



Upper Harbour Local Economic Development Action Plan V0.5 – November 2015

**Creating economic growth and prosperity for
Upper Harbour and Auckland**

Contents

Chair’s message	3
Setting the scene for growth	3
Economic advantages and industry strengths	3
Challenges	4
Options for action	5
Objectives and plan development process	5
Plan development process	6
Strategic context	6
Key strategic drivers	6
Strategic initiatives underway	7
Sub-regional context – economic development in Auckland’s north-western edge	8
Plan delivery – A partnership approach	9
Mana Whenua and other Upper Harbour Māori	9
Criteria for support from Upper Harbour Local Board for project delivery	10
Facilitation and partnership	10
Strategic context	10
Outcomes and results focused	10
Discretionary support	10
Yearly review, monitoring and work programme	10
ATEED	11
Appendix 1 – Upper Harbour Local Economic Development Action Plan – 2015/16 – 2017/18 – November 2015	12
Glossary/Key	24

Chair's message

To follow

Lisa Whyte

Chair – Upper Harbour Local Board

Setting the scene for growth

Economic advantages and industry strengths

Upper Harbour has significant economic advantages and industry strengths. It has the fastest growing population of any of the Auckland local board areas and has higher than-average household incomes. This creates strong local demand. The area is also home to one of the region's most modern and successful industrial areas, North Harbour. Modern industrial property attracts high-growth and high-value add companies and this is evident in the North Harbour industrial area. Strong local resident-based and company growth has meant that the local economy grew at a rate double the regional average 2002-12.

Upper Harbour has strategic advantages that position the area for future growth. These include:

- The area has strategic transport connections north-south (SH1) and west and south west (SH18, 16 and 20 – in future), with multiple motorway intersections. There is significant further infrastructure investment planned to complete the state-highway network, linking the area better to the northern and western growth areas and onto Auckland Airport and the industrial south. The area is also served by the highly-successful Northern Express Busway, which is set to get increased capacity, as the service expands to Silverdale
- Diversified industrial base with industrial sectors that have the potential to achieve high rates of productivity and export growth. The area has strengths in wholesale and retail, information, media and telecommunications and professional and scientific services
- North Harbour Business Improvement District (BID) boundary is the key economic driver for the area, providing approximately 25,000 jobs in 2,600 businesses. The emerging Albany Metropolitan Centre is the next most significant employment area providing 5,484 jobs. Albany Metro has significant employment growth potential, with its key business precinct originally planned to accommodate 15,000 jobs. There is also an emerging industrial area along the Hobsonville Corridor and the potential for a significant business precinct at Whenuapai, first planned in September 2010 by the former Waitakere City Council
- Upper Harbour provides a modern and attractive urban residential area, as well as semi-rural villages and “lifestyle” block living. It is an attractive place for migrants with 43% of residents born overseas and a significant number arriving in the last 10 years
- Excellent education facilities at both secondary and tertiary level. This includes new or near new secondary schools at Albany and Hobsonville, popular private schools (Kristin and Pinehurst), as well as the fast-growing Auckland campus for Massey-University, vocational training at the Unitec campus and specialist sports research at AUT Millennium
- A high proportion of residents are self-employed or receive business income, providing a base for future entrepreneurial growth
- A strong-sense of community, supported by community coordinators helped by the Upper Harbour Local Board
- Excellent sporting facilities, for both local residents and also national sporting assets at QBE Stadium and AUT Millennium.

Upper Harbour has strengths in a number of sectors:

- *Wholesale trade* – Provide 17% of jobs and 18% of GDP. Key companies in the area include Key Industries (Pest Control), NZ Laptop Wholesale and Zepter International (multinational supplier of consumer goods)

- *Manufacturing* – Contributes 13% of GDP and accounting for 10% jobs. There are strengths in machinery and equipment, paper products, fabricated metal, printing and polymers. Examples include Active Engineering (Printing machinery engineers and servicing), Alto (leading food packaging manufacturer), Eaisyo (yoghurt based food manufacturing), QuickCircuit (Contract Electronic Manufacturing), So-Pac Marine (manufacturer and distributor of pleasure craft and commercial aircraft) and ICT (Security Products manufacturer)
- *Professional scientific and technical* – Contributes 8% of GDP and 10% of jobs. This sector is the fastest growing in employment terms in the Upper Harbour area. Key companies include AFC (fibre optic telecommunication equipment), Zeald (Website Design), Datacom (Data Centre), Rex Bionics plc (global technology leader in robotic walking devices), CPE Systems (test and monitoring systems), Vocus Communications (Data Centre), SATO (bar codes and RFID) EMC Industrial (Process Instrumentation and Weighing) and Contegro (Website design software developers).

Upper Harbour is well represented in internationally competitive and platform sectors, such as construction and engineering, ICT and niche manufacturing and construction and engineering, contributing a similar share to the Upper Harbour economy as they do regionally.

Upper Harbour has a number of business networks, formal and informal. It has a large mainly industrial-based business improvement districts (BIDs) covering North Harbour Business area and a business association at Albany Village.

The partnership between BID(s) and both the Upper Harbour Local Board and Auckland Council organisation is a key element in ensuring the success of this action plan and economic development actions and initiatives outlined in the plan. The partnership needs to be genuine and two-way and will require effort on both sides to develop and strengthen collaboration and cooperation. The partnership will also need to evolve over the next 12-18 months, as the BID team within Auckland Council organisation will be adopting a new operational model and refreshing the associated BID policy.

Informal networks include breakfast club/industry referral network BNI, which operates four chapters in Upper Harbour (Whenuapai and North Harbour (3)). Upper Harbour businesses also have access to the ATEED sponsored Business Excellence Network breakfasts held in Wairau Valley and Information technology export clusters (iTEC), coordinated by ATEED's north hub for businesses located in North Harbour industrial area. ATEED also sponsor the Business Owners Forum (BOF), which regularly meets at BNZ Partners building on Constellation Drive. The BOF allows entrepreneurs to network and share experiences with other business owners, as well as hear from speakers about relevant business topics. ATEED continues to monitor and review business events and networking opportunities it supports. The aim is to ensure that they remain relevant, of value to businesses and that a range of business development and networking needs are catered for.

Challenges

Upper Harbour has significant economic strengths that will ensure future prosperity for Upper Harbour residents but there are also some challenges. These relate mainly to issues specific to an area that has and will continue to see significant growth in population, business and industry. There are also some concerns around young people not in employment education and training (NEET's):

- Whilst there are good connections to SH1 north and south and improving connections to SH18, SH16 and SH20 in future, the state highway network is not yet complete. This will be addressed and it is important that businesses and residents in the area benefit from improved connectivity and are not disadvantaged or by-passed by state highway improvements, in a bid to move traffic around the region and upper North Island. There is also severe congestion within the area at peak periods, particularly to and from North Harbour industrial area and Albany education institutions. The improvements underway at Albany Highway should improve things but is causing temporary issues during construction
- Upper Harbour has a number of significant Special Housing Areas and this is likely to accelerate urbanisation of the area. Whilst much of this growth had already been envisaged prior to Auckland's amalgamation, it does put pressure on the area's infrastructure

- Housing land pressures also adds to the need to accommodate additional local employment opportunities and safeguard existing business land. There are concerns that the need for securing local employment for current and future residents may be overlooked by an increased emphasis on solving Auckland's housing shortage
- Whilst there has been considerable focus on current and future growth areas around Hobsonville and Whenuapai, there is concern that Albany has yet to meet its full potential, as the future metropolitan centre for Auckland's northern edge
- Whilst educational attainment in Upper Harbour is considered a strength, 11.9% of 15-24 year olds are not in education employment or training compared with the Auckland average of 10.5%. Whilst the Upper Harbour figures are lower than in some other local board areas, this statistic is still a cause for concern.

Options for action

The plan needs to include actions that address barriers to growth, as well as seize opportunities.

Upper Harbour has the potential to play its part in meeting regional economic growth, export and productivity targets. For this to happen there needs to be:

- an increased collaboration across public and private sectors, business associations and industry groups
- advocating for preserving existing business land for business and securing future business land around Whenuapai, as originally envisaged in 2010. This may require Upper Harbour to work with adjoining local boards (Henderson-Massey and Rodney), to develop an evidence base to secure future local employment and business land
- a focus on the emerging Albany Metro centre, to refresh its potential and ensure that existing infrastructure investment is leveraged to generate employment and residential growth
- a focus to address supporting young people who are not in employment, education and training, to understand how existing community agencies already on the ground can work collaboratively together and with regional programmes and agencies to develop local solutions
- a look at how to support the significant migrant business community in the local board area
- continue to work with North Harbour Business Association and advocate for business growth in the area.

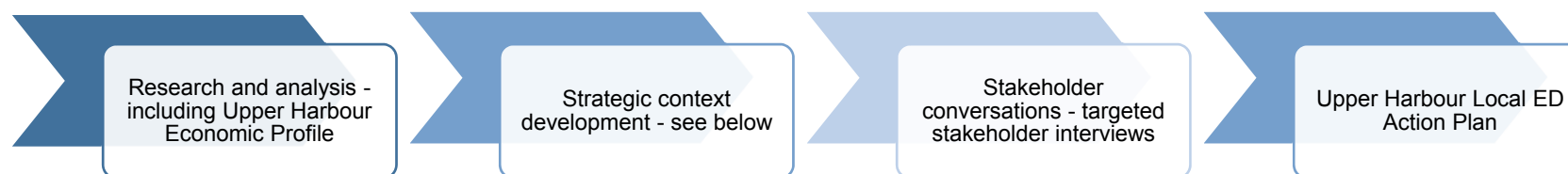
Objectives and plan development process

The objectives of this plan are to:

- create a framework to guide local economic development actions for Upper Harbour local board area for 3-5 and up to 10 years
- facilitate effective engagement between deliverers of economic development initiatives and Upper Harbour Local Board
- provide a key mechanism for Upper Harbour Local Board to communicate with the Upper Harbour 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 future Local Board Agreements.

Plan development process

The plan development process has included:



Strategic context

The Upper Harbour Local Economic Development Action Plan has been developed to complement and support Auckland Council's key strategic plans and policies and they include:

- Auckland Plan
- Auckland's Economic Development Strategy (EDS)
- Upper Harbour Local Board 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, Business Growth and Competitiveness Framework – BG&C and Innovation Plan).

The plan incorporates strategic initiatives underway in Upper Harbour including:

- NorSGA Stage 1 Spatial Priority Area
- SHAs – Special Housing Areas
- Future Urban Land Supply Strategy – North-west.

Key strategic drivers

Auckland Plan	EDS	Upper Harbour Local Board Plan 2014	Other Plans
<ul style="list-style-type: none"> • Mayor's Vision: the world's most liveable city • Moving to a quality compact city • Identifies Albany as an emergent metropolitan centre and Albany Village, Greenhithe, Greville Road 	<ul style="list-style-type: none"> • grow a business friendly and well-functioning city • develop an innovation hub of the Asia-Pacific rim • be internationally connected and export driven • enhance investment in people to grow skills 	<p>Outcome : An expansive business environment:</p> <ul style="list-style-type: none"> • Supporting the work of the Youth Employment Traction Hub project and funding a skills gap and employment needs analysis in the Upper Harbour area • Funding a local economic development action plan for the entire Upper Harbour area, leveraging local 	<p><i>Government business growth agenda (BGA):</i></p> <ul style="list-style-type: none"> • Ratio of exports to GDP to 40% by 2025 from 30% today, including Increasing value from tourism and growth of primary and manufactured exports • Build capital markets

Auckland Plan	EDS	Upper Harbour Local Board Plan 2014	Other Plans
<p>and Hobsonville as local centres</p> <ul style="list-style-type: none"> Identifies North Harbour BID area (light industry) as a major business area 100% of school leavers with NCEA L2 by 2020, post-secondary school qualification by 2030 Outlines EDS priorities 	<p>and a local workforce</p> <ul style="list-style-type: none"> develop a creative, vibrant international city cross-cutting themes (various) <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 GDP 2 per cent productivity growth 	<p>specialist skills</p> <ul style="list-style-type: none"> Working with our business associations to ensure we attract high-value businesses that will help our economy grow Advocate for the ongoing provision of land to meet increasing demand. 	<ul style="list-style-type: none"> Building innovation <p><i>ATEED's strategies</i></p> <ul style="list-style-type: none"> <i>Visitor strategy</i> – increase value of visitor economy from \$3.3 billion in 2010 to \$7.2 billion in 2021 (revised target) <i>Major Events Strategy</i> – sets a strategic framework – to develop Auckland as a global events destination <i>BG&C Framework</i> – implementation of EDS to meet business growth targets <i>Innovation Plan</i> – set's out ATEED's role to support the Auckland innovation ecosystem.

Strategic initiatives underway

NorSGA Stage 1 Spatial Priority Area:	SHAs (Special Housing Areas) and Auckland Housing Accord	Future Urban Land Supply Strategy (draft) – North-west:
<p>NorSGA Stage 1 is one of ten Spatial Priority Areas that will be a focus for Auckland Council's investment and resources, as part of delivery of the 2015-2015 Long Term Plan (LTP)</p> <p>Stage 1 includes:</p> <ul style="list-style-type: none"> Land at the former Hobsonville Airbase being progressed by Hobsonville Land Company and land previously earmarked for the Marine Industry Precinct in council ownership Land at Hobsonville Corridor, includes new retail and local centre housing and business land. 	<p>Auckland Council approved the Auckland Housing Accord in September 2013. Through the accord, Special Housing Areas (SHAs) are currently being identified for fast-track development. Council has put in place special consenting and approval processes and set requirements for affordable housing in these areas.</p> <p>A joint central government and Auckland Council working group has been set up to advance the implementation of the accord.</p> <p>The accord is supported by the Housing Accords and Special Housing Areas (HASHA) legislation.</p> <p>In the Upper Harbour there have been SHA's approved for Albany East, Albany Highway, Hobsonville and Scott Point and Whenuapai Village.</p>	<p>The draft Future Urban Land Supply Strategy sets out Council's intentions on when the 11,000 hectares of Future Urban zoned land will be development ready. There are three main areas of future supply :</p> <ul style="list-style-type: none"> North: Warkworth, Wainui and Silverdale-Dairy Flat South: Takanini, Opaheke-Drury, Karaka, Paerate and Pukekohe North-West: Whenuapai, Redhills, Kumeu-Huapi and Riverhead <ul style="list-style-type: none"> Whenuapai is scheduled to be development ready in decade one 2nd half (2017 – 2021) – although the development potential is constrained by Wastewater infrastructure Whenuapai has the potential to deliver on business land aspirations Local roading and public transport improvements are required to facilitate development.

Sub-regional context – economic development in Auckland's north-western edge

Although the Upper Harbour Local ED Action Plan creates a framework to guide local economic development actions for Upper Harbour Local Board area, it's important to remember that economic development operates across local board and municipal boundaries. It is, therefore, important to consider the plan within a sub-regional context for Auckland's north-western edge. The sub-regional context is one of a fast-growing urban area with an attractive semi-rural hinterland. There are strong connections to the historical areas of the north shore and increased connections to growth areas in the north and west. There is an emerging innovation corridor (Albany-Takapuna-CBD-Airport), with the ICT sector being the key business growth engine in the Albany-Takapuna part of the corridor. There are sub-regional challenges over available industrial land, amongst pressures for housing land supply. The sub-region also has an emerging metropolitan centre (Albany), which, although seeing a new wave of development now, still needs a refresh of its vision for the future:



Plan delivery – A partnership approach

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



Mana Whenua and other Upper Harbour Māori

The Upper Harbour Local Board will continue to build and formalise its relationship with Mana Whenua and other Upper Harbour Māori, as outlined in the Upper Harbour Local Board Plan 2014. The local board will engage rangatira ki te rangatira or “chief to chief” and will discuss economic development outcomes, as part of this engagement process. Action 6.1 provides a guide for this process.

Criteria for support from Upper Harbour Local Board for project delivery

A number of projects outlined in the Upper Harbour Local ED Action Plan are underway and are being implemented and funded. Other projects in the plan require further scoping and/or access to discretionary funding in order to proceed further. These projects could start with investment from Upper Harbour Local Board (and partners). The Upper Harbour Local Board will only consider supporting projects that meet the criteria set out below.

Facilitation and partnership

The Upper Harbour Local Board are keen to facilitate partner delivery of local economic development projects, rather than directly by the board. The local board's role is to:

- enable and facilitate project delivery
- assist potential or existing projects underway to achieve better outcomes for the local economy and community
- make the boat go faster - enables partners to achieve results quicker than they would without support from the local board.

A number of key partners are outlined on page 9 of this plan. This is not an exclusive list and other potential partners not listed can bring forward projects, which meet the criteria outlined.

Strategic context

The local board will only support projects that align with the objectives and strategic context outlined on pages 5 and 6 of this plan. The strategic context in this plan has been developed to complement and support Auckland Council's key strategic plans and policies.

Outcomes and results focused

Projects will only be supported if the outcomes are clear and achievable. The local board will need to have confidence that any project its supports is well managed and is likely to deliver on stated outcomes. Any projects that are put forward for support will need to include a project scope that includes:

- A clear rationale for support – namely outline why the board should support the project
- Clear objectives, outcomes and benefits to the Upper Harbour economy, businesses and residents
- Details of how outcomes and outputs will be measured and reported back to the local board.

Discretionary support

Any support from Upper Harbour Local Board is entirely discretionary and will need formal board approval (at a business meeting) for projects to proceed. This criteria does not constitute a grant programme or a commitment by Upper Harbour Local Board to an ongoing funding programme.

Yearly review, monitoring and work programme

This action plan forms the implementation and work programme for the local board to deliver on its economic development objectives. It is suggested that the Upper Harbour Local Board hold a yearly planning workshop. At the workshop there could be a review of the action plan. Completed actions could be removed and new actions added. The action plan can 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 long term plan.

ATEED

ATEED's existing activity and programme of work is broadly captured within the statement of intent (SOI), agreed with Auckland Council.

The SOI acknowledges that local boards are focused on a range of visitor, events and economic development related priorities and projects through local board plans and that local boards have responsibilities regarding funding and delivering local economic development and local events.

ATEED service delivery in the Upper Harbour local board area includes the delivery of Regional Business Partner programmes, including Capability Vouchers, funded by NZTE but facilitated by ATEED and the R&D support for business funded by Callaghan Innovation and delivered regionally by ATEED. ATEED also supports and facilitates a range of business events and networking opportunities. Businesses in Upper Harbour have and will continue to benefit from these services.

In August 2015, the Local Economic Development team and function moved from Auckland Council organisation to ATEED. ATEED will continue to support the Upper Harbour Local Board to implement the Upper Harbour Local ED Action Plan.



Appendix 1 – Upper Harbour Local Economic Development Action Plan – 2015/16 – 2017/18 – November 2015

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
1. Grow a business-friendly and well-functioning city					
1.1	Identify and list multi-national corporations (MNC's) for inclusion in ATEED's regional aftercare programme (Aroha Auckland).	ATEED (BA&I)	Ongoing	Underway	The regional aftercare programme assists in the retention and expansion of MNC's with significant operations in Upper Harbour.
1.2	<p>Support and promote the delivery of ATEED's programme of local business events and networking functions to businesses in the Upper Harbour Local Board area. This includes:</p> <ul style="list-style-type: none"> • ATEED sponsored Business Excellence Network breakfasts • Information technology export clusters (iTEC) clusters meetings • ATEED sponsored Business Owners Forum (BOF) • Big Data Meet-Up and Techapuna (both are open to companies in Upper Harbour). <p>ATEED continues to monitor and review business events and networking opportunities it supports. The aim is to ensure that they remain relevant, of value to businesses and that a range of business development and networking needs are catered for.</p>	ATEED (LEG), NHBA, AVBA, Upper Harbour LB	Ongoing	Underway	Businesses in Upper Harbour are well connected and networking opens new business growth opportunities.
1.3	<p>Support and promote the delivery of local business growth advice and assistance.</p> <p>This is mainly delivered in Upper Harbour from ATEED's north hub on Constellation Drive and includes:</p> <ul style="list-style-type: none"> • Starting off right - seminars for new business owners and managers, covering the process of starting and planning a business, and other topics such as taxation and marketing • Business improvement clinics – where businesses can get one-one appointments with ATEED's experienced business advisors. 	ATEED (LEG), Upper Harbour LB	Ongoing	Underway	Businesses in Upper Harbour are connected to support available through ATEED

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
1.4	<p>Support the key objectives of the approved Auckland Film Protocol, to create a film-friendly culture within Auckland Council, council controlled organisations, with support from local boards.</p> <p>Key to this objective being realised is a two way commitment from the wider council organisation and filmmakers to open minded and thorough communication with each other, and an awareness of the needs of local residents and businesses.</p>	ATEED (Screen Auckland), Upper Harbour LB	Ongoing	Underway	Supporting the protocol helps to attract and retain screen production industry businesses.
1.5	<p>Support Auckland Council's Development Project Office projects in the Hobsonville Corridor.</p> <p>Hobsonville Corridor is a 74 hectare greenfield development precinct. The precinct is zoned light industry (60 hectares) with a local centre and mixed use zone (14 hectares) to the east of Brigham Creek Road.</p> <p>Auckland Council and Auckland Transport are providing key infrastructure, such as stormwater/wetlands and the upgrading of existing roads and intersections.</p>	AC(DPO), AT	Ongoing	Underway	Commercial development opportunities are enabled through collaboration between Auckland Council/AT and the property development industry.
1.6	<p>a) Support for BID partnership programmes and activities in North Harbour, outlined in the North Harbour Business Association's Business Plan 2014 – 17. The plan is developed around the key theme of smart collaborations - connect, communicate, collaborate. Key focus areas include:</p> <ul style="list-style-type: none"> • One Voice – Together Stronger: <ul style="list-style-type: none"> ○ Communications portal and advocacy with central and local government ○ Leverage public sector investment. • Grow and strengthen your business: <ul style="list-style-type: none"> ○ Harness skills of members and stakeholders through collaboration ○ Training and capability development and support to reflect members' needs and where they are on their business lifecycle. Ensure that NHBA initiatives reflect regional and national programmes. 	NHBA, AC (BID team), Upper Harbour LB	Ongoing	Underway	Collaborative promotion, delivery and advocacy activities continue to enhance business vitality in North Harbour BID area.

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
	<ul style="list-style-type: none"> • Keep your property and business safe: <ul style="list-style-type: none"> ○ Ensuring members benefit through increased safety and reduced crime ○ Provide access to best practice crime prevention training and resources. • Keep your business moving: <ul style="list-style-type: none"> ○ Ensure members benefit from improved access and less congestion ○ Communicate to members during infrastructure construction to mitigate business risks. • Build local connections: <ul style="list-style-type: none"> ○ Build further on strength of FYI magazine ○ Celebrate successful collaboration between members ○ Members accessing business leaders and best practice advocate at events and through networking ○ Streamlining of media platforms ○ Support growth in business in the Upper Harbour Local board area. <p>b) Work with NHBA to develop new business growth opportunities, linked to the key themes and focus areas in their business plan, which could include:</p> <ul style="list-style-type: none"> • Support pre-vote activities, as part of the proposed expansion of the NHBA BID area, which includes the key business precinct of Albany Metro Centre • Implementation of findings from the shuttle bus trial • Support for inorganic collection and recycling programmes • Further tailored events to support NHBA's Asian Business Community engagement programme • Other actions and initiatives that come from NHBA's annual business planning process. 		Years 1 - 2		

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
1.7	<p>Support initiatives undertaken by Albany Village Business Association including:</p> <p>a) Advocacy for issues that affect the vitality and viability of the village centre, including public transport, car parking, amenity (including street and walkway lighting) and streetscape. This includes an analysis of improvements to pedestrian connections to/from the village that were undertaken as part of the delivery of the Albany Village Centre Plan. This analysis will aim to highlight gaps in the network.</p> <p>b) A refreshed strategic plan to be developed by AVBA, to reflect recent and future land-use changes within the village and resulting change of tenant mix. This could look at how AVBA will evolve in the future to reflect an increase in residents living in the village, due to medium-higher density residential developments recently completed and planned.</p>	AVBA, Upper Harbour LB	<p>Ongoing for BAU activity</p> <p>Years 1 - 2</p>	<p>Underway</p> <p>Further scoping and budget required.</p>	<p>Collaborative activities continue to enhance business vitality in Albany Village area.</p> <p>A refreshed AVBA strategic plan assists with the association's future direction and activities.</p>
1.8	<p>Monitor and support potential business and industry groups and business networking in other existing or future Upper Harbour business locations including:</p> <ul style="list-style-type: none"> • Greenhithe • Whenuapai Village • Whenuapai (potential future urban business land) • Hobsonville Corridor (under development) • Hobsonville Point • Albany Metro Centre. <p>Business groups and networking could be both informal or formal (business associations) and may lead to discussions around additional BIDs being formed or expansion of existing BIDs, as outlined in the Auckland BID Policy.</p>	Businesses in listed areas, ATEED (LEG), Upper Harbour LB, AC (BID team)	Years 2 - 3	Further scoping and budget required.	Business groups and networking in other business areas develops an understanding of and seeks to address business issues and opportunities.
1.9	Consider how the Upper Harbour Board will develop ongoing relationship(s) with its current (NHBA) and potential future BIDs given:	Upper Harbour LB, AC (BID team)	Years 1 - 2	Not started.	The Upper Harbour Local Board is able to adapt its relationship(s) with the current and any future BIDs to reflect the evolution of the Auckland BID Partnership Model.

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
	<ul style="list-style-type: none"> As part of the development of the 2015-25 LTP, the May 2015 Budget Committee agreed that the Auckland BID Programme will work under a new delivery Model from 1 July 2016 or earlier There is a review of the BID Policy underway to complete by 1 July 2016 or earlier. <p>The new model, “Differential service’s needs-based”, will focus on providing essential services plus provide limited resource to respond to issues on a needs basis; a move to a hub-based approach; more online-based support and regionally-focused specialist roles focussed on key BID areas, such as governance and accountability and new BID establishment. A review of the BID Policy is underway and will reflect the evolution of the programme and the new model.</p>				
1.10	<p>Facilitate a programme with partners to provide a stocktake and refreshed future vision for Albany Metro Centre.</p> <p>The project will focus on the area identified as Albany Metropolitan Centre in the Proposed Auckland Unitary Plan (PAUP). This project involves facilitating a partnership involving key property owners/landlords within the metro centre area and significant stakeholders or landowners representing areas adjoining the metro centre. This includes North Harbour Business Association, Massey University, and Albany Village Business Association.</p>	NHBA, Upper Harbour LB, RFA, Massey University, Albany CoCo, CDAC, (North/west), AVBA, AC(Plan north/west), Albany Metro landowners	Years 2-4	Further scoping and budget required.	A refreshed vision for the future development of Albany Metro Centre is established.
1.11	<p>Advocate for a sustainable supply of business land in Upper Harbour and adjoining local board areas, to meet the needs of Upper Harbour’s economy and ensure that existing businesses are able to grow and new businesses attracted to the area.</p> <p>This action includes advocating for:</p> <ul style="list-style-type: none"> Continued use and development of business precincts in Upper Harbour including for business use including: 	Upper Harbour Local Board, AC(APSR), ATEED (LEG)	Years 1 – 3 and 4 – 10	Not started	<p>Business expansion opportunities are considered alongside allocation of green field residential land. Existing industrial and employment precincts operate without any significant reverse sensitivity issues. Further expansion of existing and ancillary activities are safeguarded.</p> <p>Upper Harbour residents (existing and future) continue to have access to job</p>

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
	<ul style="list-style-type: none"> ○ Area covered by Upper Harbour BID ○ Business precincts within the Albany Metro Centre zoned area (PAUP) • Auckland Council to resist the development of business land for non-business use, such as large-format retail or residential • Ensuring that there is sufficient business land identified as part of implementing the Future Urban Land Supply Strategy and through structure planning and rezoning. <p>The Future Urban Land Supply Strategy was approved by the Auckland Development Committee on 12 November 2015. Whilst not specific, the strategy refers to Whenuapai having the potential to deliver on business land aspirations. Previous work to identify business land options for Whenuapai was undertaken in 2010 by the former Waitakere City Council, referred to as the “Soul Report”.</p>				opportunities locally.
1.12	<p>a) Advocate for and support transport improvements, as part of the regional transport plan (RLTP), passenger transport network review (north) and through Upper Harbour LB’s local transport fund, that will assist local economic development including:</p> <ul style="list-style-type: none"> • Major highway upgrades underway such as Albany Highway (Snapper Rock Rd to Albany Village) • Highway upgrades under investigation, such as The Albany Highway Upgrade (Sunset Rd to SH18) and Brighams Creek Road upgrade (Whenuapai) • Highway improvements scheduled for future years but where investigation has begun, such as Gills Road to Oteha Valley Rd Link and The Avenue/SH17 intersections (Albany) and Don McKinnon Drive Upgrade • Key public transport projects, such as the new public transport network • NZTA northern corridor improvements (working in conjunction with AT- consultation underway, September 2015) : <ul style="list-style-type: none"> ○ Completion of State Highway (SH) ring road 	AT, NZTA, Upper Harbour LB, NHBA	Years 1 – 3 and 4-10	Underway	Transport improvements to, from and in key employment centres unlocks business growth, helps to attract new business and ensures residents have access to employment opportunities in Upper Harbour or adjoining local board areas.

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
	<p>network between SH1 and SH18 (Upper Harbour Motorway)</p> <ul style="list-style-type: none"> o Intersection improvements at Greville Road and Upper Harbour Highway o Additional lanes between Upper Harbour Highway and Greville Road o Key public transport projects, such as Northern Busway extension and new Albany walkway and cycleway network (30km in total) <p>b) Advocate to ensure that residents and businesses in the area are not disadvantaged or by-passed by state highway or other highway improvements, in a bid to move traffic around the region and upper North Island. Advocate for business disruption caused by transport improvements to be minimised.</p> <p>It should be noted that traffic modelling undertaken as part of the planning phase of the Northern Corridor improvements suggests that this project will result in connectivity improvements for the local area. The Busway Extension project that has brought forward will also reduce disruption, as Northern Corridor work will be undertaken as one overall project.</p> <p>This action is part of the transport portfolio and will be reported under AT work programmes and in liaison with NZTA.</p>				
2. Develop an innovation hub of the Asia-Pacific Rim - Supporting innovative firms to grow in Upper Harbour					
2.1	<p>Deliver and promote the Regional Partner Programme (RPP) within Upper Harbour Local Board area.</p> <p>The programme provides support to medium-sized export-ready companies to understand and access Callaghan Innovation's research and development funding and obtain vouchers funded by New Zealand Trade and Enterprise (NZTE). ATEED is the regional partner for Auckland, delivered through its hubs, including the north hub based at Constellation Drive.</p>	ATEED (LEG), Upper Harbour LB	Ongoing	Underway	Businesses in Upper Harbour are connected to support available through the RPP Programme in partnership with NZTE and Callaghan Innovation.

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
2.2	Support companies within the Upper Harbour 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), Foodbowl, Callaghan Innovation	Year 1-3	On-going	Contribute to sector growth and overall GDP growth in Upper Harbour.
2.3	<p>Support the development of the Massey University as a key innovation and growth centre for the Albany, Upper Harbour and Auckland's northwest including:</p> <p>a) Innovation Hub, including the innovation and research centre:</p> <p>The campus will help the University grow its student base from 5,200 full-time equivalents (currently) to 10,000 in 10 years. The hub represent a \$130 million investment by the University and will also help Massey create an open and collaborative campus linking in the community and businesses in the area</p> <p>b) Massey University-led broad-based study on the north Auckland economy, which is currently underway:</p> <p>Following on from the completion of the study, explore opportunities for Upper Harbour LB to work with other north Auckland local boards (Kaipātiki, Rodney and Devonport-Takapuna) to grow business innovation in the Auckland north.</p> <p>c) Develop a centre of excellence for team sport (both applied and research), working closely with QBE Stadium and relevant team sporting codes that use the stadium</p> <p>d) Establishment of the position of CEO in Residence at Massey Business School (to be filled by Mark Powell outgoing CEO of the Warehouse Group). This role will include liaison between the university and the business community, a guest lecturer, a mentor for students and a strategic consultant to the business school's executive team.</p>	Upper LB, Massey University ATEED (Innovation), RFA (QBE Stadium), other north Auckland local boards	Years 2 -3	Not started	Massey University becomes the key driver for the innovation ecosystem of Auckland's northwest, with spin-off economic and community benefits for Albany Metro Centre and Upper Harbour businesses and residents.

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
	Massey University's Albany Campus' vision is to become the key driver of northwest Auckland's innovation ecosystem. To realise this vision, it will invest in significant new campus infrastructure and academic programmes; work in partnership with businesses, public, industry and sporting organisations and is committed to attract the local community to connect with the campus for work, business, study and play.				
2.4	Promote the Young Enterprise Scheme (YES) to Upper Harbour secondary schools to encourage their participation in the YES programme 2016 and future years.	Upper Harbour LB, ATEED (Skills)	Ongoing	Underway	Entrepreneurship in Upper Harbour is fostered at an early age through Upper Harbour secondary school participation.
2.5	Promote the business mentors programme locally to maximise the participation of local companies.	Chamber of Commerce, Business Mentors NZ, ATEED (LEG)	Ongoing	Underway	Businesses in Upper Harbour have access to mentors to help them to overcome barriers to and seize opportunities for business growth.
3. Become internationally connected and export-driven					
3.1	Through delivery of the Regional Partner Programme, link Upper Harbour based businesses, who are beginning or further developing their export journey, to the export development services offered by NZTE.	ATEED (LEG), NZTE	Ongoing	Underway	Upper Harbour based businesses are able to access support to establish and further develop export markets.
3.2	Support for international education providers in Upper Harbour, including primary (state and private funded), secondary (state funded and private), tertiary (Massey University and AUT Millennium) including: <ul style="list-style-type: none"> a) Encourage Upper Harbour based providers of international education services to become members of collaborative international education "clusters" to help grow the international education sector in Auckland b) Support student well-being programmes, particularly tertiary students that live semi or independently. 	ATEED (Study Auckland), International education providers in Upper Harbour	Years 1 -3 and	Not started	Upper Harbour international student numbers continue to grow. Students are welcomed to the Upper Harbour community and their wellbeing is addressed.

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
4. Enhance investment in people to grow skills and a local workforce – developing opportunities for Upper Harbour's young people					
4.1	<p>Support youth employment initiatives including:</p> <p>a) Work closely with the Youth Employment Traction Hub to leverage local outcomes from regional initiatives (e.g. JobFest or similar events).</p> <p>b) Investigate options to support young people who are not in employment, education and training (NEETs) including:</p> <ul style="list-style-type: none"> • Further analysis of the issues faced by youth in Upper Harbour • Understanding how existing local community agencies, youth employment services and local employers could work collaboratively together to address any issues identified above. <p>Once this action has been undertaken, there will be further discussions with the local board before any further actions are taken forward.</p>	<p>Youth Employment Traction Hub, CDAC(North/West), ATEED(Skills), Community Coordinators (Albany, Greenhithe and Hobsonville), COMET Auckland, Youthline, Bays Youth,</p> <p>NHBA and employers should be consulted/ involved if any actions are taken forward</p>	<p>Years 1 - 3</p> <p>Years 2 - 3</p>	<p>Further scoping and budget required.</p>	<p>Local leverage opportunities are identified from regionally-driven traction hub initiatives.</p> <p>Options are considered regarding how to provide opportunities for all young people in Upper Harbour to meet the goal that they are either working and earning, or learning and training.</p>
4.2	<p>Support JobFest15 at QBE Stadium and advocate for further events in Upper Harbour or adjoining Local Board areas in 2016</p> <p>JobFest 15 was a unique opportunity for employers and job seekers, aged between 16 and 24, to connect face-to-face and discuss job opportunities. Job seekers were able to get hands-on help with CV building, job applications and interview skills at dedicated workshops.</p>	<p>ATEED (Skills) and partners – Careers NZ, Traction Hub, Min Soc Dev, AT, Upper Harbour Local Board</p>	<p>Year 1</p>	<p>JobFest15 was completed 7 August 2015</p>	<p>Upper Harbour young people had access to job opportunities through JobFest 15.</p>
4.3	<p>Support Unitec's northern campus in providing local access to training for vocational careers and industries.</p> <p>Unitec's Northern Campus has a focus on providing skills and training for trade-related careers and industries. This includes supporting the implementation of the Workforce Skills Roadmap, which has been developed in conjunction with the Auckland</p>	<p>Unitec</p>	<p>Ongoing</p>	<p>Underway</p>	<p>Upper Harbour residents and businesses are able to access vocational and trades-based training in the north Auckland area.</p> <p>Unitec's focus on addressing Auckland's construction sector skills needs helps provide skills that support construction in</p>

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
	construction sector, to assist vocational education providers to better respond to employment growth in the sector.				Auckland's key growth areas, such as Auckland's north-west.
5. Develop a vibrant, creative international city – support the development and leverage of Upper Harbour visitor and sporting assets					
5.1	Provide advice on the development of local tourism marketing material and profile local areas through a range of channels including aucklandnz.com official visitor guide and regional maps. Particular focus on leverage on major sporting events that take place at Upper Harbour facilities.	ATEED (tourism), AC(CTP), BTCI, Upper Harbour operators, Upper Harbour LB	Ongoing	Underway	Local tourism operators have access to regional and international best practice in developing marketing material, collateral and accessing channels to market for the area's tourism offer.
5.2	Profile local areas through a range of channels including aucklandnz.com official visitor guide and regional maps.	ATEED (tourism)	Ongoing	Underway	Providing access to channels to market for the area's tourism offer.
5.3	Seek opportunities to leverage the World Masters Games 2017 within the Upper Harbour Local Board area. AUT Millennium, Albany Tennis Centre, The North Harbour Softball Stadium (Rosedale Park), North Harbour Hockey Stadium and QBE Stadium are venues within the board area that will host competitions. It should be noted that WMG2017's remit is to focus solely on successful delivery of the games. Any local leverage programme developed will need to be led and driven locally.	WMG 2017 Ltd, ATEED (Events), Upper Harbour Local Board, Venues within the board area	Years 1 - 2	Further scoping and budget required	Major nationally and internationally significant events provide local benefits and legacy.
5.4	Support the further development of QBE Stadium as one of Auckland's and New Zealand's major team sports venue including: <ul style="list-style-type: none"> Increasing the capacity of the venue to 30,000 Covering 75% of seats by the addition of a new roof Development of a transport interchange and bus hub to encourage greater passenger transport on event days Further enhancing linkages with high-performance team sports service providers Further examine the feasibility of development of a 3 to 4 star hotel either on the stadium grounds, within 	RFA	Ongoing	Underway	The QBE Stadium continues to attract and host major sporting and significant business events.

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
	<p>Albany Metro Centre or adjoining land, to cater for visiting teams, spectators and business customers in the Albany and North Harbour areas.</p> <ul style="list-style-type: none"> The attracting and hosting of major sporting events, such as World Masters Games 2017. 				
5.5	<p>Support the continued development of AUT Millennium in achieving their mission to produce world-class outcomes in high performance and community sport, health and well-being. AUT Millennium is a major internationally significant centre of sports excellence, research and community and school sports development. Some headline facts:</p> <ul style="list-style-type: none"> \$85 million invested in facilities so far and includes a second 50m pool due to open shortly 500,000 user visits per year, due to rise to 700,000 with the opening of the new pool Precinct has 120fte staff working on site, providing local employment opportunities HQ of High Performance Sports New Zealand (HPSNZ) – investing \$60 million per year in NZ’s elite athletes – also hosts HPSNZ custom gym and training facilities Home of 6 national sports associations, such as Athletics New Zealand, Tennis New Zealand, as well as a number of regionally-significant teams Major research facilities for AUT University focussed health, well-being, sports performance AUT also has international university links with Colorado Springs (US), Cardiff and Bath (UK) and Cologne (Germany) and includes research, staff and PHD collaborations (50% of the centre’s 40 PHD team are from overseas). 	AUT Millennium, Upper Harbour Local Board, NHBA	Underway	Ongoing	AUT Millennium continues to excel in achieving sports, health and well-being outcomes for New Zealand, local communities and individuals.
5.6	<p>Investigate further the economic and community value of the “sports cluster” in the Upper Harbour and other North Shore local board areas. Collaborate with ATEED in their investigation of the economic potential from the sport training and technology sector, of which the facilities and associated businesses at AUT Millennium currently form a hub from which this sector can grow.</p>	ATEED, Upper Harbour Local Board, other local boards, AUT Millennium, Massey University	Years 2 -3	Further scoping required	The full value of the “sport cluster” in Upper Harbour and other areas is recognised and leveraged.

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
6. Cross-cutting EDS themes					
Facilitating an Iwi/ Māori economic powerhouse					
6.1	<p>Support the development of Māori economic development initiatives in Upper Harbour. This could focus on:</p> <ul style="list-style-type: none"> How actions can create positive outcomes for Māori across different well-beings (social, economic, environmental and cultural) How treaty settlements and Iwi as business investors can help with future prosperity of all communities in Upper Harbour. <p>This involves developing actions and initiatives in partnership with Māori. This action will look to build on existing relationships between Māori and Upper Harbour Local Board and ensure that a “Māori lens” is applied across other actions in the Upper Harbour Local ED Action Plan.</p> <p>It is important that, in developing actions as part of 6.1, there is consideration of Māori now and in the future. Namely, what effect treaty settlements will have on Iwi business interests? It is anticipated that there will be a number of \$1billion+ Iwi trusts in Auckland by 2040 and this represents a significant opportunity for Upper Harbour.</p>	Mana Whenua, other Upper Harbour Māori Upper Harbour LB	Years 1 - 3 and 4 - 10	Further scoping and budget required	The economic prosperity of Māori is greatly enhanced and is a key driver in Upper Harbour’s economic growth.

Glossary/Key

Abbreviation/term	Description
Upper Harbour Local ED Action Plan	Upper Harbour Local Economic Development Action Plan (this plan)
AC (Plan North/West)	Auckland Council’s planning team north/west
AC (DPO)	Auckland Council’s Development Project Office
AC (APSR)	Auckland Council’s Auckland Plan Strategy and Research Dept.
AC (BID)	Auckland Council’s BID team.
CDAC (North/West)	Auckland Council’s Community Development Arts and Culture Department, north/west team
ATEED (LEG)	Auckland Tourism Events and Economic Development (ATEED – Council Controlled Organisation - CCO) Local Economic Growth Team
ATEED (BA&I)	ATEED’s Business Attraction and Investment team
ATEED (Innovation)	ATEED’s Innovation team
ATEED (Screen Auckland)	The region’s screen office. The team market Auckland as an international film destination; facilitate information for the screen industry; provide advocacy and policy development; support industry capability and capacity and manage film permitting across the region.
ATEED (Skills)	ATEED’s skills team
ATEED (Tourism)	ATEED’s tourism team

Abbreviation/term	Description
ATEED (Study)	ATEED's Study Auckland team promotes Auckland as a world-class study destination for primary, secondary school and tertiary students on behalf of its membership of about 130 institutions. Its three main aims are to: grow the economic and social benefits of hosting international students; support international education providers in delivering a quality experience for students in Auckland; be the key support and coordination agency for Auckland's export education sector.
AT	Auckland Transport – CCO looking after transportation across Auckland, includes roads (not state highways), footpaths, lighting and public transport
NZTA	The NZ Transport Agency is a Crown entity governed by a statutory board.
ACPL	CCO responsible for undertaking all property acquisitions and disposals for Auckland Council and Auckland Transport, managing around \$900 million worth of assets. It ensures that there is an appropriate return on council-owned commercial or non-service property.
RFA	Regional Facilities Auckland – CCO – responsible for managing QBE Stadium in Albany.
Business Mentors NZ	Business Mentors New Zealand (NZ) is the leading business mentoring service provider to the SME (small to medium-sized enterprise) sector in New Zealand.
NHBA	North Harbour Business Association – BID (Business Improvement District) and business association for North Harbour industrial and commercial area
AVBA	Albany Village Business Association
BID/BIDs	Business Improvement Districts (currently covers North Harbour Industrial and commercial area)
Albany, Greenhithe and Hobsonville CoCos	Community Coordinators in Upper Harbour Local Board. CoCos are employed by relevant trusts covering their respective communities, which in turn are supported partly by Upper Harbour Local Board.
MBIE	MBIE's (Ministry of Business Innovation and Employment's) purpose is to grow New Zealand for all by helping businesses to become more productive and internationally competitive, and by increasing opportunities for all New Zealanders to contribute to the economy.
Upper Harbour LB	Upper Harbour Local Board
AUT	Auckland University of Technology – they operate a campus at AUT Millennium within North Harbour business area
Massey University	Operate their Auckland Campus adjacent to Albany Metro Centre. The campus currently has 10,000 students but has plans to expand to 25,000 over the next few years.
Unitec	Unitec is New Zealand's largest institute of technology, offering over 150 work-oriented programmes. Unitec offer leading vocational-focused education at three campuses, including one in Albany. The Albany campus has a focus on trades-related training provision.
NZTE	New Zealand Trade and Enterprise (NZTE) is New Zealand's international business development agency. NZTE's role is to help New Zealand businesses grow bigger, better, faster in international markets.
Callaghan Innovation	Callaghan Innovation connect businesses with research organisations across the innovation system: offering the expertise and facilities they need; operating their own research and technology laboratories and specialist equipment; and managing more than \$140 million a year in government funding and grants to support business innovation and capability building.
Regional Partner Programme (RPP)	The Regional Business Partner network is supported by NZTE and Callaghan Innovation. The network is made up of 14 Regional Business Partners around New Zealand. The Regional Business Partners have specialist business advisors who are available to meet with businesses and work with business owners and/or key managers to identify needs and opportunities to grow the business. ATEED is the regional partner for Auckland, delivered through its hubs, including the north hub at Constellation Drive.
Youth Traction Hub	Is part of the Mayor's Youth Employment Traction Plan. It's multi-stakeholder hub to co-design and implement solutions.
CareersNZ	Careers New Zealand is a Crown entity established under the Education Act 1989, and governed by a board that reports to the Minister of Education. CareersNZ's strategic goal is to work towards an excellent careers system effectively connecting education and training with employment
Min Soc Dev	Ministry of Social Development