housing New Zealand portfolio as well as private land. The Unitary Plan also supports this intensification.

> Summary Plan

The summary plan demonstrates the key spatial elements of the draft Strategic Framework to provide an overview of the activities being proposed.



14. Measuring Success

Ten challenging targets to hold us to account in delivering outcomes.

Success in Tāmaki will be informed by the expectation of our community and our shareholders. For our shareholders, these expectations are shaped by the Better Public Service targets as outlined by the Government in 2012 and the outcomes and measures set out in the Auckland Plan by the Auckland Council. The links between the activities outlined in this strategy and these targets are shown below.

TRC is developing a system of measures which will hold us to account in delivering the outcomes of this Strategic Framework, taking into account input from the community. This will include Tāmaki-specific measures which help to achieve Government and Council targets as well as community measures. This will be developed following adoption of this strategy.

THEME	TARGETS	GOVERNMENT MEASURES
Reducing long term welfare dependency	1. Reduce the number of people who have been on a working age benefit for more than 12 months	Reduce the number of people continuously receiving working-age benefits, which will become the new JSS, for more than 12 months by 30%, from 78,000 in April 2012 to 55,000 by 2017.
Supporting vulnerable children	2. Increase participation in early childhood education. 3. Increase infant immunisation rates and reduce the incidence of rheumatic fever. 4. Reduce the number of assaults on children.	In 2016, 98% of children starting school will have participated in quality early childhood education. Increase infant immunisation rates to achieve and maintain 95% coverage of eight-month olds fully immunised with the scheduled vaccinations by 2017. Reduce the incidence of rheumatic fever by two thirds to 1.4 cases per 100,000 people by June 2017. By 2017, halt the 10-year rise in children experiencing physical abuse and reduce current numbers by 5%.
Boosting skills and employment	5. Increase the proportion of 18 year olds with NCEA level 2 or equivalent qualification. 6. Increase the proportion of 25-34 year olds with advanced trade qualifications, diplomas and degrees (at level 4 or above).	85% of 18 year olds will have achieved NCEA level 2 or an equivalent qualification in 2017. 55% of 25 to 34-year-olds will have a qualification at level 4 or above in 2017.
Reducing crime	7. Reduce the rates of total crime, violent crime and youth crime. 8. Reduce re-offending.	15% reduction in the recorded crime rate from June 2011 to June 2017. 20% reduction in the recorded violent crime rate from June 2011 to June 2017. Reduce the re-imprisonment rate by 25%. Reduce the re-conviction rate of community sentenced offenders by 25%.
Improving interaction with government	9. New Zealand businesses have a onestop online shop for all government advice and support they need to run and grow their business. 10. New Zealanders can complete their transactions with the Government easily in a digital environment.	Business costs from dealing with government will reduce by 25% by 2017, through a year-on-year reduction in effort required to work with agencies. Government services to business will have similar key performance ratings as leading private sector firms by July 2017, and businesses will be able to contribute. An average of 70 per cent of New Zealanders' most common transactions with government will be completed in a digital environment by 2017 – up from 24 per cent currently.

THEME	TARGETS	CULTURE	CHILDREN	HEALTH	SAFETY	EDUCATION	EMPLOYMENT	ECONOMIC	INNOVATION	URBAN	HOUSING	NATURAL	TRANSPORT
BETTER PUBLIC SERVICES TARGETS													
Reducing long term welfare dependency	1. Reduce the number of people who have been on a working age benefit for more than 12 months.					●	●	●	●		●		●
Supporting vulnerable children	2. Increase participation in early childhood education.		●	●		●			●				●
	3. Increase infant immunisation rates and reduce the incidence of rheumatic fever.			●		●			●		●		
	4. Reduce the number of assaults on children.		●	●	●	●			●		●		
Boosting skills and employment	5. Increase the proportion of 18 year olds with NCEA level 2 or equivalent qualification.		●			●			●				
	6. Increase the proportion of 25-34 year olds with advanced trade qualifications, diplomas and degrees (at level 4 or above).					●	●		●		●		●
Reducing crime	7. Reduce the rates of total crime, violent crime and youth crime.		●		●				●		●		
	8. Reduce re-offending.		●		●	●	●		●				
Improving interaction with government	9. New Zealand businesses have a one-stop online shop for all government advice and support they need to run and grow their business.						●	●	●				
	10. New Zealanders can complete their transactions with the Government easily in a digital environment.								●				
AUCKLAND PLAN PRIORITIES													
Enable Māori aspirations through recognition of Te Tiriti O Waitangi / The Treaty of Waitangi	11. Enable Māori aspirations for thriving and self-sustaining Marae.	●											
Acknowledge that nature and people are inseparable	12. Value our natural heritage.	●										●	

The actions proposed in the Strategic framework will contribute to the Government's targets for Better Public Services and the Auckland Plan targets. The contribution of each area is shown in the table above as either a direct or indirect contribution.

THEME	TARGETS	CULTURE	CHILDREN	HEALTH	SAFETY	EDUCATION	EMPLOYMENT	ECONOMIC	INNOVATION	URBAN	HOUSING	NATURAL	TRANSPORT
Protect and conserve Auckland's historic heritage for the benefit and enjoyment of present and future generations	13. Understand value and share our heritage.	●											
	14. Empower collective stewardship of our heritage.	●											
Integrate arts and culture into our everyday lives	15. Value and foster Auckland's cultural diversity.	●											
	16. Value our artists, our creative sector and our cultural institutions.	●											
Create a strong, inclusive and equitable society that ensures opportunity for all Aucklanders	17. Putting children and young people first.		●		●	●							
	18. Improve the education, health, safety of Aucklanders, with a focus on those most in need				●		●						
	19. Strengthen communities	●	●	●	●								
Promote individual and community wellbeing through participation and excellence in recreation and sport	20. Provide quality opportunities for all Aucklanders to participate in recreation and sport.			●									
Develop an economy that delivers opportunity and prosperity for all Aucklanders and New Zealand	21. Grow a business-friendly and well-functioning city.							●					
	22. Enhance investment in people to grow skills and a local workforce.					●	●						
House all Aucklanders in secure, healthy homes they can afford	23. Increase housing supply to meet demand.								●				
	24. Increase housing choice to meet diverse preferences and needs.								●				
	25. Improve the quality of existing and new housing.								●				
	26. Improve housing affordability and the supply of affordable housing.								●				
Create better connections and accessibility within Auckland, across New Zealand and to the world	27. Integrate transport planning and investment with land use development							●			●		
	28. Prioritise and optimise investment across transport modes			●				●			●		

TRC Board of Directors

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Experienced business leader with deep understanding of urban economics, property, urban planning and design

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Auckland Council representative, Board Member Mental Health Foundation of New Zealand and former Deputy Mayor Manukau City Council

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Regional Commissioner, Northland, Ministry of Social Development and formerly a manager with Ngati Whatua o Orakei Corporate Ltd. Barrister and solicitor of the High Court

SUSAN MACKEN

BNZ Board member, Treasury Board

SOANA PAMAKA

Principal of Tāmaki College with extensive experience in education; community leader and resident of Tāmaki

JOHN SAX

Crown representative. Founder of Southpark Group, and Chair of the For the Sake of Our Children Trust

Let's make it happen.



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