



Devonport-Takapuna Local Economic Development Action Plan

Increased opportunities for local new business
development and economic growth

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Chair's message

To follow

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Chair, Devonport-Takapuna Local Board

Setting the scene for growth

Devonport-Takapuna has a skilled and capable workforce living in an attractive, high quality and mature suburb. The area contains a unique blend of heritage, retail precincts, arts and cultural facilities, popular urban beaches and a desirable natural environment. High quality design principles that enhance and builds on existing amenity, and provides capacity for population and business growth, should underpin all future development in the area.

While Devonport-Takapuna experiences slower population growth than the Auckland average, its current population of 55,470 is projected to grow to 69,100 by 2031. Some features of the Devonport-Takapuna population structure stand out. For example, in 2013, the Devonport-Takapuna population had an older age structure than the overall Auckland region, with under 34 years under-represented and age groups over 50 years over-represented compared to the rest of Auckland. Devonport-Takapuna also has lower levels of ethnic diversity, with 75.9% of the population identifying as European, compared with 59.3% across Auckland as a whole¹. There are lower proportions of people of Asian, Māori and Pacific ethnicities than the Auckland average; however the area has experienced significant growth in the Asian population since 2006, with almost one fifth (19.7%) of the Devonport-Takapuna population identified with an Asian ethnic identified, up from 16.2% in 2006¹.

Devonport-Takapuna has 4.1% of the total regional employment, contributing 26,460 jobs to the Auckland region, and 5% (8,080) of Auckland's businesses are located in Devonport-Takapuna. For its population size, Devonport-Takapuna performs strongly compared to other boards. In addition, the area has a pattern of economic activity quite distinct to that of Auckland as a whole, with IT, financial, health and professional services the largest sectors within the local economy (Economic Development Profile, pg 12).

Devonport-Takapuna has a number of strategic advantages that position the area for future growth. These include:

- **Well positioned to take advantage of the knowledge based economy:** The local economy has a distinctly post-industrial structure, with information media and telecommunications, and financial and professional services significant drivers of economic activity. The ICT sector, in which Auckland businesses compete internationally, is strongly represented amongst firms based in Devonport-Takapuna. As a result, the area offers a high proportion of highly skilled jobs and is attracting high-tech and innovative small, medium and large sized businesses to the area. In 2012 the ICT sector contributed 16% to the Devonport-Takapuna local economy and 5% of jobs were in the ICT sector². The 'Techapuna' concept is emerging organically based around the clustering and networking of these types of businesses, and is building on existing assets such as proximity to the beach and lifestyle opportunities, and links to tertiary institutes such as Massey University (Albany campus) and NZIE (Takapuna campus). The impact of 'Techapuna' on the local economy is potentially evident in the 2013 Infometrics data³ which indicates a recent surge in GDP and the labour market in Devonport-Takapuna. This appears to be partially driven by the information media and telecommunications industry which contributed 3.12% to GDP and represented 46.1% of annual growth.

¹ Devonport-Takapuna Local Board Profile – Initial results from the 2013 Census

² Economic Development Profile, pg 16.

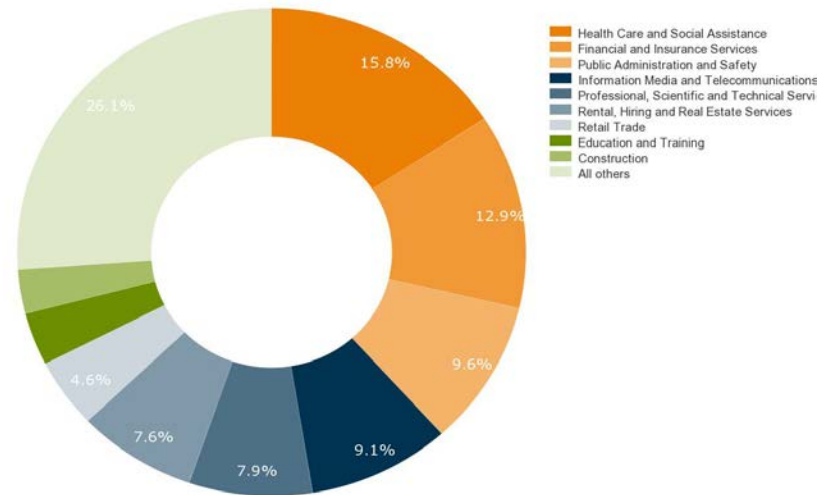
³ Devonport-Takapuna Economic Profile, Infometrics, 2013

- Attractive lifestyle proposition: Devonport-Takapuna offers a very attractive lifestyle proposition, with beautiful beaches and other natural features such as Lake Pupuke and North Head, high quality cultural facilities, vibrant cafés and restaurants, and offering plenty of opportunities for healthy lifestyles, arts and cultural events, community activities and participation in sport. Residents and visitors can attend a range of local events and attractions. These features attract people to live, work and play in the area, and visitors from other parts of Auckland and New Zealand, and overseas. Devonport-Takapuna is also home to vibrant communities and strong resident groups who are actively engaged and passionate about their area and its future.
- Highly educated workforce: The Devonport-Takapuna labour force is highly educated and skilled. Compared to Auckland as a whole, Devonport-Takapuna residents are more likely to have a degree (31% compared to 25% regionally). The area also has a high percentage of knowledge-intensive jobs⁴ (53%) compared to the Auckland average of 36%. This puts Devonport-Takapuna in a strong position to take advantage of growth in the sectors in which it already has a competitive advantage, particularly ICT. The area also has high quality local secondary schools (all offering international education opportunities) which contribute to the desirability of Devonport-Takapuna as a place to live within the Auckland region.
- Strong town centres: Devonport-Takapuna has a number of shopping centres with unique features and characteristics; Takapuna is a metropolitan centre, and Devonport, Milford and Sunnynook are town centres. Devonport, Milford and Takapuna have strong Business Improvement District (BID) partnerships which are working actively on behalf of local businesses, and developing and promoting their brand. Private and public sector investment in these town centres is seeking to improve the attractiveness and amenity of these town centres. For example, there has been significant investment in Devonport with the new library, wharf redevelopment and Marine Square, providing a solid foundation for leveraging further investment and growth. With strong retail and hospitality offerings, these areas experience consistently low vacancy rates⁵, and provides a strong platform for improving attractiveness to businesses, people and visitors to support growth in the local economy.
- Strong health-care and social assistance industry: Devonport-Takapuna has a comparative advantage in the health-care and social assistance industry compared to the rest of Auckland. The primary and specialist health sector, which includes North Shore Hospital and the health services that are co-locating near the hospital, is a major employer in the local board area. The broad health care and social assistance sector provides the largest number of jobs in Devonport-Takapuna, with 22% of local jobs in the sector. The sector contributed \$420 million (13%) to local GDP in 2012, and grew to 15.8% of GDP in 2013, averaging 4.1% growth over the past decade. Given the aging population in Devonport-Takapuna, along with Ryman's plans to build aged care facilities in Devonport, this sector is likely to see continued growth into the foreseeable future.

⁴ The main knowledge-intensive sectors in Devonport-Takapuna are higher education, hospitals, other and allied health services, management advice and consulting, secondary education, and computer systems design and related services.

⁵ Personal communication, Devonport, Milford and Takapuna BID Managers

Figure 1: Industries - Proportion of GDP



Source: Infometrics

- Home to large employers:** In addition to North Shore Hospital, there are a number of key employers which provide the base for future economic growth – in particular the Navy, Babcock, and large companies in Takapuna such as Sovereign Insurance, Brand Developers, Intergen and Vodafone. Large public sector employers (IRD, and Work and Income) are also based in Takapuna. The Smales Farm technology office park (which is currently home to Vodafone, Sovereign Insurance, and part of Auckland Transport) and the hospital have a combined workforce of over 4,000, and both organisations have capacity for growth. If we consider the ‘Greater Takapuna’ area, which was described in the Devonport-Takapuna Area Plan (and incorporates an area the shape of a triangle based around Takapuna, Smales Farm and North Shore Hospital, and Barry’s Point Rd), the area employs over 12,000 people. With Takapuna at the heart of the ‘Greater Takapuna’ area, and with the attractive environment and workstyle that it offers, Takapuna has the strong potential to continue to attract large employers, which in turn attract small to medium sized businesses to the area. Future growth at Barry’s Point Rd will also provide employment opportunities.
- Roll out of ultra-fast broadband:** Ultra-fast broadband (UFB) has now been rolled out in most of Devonport-Takapuna area, providing the opportunity to increase internet access in key community and public sites, support mobile working, and for businesses to benefit from faster and more reliable connectivity. At this stage, there has been approximately a 10% take up of UFB across the region.

Challenges:

- Overall slow GDP and employment growth but recent surge evident: In 2012, GDP in the Devonport-Takapuna local board area totalled \$3.1 billion. The local economy grew by 1.6 per cent from 2011-12 which was lower than the growth in Auckland (3.2%). The Devonport-Takapuna economy has consistently grown slower than the Auckland region over the 10 years to 2012, with average annual growth of 1.4 %, compared to 3% in the Auckland region. Employment growth in Devonport-Takapuna has also been slow with an average increase of 0.7% per annum in the ten years from 2002-2012, which has been substantially below the Auckland growth rate of 1.9%. However 2013 economic data⁶ shows a significant surge in both GDP and employment, with Devonport -Takapuna GDP growth at 9% compared to 2.3% for Auckland. Employment in Devonport-Takapuna has also grown significantly, to 5.7% compared to 0.9% for Auckland. A similar increase in business units over the same time is not evident, indicating that growth is being driven by existing businesses. The information media and telecommunication industry grew the most between 2012 -2013 indicating that growth in this industry may be driving the recent surge. This potentially provides a strong platform for future growth and highlights the potential of the 'Techapuna' concept to drive growth.
- Retail growth: The increase in retail spend and transactions within the Takapuna, Milford and Devonport town centres over the last year, along with minimal vacancy rates, bodes well for future performance. However, each town centre faces the challenge of continuing to maximise the unique opportunities presented by their area, and ensure a sustainable uplift in the quality of retail provided. These areas will change over the coming years and future development needs to be of excellent quality and provide high grade retail and office space.
 - Devonport is an attractive and historic shopping precinct which has had significant investment over the last year – a new library, wharf redevelopment and the marine parade upgrade. As a relatively new Business Improvement District (BID), the priority is to develop a strategic plan and brand for Devonport which can maximise the unique characteristics of the area, take advantage of opportunities, and drive tourism attraction.
 - Milford shopping centre builds on a strong community spirit and offers a good retail mix. It is currently performing well with 0% vacancy rates, and there are plans for future investment. The recently adopted Milford Centre Plan sets the way forward, and provides a framework to guide investment and development, and ensure implementation of the Centre Plan.
 - Takapuna is a mature retail centre offering a high level of retail and hospitality. There is an increasing number of high quality restaurants and cafes, and at the same time, retail is changing to become increasingly high end, including emerging fashion designers - able to meet high rent demands and compete with on-line shopping. Taking advantage of the opportunities available in Takapuna requires retailers and hospitality businesses to consistently offer high levels of service, flexible opening hours, unique and innovative promotions, and support the development of a night time economy. In addition, better use of social media and websites, along with connecting to ultra-fast broadband, can enhance retail business. Improving amenity, through projects such as the Hurstmere Rd upgrade, could potentially achieve transformational change and increase the number of people visiting and shopping in Takapuna.
- Availability of commercial office space: There is limited commercial office space of sufficient scale for large ICT companies wanting to relocate to Takapuna, and any larger space that does become available is quickly tenanted. Further development of Smales Farm and future development at the Gasometer and Anzac Street car park sites may provide opportunities for mixed use, high rise developments with sufficient high quality commercial office space for a large tenant. In addition, the Proposed Auckland Unitary Plan allows for an increase in total floor space by up to 20% in the Takapuna Business Zone, presenting opportunities for future development and an increase in commercial office space after the Unitary Plan becomes operative in late 2016. Smaller office spaces are available and scattered across the Takapuna business area and are attractive to small-to-medium sized businesses. Indeed, recently refurbished high quality office space in Devonport – Takapuna has been quickly tenanted by small-to-medium sized companies highlighting demand despite high occupancy rates. However, if an ICT business grows quickly and wishes to stay in the area, their options are limited. Constraints include limited availability of large scale office space, and high rent/occupancy rates compared to Albany and the CBD fringe.

⁶ Devonport-Takapuna Profile, Infometrics, 2013

- Traffic congestion and access: Traffic congestion and access within the Devonport-Takapuna area is a significant issue and partially due to the physical location of the local board area. This is despite the travel to work patterns which indicate 40% of commuters reside and work in Devonport-Takapuna⁷. (Other local board areas to which a significant number of Devonport-Takapuna residents commute are Waitemata (24%), and Kaipatiki (11%). The local board area is well served by the Northern busway via Akoranga and Smales Farm Bus Station. However, public transport infrastructure and services linking Akoranga Bus Station to destinations within Devonport-Takapuna is unable to meet current demand due to population growth. Lake Rd continues to be very congested and is a deterrent to visitors and shoppers, particularly when there is an event. This presents a serious barrier or threat to Devonport's business proposition. Ferry access is also limited outside of normal business hours and more affordable and more regular ferry services especially in the evening would benefit Devonport's evening economy. Improved and safer (dedicated) cycle ways around Devonport-Takapuna would facilitate both recreational cycling and urban cycling activity and would promote cycle tourism in the area.
- Rise in unemployment for young people: Although the unemployment rate among young people (those aged 15-24 years) in Devonport –Takapuna was lower at the 2013 Census than across Auckland as a whole (14.5% compared to 20.3%) it had also risen since 2006, in line with increases across all local board areas in Auckland. The unemployment rate for young people rose from 2006 to 2013 from 14% to 20% for Auckland, and from 9% to 15% for Devonport-Takapuna. This highlights decreasing levels of youth participation in the workforce, and the need to improve training and work options for all youth in the local board area. At the same time, there is discussion about limited opportunities for young people to work locally and that school leavers need ICT skills to increase their employability by local technology firms. Opportunities to ensure greater links between schools and 'Techapuna' are currently being explored through a programme that links tertiary institutes to schools and businesses on the North Shore. Options are also being explored in Devonport to create a creative industries development programme in collaboration with key stakeholders.

Objectives and plan development process

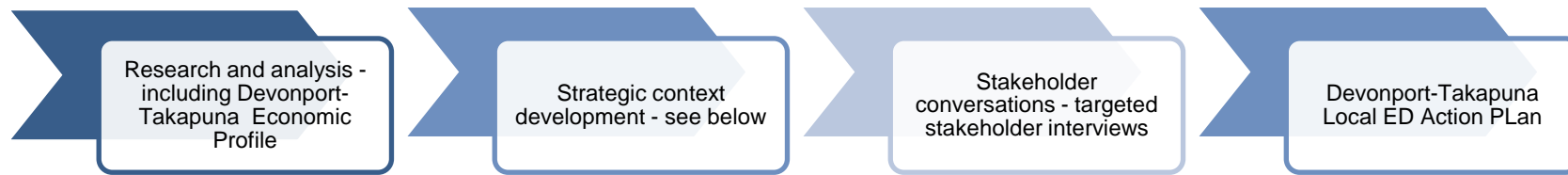
The objectives of this plan are to:

- create a framework to guide local economic development actions for Devonport-Takapuna Local Board area for 3-5 and up to 10 years
- facilitate effective engagement between deliverers of economic development initiatives and the Devonport-Takapuna Local Board
- provide a key mechanism for the Devonport-Takapuna Local Board to communicate with the Devonport-Takapuna business community and residents, around the area's economic development, future prosperity and wealth creation
- provide a set of priority economic development actions and initiatives for inclusion in the next Devonport-Takapuna Local Board Plan, future Local Board Agreements and Council's next Long Term Plan.

Plan Development Process:

The plan development process has including the following:

⁷ Statistics NZ, Census of Population and Dwellings, 2006.



Strategic context

The Devonport-Takapuna Local Economic Development Action Plan has been developed to complement and support Auckland Council's key strategic documents and they include:

- Auckland Plan
- Auckland's Economic Development Strategy (EDS)
- Proposed Auckland Unitary Plan
- Devonport-Takapuna Local Board Plan
- Devonport-Takapuna Area Plan⁸
- Takapuna Strategic Framework
- Takapuna Centre Plan
- ATEED Innovation Plan
- Spatial Priority Area
- Strategic Housing Area
- Milford Centre Plan
- Devonport Centre Plan
- Devonport Master Plan

The plan also has regards to and takes direction from, other national, regional and local plans and strategies, such as government's Business Growth Agenda, ATEED's plans (Visitor Strategy, Major Events Strategy, and Business Growth and Competitiveness Framework) and local BID strategies for Takapuna, Devonport and Milford.

Some of the plans above identify the key strategic drivers for Devonport-Takapuna's economic growth and prosperity:

⁸ The Devonport-Takapuna Area Plan is of particular relevance to this local economic development action plan. The Area Plan includes a section on economic and community development, and identifies an outcome; 'to increase the level of economic activity and local employment, focusing on the strengths of Devonport-Takapuna to attract people who can help develop a dynamic and innovative economy'. Several of the actions identified in the Area Plan are relevant to local economic development and have been incorporated in this action plan to ensure integration and alignment between the plans.

Key drivers for Devonport-Takapuna's economic growth and prosperity				
Auckland Plan	EDS	Devonport-Takapuna Area Plan	Devonport-Takapuna Local Board Plan	Other Plans
<ul style="list-style-type: none"> Mayor's Vision: the world's most liveable city Moving to a quality compact city Outlines EDS priorities Directive 6.1: Plan and Provide for sufficient business zoned land and infrastructure to achieve employment capacity targets and improved economic opportunity Directive 6.3: Protect, enhance and improve business-zoned areas and business improvement districts Directive 6.6: Support sector precincts and infrastructure development, science and technology parks, and innovation centres for key industries 	<ul style="list-style-type: none"> Grow a business friendly and well-functioning city <ul style="list-style-type: none"> Action 1.1: Auckland Council will lead and build an international reputation for Auckland being open and business friendly Develop an innovation hub of the Asia-Pacific rim <ul style="list-style-type: none"> Action 2.2: Support the development of clusters, precincts and industry infrastructure that support innovation in key sectors of competitive advantage Be internationally connected and export driven Enhance investment in people to grow skills and a local workforce Develop a creative, vibrant international city <p>Auckland seeks on an annual basis:</p> <ul style="list-style-type: none"> 6 per cent increase in exports 5 per cent rise in regional GDP 2 per cent productivity growth 	<p>Key moves (transformational shifts) over 30 years:</p> <ol style="list-style-type: none"> Support the development of a 'greater Takapuna'. Provide integrated, frequent, reliable and affordable public transport for Devonport-Takapuna Protect, conserve and celebrate the natural treasures of Devonport-Takapuna Recognise mana whenua as kaitiaki, and celebrate local Māori identity and cultural heritage Revitalise and develop Devonport-Takapuna's town and local centres, and protect notable historic heritage and character. Provide Devonport-Takapuna as a lifestyle and visitor destination with a special mix of activities and environments. 	<ul style="list-style-type: none"> Encourage new business and support existing business activity that significantly improves the local economy and provides job opportunities for local people. Work with business improvement districts. Advocate for infrastructure to be in place to support business growth. Grow tourism by making the most of the local environment and heritage. Support arts and culture as a driver of economic vitality. Retain land for commercial and light industrial use. 	<p>ATEED's strategies</p> <ul style="list-style-type: none"> Visitor strategy – increase value of visitor economy from \$3.3 billion in 2010 to \$6 billion in 2021 ATEED Business Growth and Competitiveness Framework ATEED Major Events Strategy ATEED support of key growth sectors including: <ul style="list-style-type: none"> - ICT - Screen and digital content - Major events - Tourism - Food and beverage

Key Infrastructure Projects that will contribute to Economic Development:

- Marine Square and Devonport Wharf Boardwalk, Devonport: A significant investment has been made to improve the connection between Devonport Wharf and Devonport village so it is more appealing to visitors and locals alike. Marine Square has been upgraded to become an attractive public transport hub, public carpark and pedestrian promenade with new paving, lighting, planting and street furniture. The front pavilion of Devonport Wharf is being refurbished and will open up onto a new large deck. Auckland Transport will seek new commercial tenants when the project is completed by May 2015.
- Wairau Creek Bridge, Milford: Construction of the footbridge has been fully funded with works commencing April 2015.
- Hurstmere Road Upgrade, Takapuna: The upgrade of Hurstmere Road is identified as a priority project in the Takapuna Strategic Framework and the Takapuna Centre Plan (2014). The goals of the proposed upgrade are to improve the physical environment of Hurstmere Road so the town centre is more attractive to shoppers and visitors. The upgrade will replace the many aspects of the street that have reached the end of their life - pavement, road carriageway, lighting, trees and street furniture.
- Anzac St Carpark Re-development, Takapuna: The redevelopment of the Anzac Street Carpark is a priority project in the Takapuna Strategic Framework and the Takapuna Centre Plan. The purpose of the project is to redevelop the Anzac Street Carpark site and 34-38 Hurstmere Road using a collaborative approach to encourage the private sector to deliver a high quality mixed use development which incorporates public parking, high quality open spaces and lanes and associated retail, commercial and residential development.

Sub-regional context

While the Devonport-Takapuna local economic development action plan creates a framework to guide actions in the Devonport-Takapuna local board area, the process of economic development operates across local board boundaries. This action plan should be considered within a sub-regional context for north Auckland and the wider region.

The sub-regional context is one of strong economic growth, employment generation and investment opportunities, and innovation.



Plan Delivery – A partnership approach

The Devonport-Takapuna Local Economic Development Action Plan creates a framework to guide local economic development actions for the Devonport-Takapuna Local Board Area. Its aim is to facilitate effective engagement between deliverers of economic development initiatives and the Devonport-Takapuna Local Board. The Devonport-Takapuna Local Board has to work in partnership to enable effective implementation and will work with the following partners:

Public sector	Auckland Council, ATEED, RFA, COMET, ACPL
	NZTE, Callaghan Innovation
	Ministry of Education, schools
	North Shore Hospital (Waitematā DHB), Navy
Private sector	Businesses and self-employed within Devonport-Takapuna
Business and Industry Associations	Business Improvement Districts (BIDs) and Business Associations
	Chamber of Commerce, EMA
	Industry sector groups such as the Hospitality Association and Retail Association

Priority new projects – 2015/16 (Year 1) to 2017/18 (Year 3)

A number of projects outlined in the Devonport-Takapuna Local Economic Development Action Plan are underway and are being implemented and funded. Outlined below are new projects (some require further scoping) and are deliverable in the coming years. Year 1/2 projects form part of the local economic development work programme for 2015/16 and 2016/17 (subject to Local Board approval). Projects shown for subsequent years are indicative only and require discussion/approval as part of yearly planning workshops.

The following priority projects have been highlighted by stakeholders as priority projects and these could start with investment from Devonport-Takapuna Local Board (and partners). This will ensure that there is increased momentum on delivery early in the plan period. The projects are linked and a number of projects may be delivered over multiple years.

Year 1 (2015/16) projects

Devonport-Takapuna Local Board will focus its efforts on delivery of the following new projects over the next two years and will form part of the local economic development work programme:

- 2.3 Support the 'Techapuna' initiative as a mechanism to accelerate innovation, and attract, retain and provide the right business environment for innovative and high-tech start-up and medium sized businesses, to grow. Attract and retain established high-value ICT businesses in Techapuna. Continue to support the high-tech entrepreneurs' club Techapuna 'meet up' which facilitates business-to-business networking and sharing of ideas to enhance business growth within the wider Devonport-Takapuna area.
- 4.1 Increase student access to career advice and improve dissemination of information about a variety of employment pathways, including trades and apprenticeships. Work with Government and Education agencies to deliver the Vocational Pathways scheme relevant to the growth of high value industries in Devonport-Takapuna, such as health, ICT and the creative sector. Increase student participation and achievement of STEM (science, technology, engineering, mathematics) disciplines through increased exposure to STEM careers.

- 4.3 Support initiatives emerging from the ATEED Skills and Employment work stream regarding the development of ICT employment pathways, linking local schools, tertiary education providers and business.
- 4.7 Support the development of the Devonport Creative Industries development programme to provide creative & innovative support to both community and business interests in the area. Work with Auckland Tertiary providers to develop a graduate internship programme. Consider as part of Supporting businesses with international potential, particularly creative industries – Action 3.1

Year 2 (2016/17) projects

Devonport-Takapuna Local Board will focus its efforts on delivery of the following new projects within 2016/17 (year 2) – subject to discussion/approval at yearly planning workshop:

- Develop the marine sector in Devonport-Takapuna. Actions 2.5, 6.3.1 and 6.3.2
- Tourism planning and promotion. Action 5.1 and 5.2
- 1.2 Establish a partnership group of public and private sector stakeholders to support the development of 'greater Takapuna', promoting high quality commercial and residential development, enhanced transport connectivity, and employment opportunities. Initially, the group could:
 - Develop a terms of reference, vision and strategic plan for 'greater Takapuna'.
 - Identify information needed to guide decision making and gather or commission research as appropriate.
 - Provide a networking function for key stakeholders in 'greater Takapuna'.

Identify and assess the feasibility of aspirational ideas that could create the tipping point for significant growth in the Devonport--Takapuna local economy.

Year 3 (2017/18) projects

Devonport-Takapuna Local Board will focus its efforts on delivery of the following new projects within 2016/17 (year 2) – subject to discussion/approval at yearly planning workshop:

- 2.7 Develop the emerging health cluster around North Shore Hospital, Fred Thomas Health, Shorecare Smales Farm, and other private health providers, enabling networking and collaborative activities that accelerate innovation. Consider as part of developing 'greater Takapuna' – Action 1.6

Yearly review, monitoring and work programme

This action plan forms the work programme for the Local Board to deliver on its economic development objectives. Each year Auckland Council's Local Economic Development team will hold a planning workshop with the Devonport-Takapuna Local Board. At the workshop there will be a review of the Economic Development Action Plan. Completed actions will be removed and new actions added. The action plan will then be finalised as the local economic development work programme for that financial year.

This process keeps the action plan current and relevant. It also allows proposals for funding of local economic development projects for inclusion in the Local Board Agreement and Council's Annual Plan, and/or the next iteration of the LTP.

Devonport-Takapuna Local Economic Development Action Plan: 2015/16 – 2016/17

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
1. AEDS: Grow a business-friendly and well-functioning city					
1.1	<p>Support BIDs as strong advocates for the needs of local businesses, and leaders that help create dynamic retail, commercial and entertainment centres with vibrant local economies.</p> <p>Support BIDs to:</p> <ul style="list-style-type: none"> - Develop and implement their strategic plans which aim to create vibrant and attractive shopping centres, increase visitor numbers and create business opportunities (such as the Milford Centre Plan, and the TBBA Strategic Plan). - Facilitate awareness and education programmes with businesses about; a) the need to maintain an innovative approach to business, and b) the benefits and application of ultrafast broadband, along with up-to-date awareness of digital and online marketing opportunities. - Promote local work opportunities for graduates within the local BID areas. - Promote a collaborative approach to marketing and communications strategies and to leverage off ATEED and TNZ initiatives and marketing channels. - Develop and implement business capability programmes, including ability of local businesses to leverage off local events to increase sales. - Run local promotions and events, 	BIDs, Business Associations, Auckland Council (City Transformation), Devonport-Takapuna LB, ATEED	On-going	Active programmes	BID areas are economically sustainable, providing opportunities for businesses to grow and attract people and new businesses into the area.

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
	<p>possibly through a small grants programme.</p> <p>Explore opportunities to collaborate and develop initiatives with Retail NZ, the Hospitality Association, and the Property Council.</p>				
1.2	<p>Establish a partnership group of public and private sector stakeholders to support the development of 'greater Takapuna'⁹, promoting high quality commercial and residential development, enhanced transport connectivity, and employment opportunities. Initially, the group could:</p> <ul style="list-style-type: none"> • Develop a terms of reference, vision and strategic plan for 'greater Takapuna'. • Identify information needed to guide decision making and gather or commission research as appropriate. • Provide a networking function for key stakeholders in 'greater Takapuna'. <p>Identify and assess the feasibility of aspirational ideas that could create the tipping point for significant growth in the Devonport--Takapuna local economy.</p>	Auckland Council (City Transformation), Takapuna BID, Smales Farm, WDHB, Devonport-Takapuna LB, residents groups, developers, private business	Year 1-5	Not started	<p>Identify the opportunities created from the combined effect of the 'greater Takapuna' area, and the flow of people, ideas and business within and beyond the area. Leverage these opportunities to grow employment and business within the area.</p> <p>Creative and innovative ideas explored and assessed.</p> <p>Growth in the Devonport-Takapuna and sub-regional economy.</p>
1.3	Identify and list multi-national corporations for inclusion in ATEED's regional aftercare programme.	ATEED, BIDs, Business Associations	Year 1-3 and on-going	Active programmes	Retention and growth of business activity in Devonport-Takapuna
1.4	<p>Support and promote the delivery of local business growth advice and assistance.</p> <p>Promote local B2B marketing and innovation</p>	ATEED, BIDs, Business Associations, Devonport-Takapuna LB	Year 1-3 and on-going	Active programmes	All requests from businesses responded to and assisted directly, or signposted to appropriate alternative sources of support.

⁹ This area is identified in the Devonport-Takapuna Area Plan and includes the established Takapuna metropolitan centre and the adjoining business and mixed-use areas, and includes Barry's Point, Smales Farm and North Shore Hospital.

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
	development with local businesses.				
1.5	Support and promote the delivery of ATEED's programme of local business events and networking functions to businesses in the Devonport-Takapuna Local Board area.	ATEED, BIDs, Business Associations, Devonport-Takapuna LB	Year 1-5	Active programmes	ATEED has an existing programme of events/functions to help businesses raise their profile within the Local Board area and regionally. Increase attendance at these functions and report added value from them.
1.6	Promote the business mentors programme locally to maximise the participation of local companies.	Chamber of Commerce, ATEED, Devonport-Takapuna LB	Year 1-5	Active programmes	Chamber of Commerce have an existing business mentor programme that assists businesses within the Region.
1.7	Support emerging business networks in Sunnynook, Belmont and Hauraki to build capacity, and promote and develop their town centre area.	Local businesses, Devonport-Takapuna LB, Auckland Council (City Transformation).	Year 1-5	Underway	Business networks build capacity and grow into Business Associations that function as sustainable organisations and bring improvements and economic growth to the area.
2. AEDS: Develop an innovation hub of the Asia-Pacific rim					
2.1	Support companies within the Devonport-Takapuna Local Board area to link to existing innovation infrastructure and access innovation networks, and other specific support for sector related infrastructure, such as the Foodbowl, GridAKL.	ATEED (Innovation), Callaghan Innovation, NZTE,	Year 1-3	On-going	Contribute to sector growth and overall GDP growth in Devonport-Takapuna. ATEED is focused on the priority sectors listed in the EDS including food and beverage.
2.2	Provide research and development, and business training/capability assistance to local businesses that meet high-growth potential criteria through the Regional Business Partner programme (RBP).	ATEED (Innovation), Callaghan Innovation, NZTE, businesses with high growth potential	Year 1-5	Active programmes	Ongoing implementation of the RBP programme provided under contract with NZTE and Callaghan Innovation. (The contract specifies criteria for the programme and associated key performance indicators).
2.3	Support the 'Techapuna' initiative as a mechanism to accelerate innovation, and attract, retain and	ATEED (Innovation),	Ongoing	Underway	Takapuna attracts high tech businesses and high value workers, and contributes

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
	<p>provide the right business environment for innovative and high-tech start-up and medium sized businesses, to grow.</p> <p>Attract and retain established high-value ICT businesses in Techapuna.</p> <p>Continue to support the high-tech entrepreneurs' club Techapuna 'meet up' which facilitates business-to-business networking and sharing of ideas to enhance business growth.</p>	Takapuna BID, private investors, developers, Unicorn Club, Devonport-Takapuna LB			<p>to economic growth in Devonport-Takapuna, and Auckland's overall innovation ecosystem.</p> <p>Entrepreneurs actively network to share ideas and opportunities. The activity strengthens the ICT cluster in Takapuna.</p>
2.4	<p>Work with Massey University to develop a pathway for entrepreneurs between the university and Techapuna that encourages innovative start-ups to establish businesses in Techapuna or the wider Devonport-Takapuna area.</p> <p>Support local businesses to leverage Massey University's expertise for their training needs.</p>	Massey University, BIDs, Devonport-Takapuna LB	Year 1-5	Underway	Local graduates establish businesses within the area and provide employment opportunities.
2.5	Develop a world-class Centre of Marine Engineering Excellence providing leadership, best-practise, research and training in collaboration with the tertiary education sector, thereby generating additional work and attracting appropriately skilled people from the global market.	Babcock, Navy, Auckland Tertiary Institutes, Devonport-Takapuna LB	Year 1-5	Underway in 2015	Build on the existing marine industry in Auckland and contribute to Auckland's marine economy.
2.6	Develop a business centre at Smales Farm which could potentially attract high-tech businesses and create an innovation hub that links to Techapuna, and forms part of Auckland's innovation infrastructure.	Smales Farm, Massey University, Devonport-Takapuna LB	Year 1-5	Underway in 2015	The business centre/hub strengthens Auckland's innovation infrastructure and attracts high tech business investment.
2.7	Develop the emerging health cluster around North Shore Hospital, Fred Thomas Health, Shorecare Smales Farm, and other private health providers, enabling networking and collaborative activities	WDHB, private health providers, Smales Farm, AC (planning)	Ongoing	New programme	Established health cluster forming part of Auckland's innovation infrastructure, leading to collaborative innovation and an acceleration of economic growth in

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
	that accelerate innovation. Consider as part of developing 'greater Takapuna' – Action 1.6.				Devonport-Takapuna.
3. AEDS: Become internationally connected and export-driven					
3.1	Support businesses with international potential to build the skills and capacity to enable them to enter global markets and focus on global growth opportunities, especially in the internationally competitive sectors in Devonport-Takapuna such as ICT, health, creative industries, construction and engineering, and tourism.	Businesses with export potential, ATEED, NZTE, BIDs	On-going	Active programmes	Grow the international profile of NZ's sectors and contribute to growth of the Devonport-Takapuna and Auckland economy. Attract and retain skilled knowledge workers, and provide growth opportunities for businesses growing in these sectors.
3.2	Facilitate Devonport-Takapuna based providers of international education services to become members of collaborative international education "clusters" to help grow the international education sector in Auckland	ATEED, International Education providers	On-going	Active programmes	Devonport-Takapuna's international education providers participate in the growth of the International Education industry, and improve their knowledge of and use of institutional support to leverage opportunities. More international students studying in Devonport-Takapuna.
4. AEDS: Enhance investment in people to grow skills and a local workforce					
4.1	Increase student access to career advice and improve dissemination of information about a variety of employment pathways, including trades and apprenticeships. Work with Government and Education agencies to deliver the Vocational Pathways scheme relevant to the growth of high value industries in Devonport-Takapuna, such as health, ICT and the	Ministry of Education, Careers NZ, local secondary schools, training providers, businesses, ATEED, COMET, Kiwibots VEX Robotics Programme	On-going	Underway	Improved access to career advice and information about employment opportunities within Devonport-Takapuna. Improve employability of youth and enhance their employment outcomes, as well as meet the employment needs

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
	<p>creative sector.</p> <p>Increase student participation and achievement of STEM (science, technology, engineering, mathematics) disciplines through increased exposure to STEM careers.</p>				<p>of businesses in Devonport-Takapuna.</p> <p>Increased student participation in STEM disciplines in local schools.</p>
4.2	Deliver the Young Enterprise Scheme (YES) to local secondary schools in 2014/15 and the next 5 years and encourage schools and local business to participate in the scheme.	ATEED, Devonport-Takapuna Local Board, local secondary schools	On-going	Underway	<p>Young Enterprise Trust owns the national YES programme and promotes it to secondary schools through its own marketing staff. ATEED is the contracted delivery agent for the Auckland region.</p> <p>Opportunity for local boards to use their business connections and existing networks to strengthen YES with the participating schools in Devonport-Takapuna.</p>
4.3	Support initiatives emerging from the ATEED Skills and Employment work stream regarding the development of ICT employment pathways, linking local schools, tertiary education providers and business.	ATEED, MoE, local secondary schools, Massey University, NZIE, Chamber of Commerce, Tindall Foundation, training providers, local businesses, Devonport-Takapuna LB	Year 1-5	New programme	Young people find practical pathways to training, jobs or further education.
4.4	Support ArtsLab and the Creative Internship and Placements programme; both employment initiatives in the creative industries that assists artists (including young artists) into employment, self-employment, and integrated/networked into the creative community.	MSD, ASB, Depot Artspace, local artists, creative sector, Devonport-Takapuna LB	ongoing	Active programme	Artists are assisted into employment and employment outcomes continue to increase.

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
4.5	<p>Develop a youth innovation/community hub that aims to increase youth wellbeing, and provide a space for the provision of youth training and development that enhances their work preparedness. The work of the hub is based on an assessment of youth social, economic and employment needs.</p> <p>Incorporate programmes to foster youth entrepreneurship and mentoring.</p>	Devonport-Takapuna youth collective	Year 1-5	Underway	<p>Youth moving towards employment and long-term economic independence, with access to paid work that gives them a sense of purpose and provides opportunities for further development.</p> <p>Youth training providers operating in the area and offering training in growth sectors.</p>
4.6	Work with significant employers to enable employers to hire Auckland's young people and implement the Mayor's Youth Employment Traction Plan.	ATEED (Youth Employment Traction), large employers (key sectors), Auckland Council (Youth Connections), Devonport-Takapuna LB, COMET	Year 1-5	Underway	<p>Retain and increase local opportunities for youth training and employment.</p> <p>Businesses sign and deliver on the Mayor's Employers Pledge.</p>
4.7	<p>Support the development of the Devonport Creative Industries development programme to provide creative & innovative support to both community and business interests in the area. Work with Auckland Tertiary providers to develop a graduate internship programme.</p> <p>Consider as part of Supporting businesses with international potential, particularly creative industries – Action 3.1</p>	Devonport BID, Depot Artspace, Tertiary institutes, arts and heritage related organisations, local businesses	Year 3	Further scoping and budget required.	Provide graduate employment opportunities and marketing support services to local businesses.
5. AEDS: Develop a creative, vibrant international city					
5.1	Investigate and deliver new opportunities for tourism attractions and activities that build on established strengths and features of the area, such as walkways and cycleways, heritage trails, museums, sports and recreation, along with	Tourism providers in Devonport-Takapuna, Devonport-Takapuna LB, ATEED, BIDs,	Year 2-5	Further scoping and budget required	<p>Grow the tourism sector within Devonport-Takapuna.</p> <p>Increase awareness about Devonport-Takapuna as an attractive destination,</p>

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
	<p>outstanding natural features such as beaches, maunga, and lake.</p> <p>Tourism providers collaborate to develop a tourism plan for the area (highlighting Takapuna, Devonport and Milford) that promotes a range of visitor experiences¹⁰.</p>	Maunga Authority,			and improve visitor numbers.
5.2	<p>Support the development of the Devonport Brand Project and Strategy Plan.</p> <p>Support the creation of a Devonport Tourism Hub and information centre, along with the Creative Industries development programme, co-located at 3 Victoria Road.</p> <p>Leverage close proximity to the CBD and cruise ship terminal to attract visitors.</p> <p>Links to Action 4.7 re development of the Creative Industries development programme.</p>	Devonport BID, Navy Museum, ATEED, Depot Artspace, Devonport-Takapuna LB, ACPL, tourism providers, arts and heritage related organisations.	Year 1-5	Further scoping and budget required	<p>Grow the tourism sector within Devonport.</p> <p>Increase awareness about Devonport as an attractive destination with a special character, and improve visitor numbers.</p>
5.3	Further develop and support local events and leverage local amenities to attract visitors to the area.	BIDs, AC (Events), local businesses, Devonport-Takapuna LB	On-going	Underway	Increased number of local events attracting more people and generating increased revenue for local businesses.
5.4	Support local markets, including food markets to provide opportunities for food and beverage related start-up businesses which enable the growth of the food and beverage sector in the area.	AC (CDAC, Planning), Business Associations, Devonport-Takapuna LB	On-going	Underway	New business development as a result of the opportunities provided by the markets.
5.5	Engage with key stakeholders to ensure quality development of multi-use buildings and laneways	AC (City Transformation), ACPL,	On-going	Underway	Opportunities for business and employment growth provided.

¹⁰ Based on an action in the Devonport-Takapuna Area Plan: Economic and community development outcomes.

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
	that better utilises limited availability of commercial land.	developers, Devonport-Takapuna LB			
5.6	<p>Develop a community arts and cultural strategy and programme for Devonport-Takapuna with the local sector that identifies opportunities for local arts and cultural facilities and activity that contributes to local economic development¹¹.</p> <p>As part of the strategy, leverage the existing arts, culture and heritage infrastructure and assets in Devonport, such as the Victoria Theatre, Michael King Writers Centre, Depot Artspace and the Navy Museum to drive visitor attraction and reinforce Devonport as Auckland's creative and heritage hub.</p> <p>Consider as part of Supporting businesses with international potential, particularly creative industries – Action 3.1.</p>	Auckland Council (CDAC), BIDs, arts and heritage related organisations, Devonport-Takapuna LB	Year 5	Further scoping and budget required	<p>Devonport-Takapuna profiled as a destination with increasing visitor attraction</p> <p>Increasing engagement in arts and cultural activity by locals and visitors.</p> <p>Growth in the creative sector.</p>
5.7	Develop a strategy to promote and extend the a night time economy in the Takapuna metro centre, to broaden the choice of things to do after dark for people of all ages who work in the area, or are visitors.	AC (planning, compliance), AT, Police, BID and local businesses, Devonport-Takapuna LB.	Year 1-5	Further scoping and budget required	Increased night-time employment, and growth in the retail, hospitality and service sector.
5.8	Promote a buy-local campaign that encourages spending local dollars within local communities, and utilisation of local service and trades people.	AC (CDAC), BIDs, Business Associations, local business people, Devonport-Takapuna LB	Year 3-5	Further scoping and budget required	Take advantage of local businesses and expertise, and retain and grow local jobs and employment options.

¹¹ From the Devonport-Takapuna Area Plan: Economic and community development outcomes

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
5.9	<p>Improve public transport and active transport modes around Devonport- Takapuna, such as; a) between Smales Farm Station on the northern busway, and North Shore Hospital and Takapuna shops, and b) a direct cycle commuter path between Devonport and Takapuna.</p> <p>Support the region wide review of the public transport network (including ferries) which will improve public transport services and connections to Akoranga Station, increase frequency, and reduce congestion and associated business costs.</p> <p>Support extension of Wifi coverage to more bus stations within Devonport-Takapuna and on buses.</p>	AT, Smales Farm, WDHB, BIDs, Devonport-Takapuna LB	Year 3-5	New programme Reported through AT transport work programmes	<p>Less congestion in Devonport-Takapuna and less travel time. Greater utilisation of public transport.</p> <p>Improved services to the current and future workforce within 'greater Takapuna' and enhanced flow of people within the area.</p>
5.10	<p>Advocate for budget and support:</p> <ul style="list-style-type: none"> - Upgrade Hurstmere Rd and the reorientation of shops towards the beach front, and progress Takapuna's status as a metropolitan centre and strategic priority area. As part of this, create people friendly streets and shared spaces, along with addressing car parking requirements. - The Lake Rd Corridor Management Plan which aims to improve public access, including public transport accessibility and people moving capacity on Lake Rd. This will be done in consultation with a community stakeholder group which has been established. 	Devonport-Takapuna LB, AT, BID, local businesses, (will be reported through AT, City Transformation, or Parks works programmes)	Year 1-5	Underway	<p>Significantly enhance the vitality of Takapuna's retail activity and help form a strong connection between the town centre, Hurstmere Green and the beachfront, as described in the Takapuna Centre Plan</p> <p>Ongoing transport and access improvements within the area which unlock business growth, helps attract new businesses, and facilitates residents' access to employment, both within and out of the area.</p>

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
6. Cross-cutting AEDS themes					
6.1 Sustainable eco-economy					
6.1.1	<p>Promote and grow local sustainable business practises through supporting implementation of the Auckland Council Ecobiz Adviser Service within Devonport-Takapuna.</p> <p>Support social enterprise initiatives that have received seed funding for setup through Auckland Council's Waste Management Innovation Fund.</p>	Auckland Council (Environmental Partnerships Team, Solid Waste – Infra & Env), BIDs, Business Associations, local businesses, Devonport-Takapuna LB	Year 1-3	Underway	Improved business efficiency and productivity, along with enhanced environmental outcomes.
6.1.2	Progress establishment of a network of waste recovery centres that promote the sustainable use of resources and waste minimisation.	Auckland Council (CDAC, Solid Waste Unit), BIDs, Business Associations, local businesses, Sustainable Business Network	Year 1-5	Underway	<p>Residents and local businesses have better access to resource recovery and recycling opportunities – resulting in lower waste costs and redistribution of goods and materials.</p> <p>Opportunity for social enterprise to operate the centres with focus on creating jobs and training opportunities through repair, refurbishment, and sale of goods/materials.</p>
6.1.3	<p>Advocate for the use of environmentally-friendly treatment of storm water, as part of any future significant development or redevelopment or significant Council-funded capital projects.</p> <p>This action requires working closely with Mana Whenua. Examples include the use of rain water gardens and ponds, which can also assist with amenity improvements.</p>	Devonport-Takapuna Local Board, Mana Whenua, AC (Stormwater), AT	Years 1 - 3 and 4 - 10	To be included as part of local board consultation on major development and capital works projects	Environmental effects from pollutants found in storm water run-off are reduced.

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
6.2 Iwi/Māori economic powerhouse					
6.2.1	Recognise Māori as an emerging economic force, particularly through Treaty settlements, which contributes to the prosperity of the area, including the future aspirations of Mana Whenua to partner on projects of significance ¹² . Support Ngāti Whātua development projects which contribute to local employment opportunities and the creation of housing options to meet local housing needs.	Ngāti Whātua, Devonport-Takapuna LB,	Year 1-3 and 4-10	Ongoing	Māori organisations undertaking economic development projects in partnership with public and private sectors.
6.2.2	Partner with Ngāti Whātua to support where possible the local implementation of projects identified in the Māori Economic Development Programme and aspirations to locally improve Māori economic and social well-being ¹³ . Ensure a Māori lens is applied to the planning and implementation of actions prioritised for implementation in this local economic development action plan.	Ngāti Whātua, Devonport-Takapuna LB, ATEED	Year 1-3 and 4-10	Further scoping and budget required	The economic prosperity of Māori is greatly enhanced and is a driver of economic growth in Devonport-Takapuna.
6.3 Marine economy					
6.3.1	Support the development of the marine engineering sector in Devonport-Takapuna as a significant contributor to the growth of the regional marine economy.	Babcock, Navy, marine based businesses, ATEED, Devonport-Takapuna LB	Years 1-5	Ongoing	Increased export earnings, and associated employment opportunities and growth in local GDP
6.3.2	Support development of marine infrastructure in Devonport-Takapuna where appropriate, including the Yachting NZ headquarters, Community Marine Activity Hub, Bayswater Marina	Related marine businesses, Devonport-Takapuna LB	Year 1-3 and 4-10	Ongoing	Opportunities for business and employment growth provided.

¹² From the Devonport-Takapuna Area Plan: Economic and community development outcomes.

¹³ From the Devonport-Takapuna Area Plan: Economic and community development outcomes

