

Report to Wiri Business Association Executive Committee

Wiri Business Association Strategic Plan 2019 -2024

1. Introduction

The Wiri Business Association requested Auton & Associates Ltd to assist in the preparation of its 2019-2024 Strategic Plan. The current plan (2014-2019) expires in mid-2019. The current plan was also prepared in conjunction with Auton & Associates Ltd.

This report outlines the work undertaken to prepare the 2019-24 draft plan, and incorporates the input of members and stakeholders. It is understood that the draft will be formally adopted at the Wiri Business Association AGM in October 2018.

The draft plan has been developed in close collaboration with Audrey Williams, the support being appreciated.

Recommendation

That the draft Plan be considered for approval in principle with the view to it being circulated to all members of the Association for comment , and that the draft and any commentary be reported back to the Executive Committee for recommendation to the AGM in October 2018 to adopt the Plan

2. Plan Preparation

A number of steps in preparing the draft plan have been undertaken, notably;

- Workshop with Executive Committee 1st November 2017.
- Eleven interviews with Wiri Business and stakeholders. Stakeholders included two Local Board Chairs, GETBA, Manurewa and Manukau Central Business Associations, ATEED, Auckland Transport and Panuku.
- Two workshops were arranged following the preparation of key themes from stages a) and b), with limited attendance by Association members.
- Draft Strategic Plan prepared.

3. Key Themes and Issues from Workshop and Interviews

- Executive Committee Workshop
 - Agreed to use the existing Strategic Plan framework, with key strategic initiatives/goals of Governance & Leadership, Supporting Business and Enhanced Environment to be

broadly retained. It is noted that there has been some modification to these strategic initiatives as a result of interviews.

- The Executive Committee noted the biggest challenge for the Association was ‘how to get businesses to buy into what we do’.
- Other key points from the workshops included a further BID expansion along Puhinui Road to Prices Road, a need for a digital strategy, the need for an adapted view on resource prioritisation, need to work on iwi relationships, priorities around security, graffiti management and waste management, services to members including information and networking, Southern Market, advocacy, promotion and voice for business, and community relationships.

- Interviews – jointly conducted by Leigh Auton and Audrey Williams

Key ideas/themes included

- ‘How to get business buy in’.
- Companies want to be part of the community.
- Business wants to be a good environmental citizen.
- The need for an Emergency Plan specific to the Wiri Business District.
- The maintenance of a good transport network.
- Accessibility for workers including an investigation and possible pilot into an ‘on demand’ transport service.
- Managing the impact of surrounding population growth on the Business District.
- Maintaining public places, eliminating illegal waste dumping, no graffiti, good physical appearance, crime prevention.
- ‘We are all Manurewa’.

Service Needs

- Good communication connecting business with community, attracting employees, what’s happening, member to member discussion.
- Advocacy.
- Networking.
- Security.
- Waste management/graffiti removal.
- Events

Assistance for Business - Issues

- Auckland Transport
Support for travel Plans.

Link to Airport-Puhinui Road upgrade.

Southern rail commuter connection from Papakura to Manukau.

– Auckland Council

Providing ready contact line(s) for BIDs to effectively communicate with Auckland Council.

Call Centre assistance, including efficient linkages to the CCO's of Council.

– ATEED

Business assistance.

Assist BIDs (website, information, articles).

– Other local BIDs

How to work together.

Manurewa/Manukau BID relationship

'We are all Manurewa' – relationship to Manurewa Town Centre BID and community.

– Panuku

Joint advocacy for direct Papakura/Manukau commuter rail connection.

Arterial link through the Counties-Manukau District Health Board Browns Road site linking Druces/Kerrs Roads directly to Browns/Great South Roads.

Joint action on Puhinui Stream catchment.

Walkways/cycleways.

4. **Research**

Research was undertaken around Panuku's 'Transformation Manukau' programme, Auckland Council/AT transport planning, together with employment statistics for the BID area.

5. **Draft Plan 'Straw Man'**

A draft 'straw man' was prepared, and was intended to be 'road tested' at two planned workshops. One workshop proceeded, and feedback was incorporated into the draft included in this report.

6. **Draft Plan**

The following is intended to be incorporated into the plan and professionally published in a similar format to the existing 2014-2019 format.

Our Vision: Wiri Business Association 2024

‘Delivering Excellent Services to Business in Wiri’

As a premier industrial location in Auckland, the Wiri Business District will continue to attract investors and industrialists alike. This will include small, medium and large scale operators, which is a strong feature of the district. A continued attraction of the district will remain its broad property ownership, unlike some nearby industrial precincts. The industrial area zoned along Puhinui Road towards the Auckland Airport, up to Prices Road will be under development. The two former quarry sites abutting Wiri Station and Roscommon Roads will have seen significant development.

The Wiri Business Association BID area, expanded significantly in 2017, will have represented all the business and property interests of the industrial area, unlike previous periods when the BID area comprised less than a third of the actual business area. Its focus will have been on three strategic initiatives adopted in 2018, notably supporting business, providing leadership, and enhancing the physical and economic environment of the district. The initiatives will have driven the work of the Association over the five years of 2019 – 2024 Strategic Plan.

The Association will have actively communicated with the membership over the last five years, through multiple means. It will have advocated and facilitated on issues relevant to members interests, both on behalf of groups of members and of individual members when necessary. The Association will have provided sponsorships reflecting the interests of its members, and have actively promoted membership interests. An active calendar of networking events will have continued throughout the last five years.

The Trust Board and Management will have provided good governance and leadership to the Association, having adopted an Organisational Framework in February 2018.

The Association will have been resourced to adequately serve the interests of the Wiri Business District. Members will be able to reflect a job well done by its fellow members on behalf of its membership.

Wiri – Where Have We Been: 2006 – 2019

The Wiri Business Association was legally incorporated in May 2006 with the mission to ‘promote and maintain a secure and successful environment in Wiri’. Its vision was to create a ‘safe, prosperous and positive place’.

Initially the focus of the Business Association was on pressing issues of safety, crime and vandalism, graffiti, rubbish and much as a consequence, on the perception of the area. The Association made remarkable progress on these issues, working with key stakeholders such as the NZ Police, Manukau Beautification Trust and Council to significantly reduce incidence of burglaries and other crime, removal of graffiti and improvements to the appearance of public areas.

The Association developed its first Strategic plan in 2012-2013, which had a wider focus. This included economic development, marketing and development, organisation and management and physical enhancement.

The second Strategic Plan 2014-2019 developed a five year vision and plan for the Association and District. It contained three strategic initiatives;

- Governance and Leadership
- Supporting Business
- Enhancing Environment
 - Physical
 - Economic
 - Community

Funding for the Wiri Business Association was established through a targeted rate under the Business Improvement District policies of the former Manukau City Council. This process involved a successful poll of all business and property owners in the proposed BID area.

The BID area established in 2006, covered approximately one third of then Wiri industrial zone. A key objective of the 2014-2019 Strategic Plan was to expand the BID area to incorporate all of the business district. This was achieved in 2016, and came into effect on 1st July 2017. The Wiri Business Association at May 2018 represented 632 businesses and 736 property owners within its boundaries.

A significant new area of industrial land has been zoned in the Auckland Unitary Plan on land bordered by Puhinui and Prices Roads, the Southwestern motorway and Puhinui Stream. The new industrial land abuts the Wiri Business District, and is a logical extension for the Wiri Business District Association.

Wiri – Where Are We Now?

A Snapshot 2019

The Wiri District is one of New Zealand's largest industrial districts. It has excellent connectivity to the Auckland Airport, Ports of Auckland, the North Island Main Trunk (NIMT), Southern and Southwestern motorways, and to regional arterials. The district is close to a significant labour force.

Wiri is part of a cluster of other large industrial precincts in southern Auckland, including East Tamaki/Highbrook, Mt Wellington/Penrose/ Otahuhu and Auckland Airport. As a relatively new industrial district, Wiri has been designed to cater for modern needs. The area has internal industrial roads that cater for heavy transport, with good connections to rail and motorways that dissect or adjoin the district.

The industrial area of Wiri comprises a land area of 680 hectares. In 2017 there were approximately 16,500 employees in the expanded district. Most employees (80 percent) are engaged in manufacturing, construction, wholesale and trade, and transport and storage. Property and business services and retail make up most of the remaining employees.

Since the development of the previous strategic plan, the Wiri quarry land (Winstones) has been filled with clean fill and readied for subdivision. During this strategic plan period (2019-2024), this land will likely be fully developed, as will the remaining quarried area in the district.

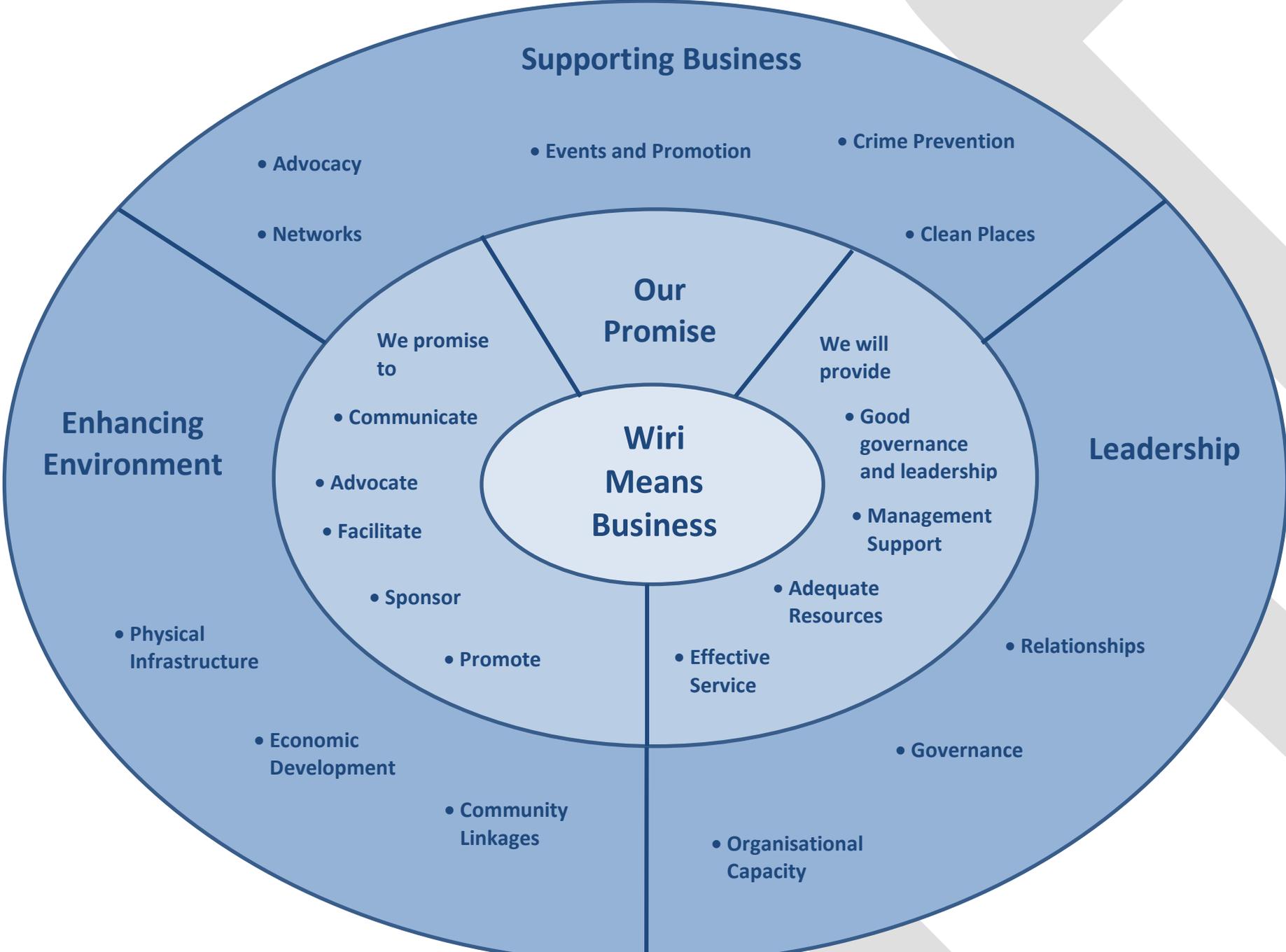
Land and buildings are held by a large number of owners, unlike nearby Auckland Airport, Highbrook and the future Drury Industrial Parks. This is a competitive advantage.

Wiri has large transport and logistic companies, warehousing, large scale manufacturing and nationally significant infrastructure operators such as Liquigas, The Wiri Oil Storage (WOSL) and the Ports of Auckland Inland Container Terminal. Three correction facilities (youth, men and women's) are situated in the district, as is the maintenance and storage facility for Auckland's electric commuter trains.

The Wiri industrial district abuts Manukau Central, the retail and commercial centre for southern Auckland. This metropolitan centre contains a major public transport hub, two leading tertiary facilities (AUT/MIT), retail shopping centres, recreational and civic services. Significant apartment buildings are planned for the centre, together with hotel developments. The Vodafone Events Centre abuts the district.

WIRI BUSINESS ASSOCIATION STRATEGIC DIRECTION 2019 – 2024

'Delivering Excellent Service to Business in Wiri'



OUTCOMES/RESULTS	FOCUS AREAS	PRIORITIES	KPIs
SUPPORTING BUSINESS			
Advocacy	<ul style="list-style-type: none"> Shared BID submission on legislation/plans/bylaws Promotion of Wiri as a Premier Business District Promoting membership issues Emergency Management Plan for Wiri 	<ul style="list-style-type: none"> Work with industrial BIDs on Central Government/Council legislation/plans and bylaws that affect the Wiri Business district membership Work with Property and Business organisations to promote Wiri Identify and advocate for members on issues that impact their business interests Promoting/developing EMP 	<ul style="list-style-type: none"> Number of shared submissions Number of articles published Issues identified and articulated EMP approved and operational
Networks	<ul style="list-style-type: none"> Collaboration with other BIDs Formal and informal networks with public and private organisations 	<ul style="list-style-type: none"> Shared activities with other BIDs Developing networks of influence 	<ul style="list-style-type: none"> Number of activities shared /number of BID's involved Networks identified
Events and Promotion	<ul style="list-style-type: none"> Southern Business Market Regular network events Business sharing opportunities 	<ul style="list-style-type: none"> Bi-annual Business Market Business breakfasts, seminars and speaker forums 	<ul style="list-style-type: none"> Positive feedback from participants and business transacted Positive feedback from participants Number of businesses linked

		<ul style="list-style-type: none"> • Linking business through local networking opportunities 	
Clean Places	<ul style="list-style-type: none"> • Supporting measures that maintain clean, well-presented public and private spaces 	<ul style="list-style-type: none"> • Removal of rubbish and litter from public places • Prevention of dumping • Removal of graffiti • Promoting improvements to stormwater, air quality and reserves along Puhinui stream catchment 	<ul style="list-style-type: none"> • Number of requests logged to Council for removal of rubbish and litter • Initiatives undertaken to avoid dumping in the BID area • Number of graffiti events • Number of improvements initiatives
Crime Prevention	<ul style="list-style-type: none"> • Collaboration with NZ Police, private security companies and community organisations to mitigate crime • Measures deployed to combat crime, stop burglaries and promotional safety programmes • Monitoring crime statistics to measure programmes and identify any further interventions • CPTED programmes 	<ul style="list-style-type: none"> • Regular liaison with agencies • Active deployment of measures to combat anti-social behaviour • Resource deployed to monitor interventions • Development of CPTED programmes where need identified 	<ul style="list-style-type: none"> • Number of liaison meetings held • Percent reduction in anti-social behaviour • Cost of monitoring and interventions • Number of CPTED programmes developed

OUTCOMES/RESULTS	FOCUS AREAS	PRIORITIES	KPIs
LEADERSHIP			
Relationships	<ul style="list-style-type: none"> • Auckland Council, Manurewa and Otara-Papatoetoe Local Boards • Auckland Transport and ATEED • Chamber of Commerce • MBIE • Local Residents • Local BIDs/Industrial BIDs in Auckland • Iwi • NZ Police • Utility providers 	<ul style="list-style-type: none"> • MOUs or informal agreements on shared benefits of working together • Regular meetings 	<ul style="list-style-type: none"> • Identified benefits accrued • Positive feedback received • Number of meetings
Good Governance	<ul style="list-style-type: none"> • Strategic overview and mentoring. • Resource allocation. • Promoting strategic partnerships and networks. • Extending BID area to include proposed Puhinui/ Prices Road industrial park 	<ul style="list-style-type: none"> • Strategic Plan implemented • Established formal meetings with identified strategic partners • BID area extended 	<ul style="list-style-type: none"> • Strategic Plan outcomes delivered • Number of formal meetings • BID expansion approved

Organisational Capacity	<ul style="list-style-type: none"> • Strategic Plan implementation through annual business plans • Engagement with mana-whenua (Te Akitai Waiohua, Ngati Tamaoho, Ngati Te Ata-Waiohua) • Innovation 	<ul style="list-style-type: none"> • Annual Business Plan approved and reported • Agreement understandings reached • Development of innovative programmes which benefit business (for example waste management, environmental sustainability) 	<ul style="list-style-type: none"> • Annual Business Plan approved • Agreements in place • Number of innovative programmes developed
OUTCOMES/RESULTS	FOCUS AREAS	PRIORITIES	KPIs
ENHANCING ENVIRONMENT			

<p>Physical Environment</p>	<ul style="list-style-type: none"> • Improvements to transport network • Industry Pollution Prevention Programme • Enhancing physical appearance of industrial area • Encouraging cycle and walkway opportunities • Reliable and resilient energy and telecommunication provision 	<ul style="list-style-type: none"> • Advocacy for a Weymouth/Karaka transport corridor connecting SH's 20 and 22 • Support upgrade of Puhinui Road to Airport (including public transport) • 'Door-to-door' employee pilot • Direct rail link from Papakura to Manukau • Pilot Pollution Prevention Programme, and implement based on experience • Supporting measures to enhance street appearance/building frontages • Advocacy for high quality maintenance of roads and road frontages by council contractors • Promoting cycle ways and greenways linking the area, and supporting the Te Araroa walkway • Working with energy and teleco providers to ensure reliable and resilient networks 	<ul style="list-style-type: none"> • Transport link adopted by NZTA/AT/Council • Upgrade being delivered by relevant agencies • Pilot developed • Completion of rail link at Wiri to enable direct link. • Programme adopted • Measures initiated. • Number of issues raised • Number of commuters/walkers accessing Business District • Limited outages • Capacity provision to match need and growth
<p>Economic Development</p>	<ul style="list-style-type: none"> • Encouraging associated amenities for business in the wider district 	<ul style="list-style-type: none"> • Advocating for suitable hotel accommodation and hospitality 	

	<ul style="list-style-type: none"> • ‘Buy Local’ • ‘Sustainable Wiri ‘ 	<p>venues for business travellers in the Manukau CBD</p> <ul style="list-style-type: none"> • Promoting lunch venues in BID area • Maintaining a buy local programme • Developing concept of a sustainable business district 	<ul style="list-style-type: none"> • Number of hotel beds and hospitality venues developed close to BID area • Business lunch venue availability • Examples of buy local programme reported • Concept operationalised
<p>Community Linkages</p>	<ul style="list-style-type: none"> • Partnerships with local High Schools. • Raising profile of Wiri in adjoining residential communities • Partnership with Correction Facilities in Wiri 	<ul style="list-style-type: none"> • Establishing pathways to jobs (for example trade training) • Scholarships for primary and secondary students • Supporting community events in Manurewa/Papatoetoe • Creating job opportunities 	<ul style="list-style-type: none"> • Pathways established and employment achieved • Number of scholarships provided to local schools • Number of community events supported in Manurewa and Papatoetoe • Employment opportunities realised

7. **Key Issues – Focus, Priorities and KPI's**

The Executive Committee will note some of the new initiatives contained in the Outcomes/Results identified above, notably;

Supporting Business

- Advocacy – Emergency Management Plan for Wiri.
- Networks – shared activities with other BIDs.
- Events & Promotion – similar to current plan.
- Clean Places – similar to current plan.
- Crime Prevention – similar to current plan.

Leadership

- Relationships – MOUs and agreements with key stakeholders.
- Good Governance – extension of the BID area to include the Puhinui/Prices Road area.
- Organisational Capability – development of innovative programmes.

Enhancing Environment

- Physical – Advocacy for a Weymouth/Karaka transport corridor linking State Highways 20 & 22.
- Working with energy and telco providers to ensure reliable and resilient networks.
- Support for hotel beds and additional hospitality venues in the Manukau Central area suitable for business travellers.
- Supporting Puhinui Road upgrade to Airport.
- 'Door to door' employee travel pilot.
- Direct commuter rail link from Pukekohe /Papakura southern line to Manukau.

Economic Development – 'Sustainable Wiri'

- Community linkages – raised profile of Wiri in surrounding communities.

8. **Next Steps**

It is proposed that the Executive Committee provide feedback to the detail contained in the draft plan, that it be adopted in principle and subsequently be formatted such that the draft be sent to all of the Business Association members for their feedback.

Having received any feedback, the draft can be published in its final form for adoption at the October AGM.