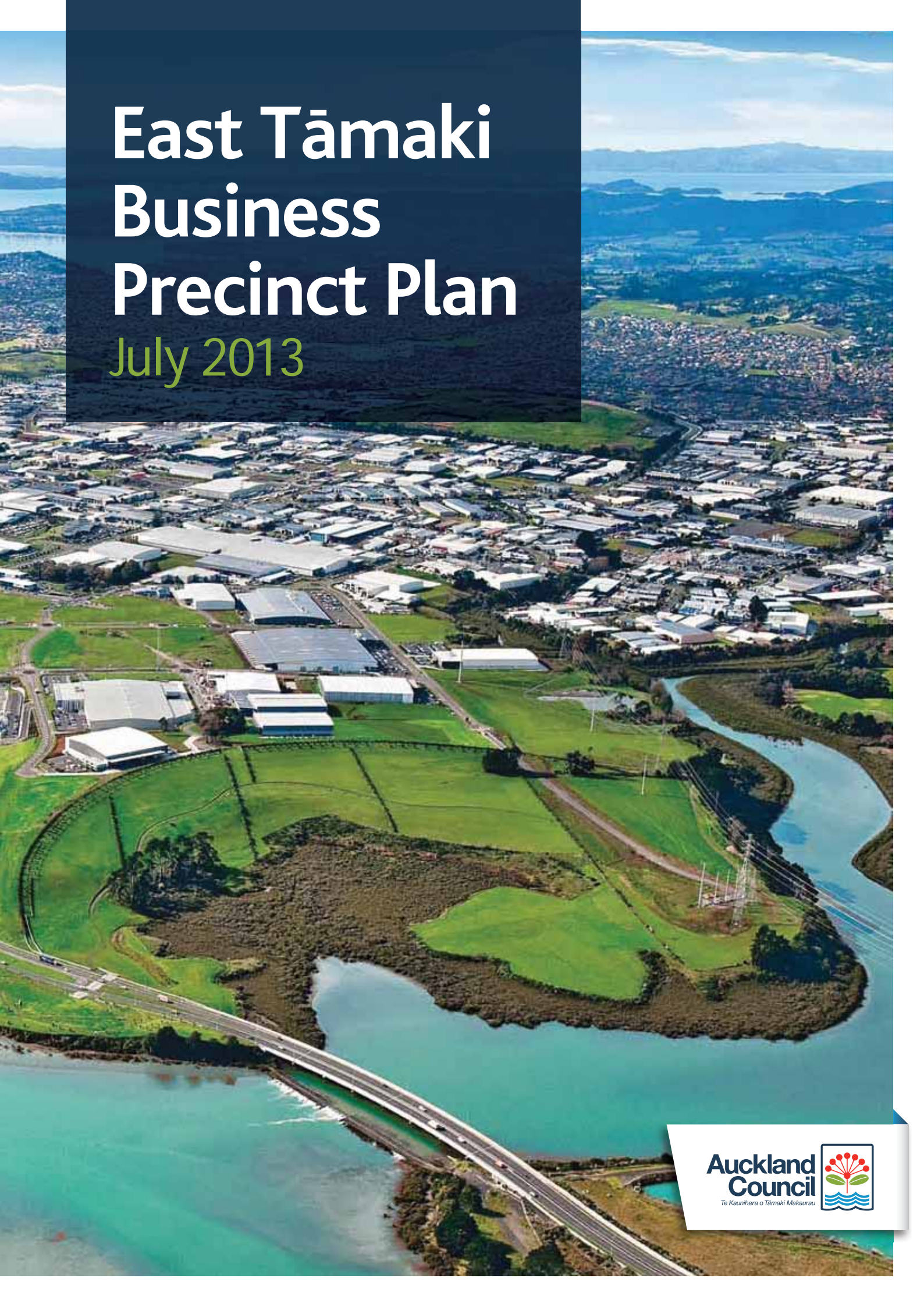


East Tāmaki Business Precinct Plan

July 2013



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Introduction

East Tāmaki is situated in a key strategic location with links to the airport, port, CBD and other business areas within the region. The precinct has developed from greenfield origins and the availability and relative cost of land has made the precinct attractive to businesses. As such, the area has a number of nationally and internationally significant companies, some of which are involved in developing innovative technologies.

East Tāmaki is one of a number of key business areas across the region that has the potential to support increased employment of workers, customers and goods.

Located in the south-east of Auckland, the precinct contributes 4.5 per cent to the region's total employment.

It is a dynamic and highly successful production and export zone with concentrations of activity in:

- manufacturing
- wholesale
- administrative and support services
- professional, scientific and technical services.

With over 27,500 employees, East Tāmaki has experienced 61 per cent growth between 2000 and 2010. Growth within the precinct has been driven by factors such as greenfield development location and access to strategic infrastructure such as the motorway, port and airport.

With increasing pressures from alternative land uses and the limited availability of land for future expansion, there is a need to plan how the precinct will evolve to ensure its ongoing regional and national competitiveness as a business location.

Business precinct plans provide the guiding framework to support business and employment growth within key business areas and aim to assist in the delivery of the economic objectives set within the Auckland Plan and Auckland's Economic Development Strategy.

The council has consulted with stakeholders on issues, opportunities and possible actions, using a number of mechanisms including business reference group workshops, public consultation evenings, feedback forms and door-to-door conversations with business owners.

The vision for East Tāmaki is:

“East Tāmaki is a diverse, innovative and sustainable hub of high value manufacturing, with a productive industrial workforce, and is the driver of growing export capability and markets.”

The vision:

- promotes export capability and access to markets
- encourages high value manufacturing to locate in East Tāmaki
- supports a productive local workforce.

The council will work with its partners to achieve this vision.

Themes for precinct plan **Outcomes**

Business growth and employment	Development and employment growth in the precinct is fostered through the retention, attraction and expansion of businesses.
Infrastructure	Infrastructure needs are delivered for anticipated business growth and quality. Reliable and continuous services are delivered.
Business capability and exports	<p>International export markets are identified and accessed.</p> <p>Business management capability is expanded through targeted business support programmes.</p> <p>Existing international networks are identified and developed to facilitate growth in export capacity.</p> <p>Businesses have the capability to assess emerging technologies, innovate, undertake product development and commercialise to market.</p>
Skills, training and workforce	<p>A partnership exists between the local employers and education providers to ensure the skills and training needs required by businesses within the precinct for their existing and future employers is met.</p> <p>The majority of the workforce continue to live locally¹.</p>
Sustainable growth	Sustainable business practices are adopted by all businesses in East Tāmaki leading to cost efficiencies in energy, transport and other uses. Impacts on the natural environment are reduced.
Land use and economic activity	<p>Land uses in East Tāmaki underpin business to business activity and growth.</p> <p>Development in the precinct ensures the continuance of a strong, high value, export-focused manufacturing base while allowing supportive services to co-locate.</p>
Transport integrated networks	<p>Connections are provided that promote business to business activities and land uses both within the precinct and beyond.</p> <p>The efficient movement of both goods and people is facilitated.</p>
Quality of the business environment	An environment that is attractive for businesses to locate and employees to work.

¹ Living locally is defined as living within the 10km radius identified in figure 4 on page 13.

1. A framework for East Tāmaki

1.1 Auckland's Economic Development Strategy

The Economic Development Strategy is the first of a suite of core strategies being developed to help deliver the Auckland Plan. It has been developed in tandem with the Auckland Plan through a series of discussions and research, and in partnership with key stakeholders.

The strategy is a call to action for a greater degree of investment and cooperation by business, industry, government and community organisations. It will guide Auckland's economic development and the council's planning and investment decisions over the next 10 years.

The East Tāmaki Business Precinct has the capability to contribute significantly to the region's strategic economic directions over this period.

1.2 The East Tāmaki Business Precinct

With over 27,500 employees, East Tāmaki has experienced 61 per cent growth between 2000 and 2010. Growth within the precinct has been driven by factors such as greenfield development, location and access to strategic infrastructure such as the motorway, port and airport.

With increasing pressures from alternative land uses and the limited availability of land for future expansion, there is a need to plan how the precinct will evolve to ensure its on-going regional and national competitiveness as a business location.

1.3 What is the East Tāmaki Business Precinct Plan about?

The East Tāmaki Business Precinct Plan is a plan to facilitate the development of a high value manufacturing and commercial hub, attracting new business and employment opportunities in high-value industry sectors.

The plan will provide the framework for the renewal and on-going development of the business precinct. It will foster an environment where high value manufacturing businesses can locate with like-minded organisations and contribute to a sustainable future and prosperity, locally and in the wider Auckland region. The East Tāmaki Business Precinct Plan sets out a vision, goals, desired outcomes and high-level actions for the East Tāmaki business area. These actions form the basis of a detailed implementation plan.

1.4 Why have a business precinct plan for East Tāmaki?

Based on current population growth projections, there will be an additional 156,000 jobs in Auckland by 2031². A substantial share of these jobs will be located in business areas such as East Tāmaki and Penrose, the CBD, CBD fringe and sub-regional centres.

East Tāmaki is a key employment area within Auckland and provides 4.5 per cent of the region's total employment. In 2010, businesses in the precinct employed 27,580 people. The potential to establish an innovation precinct presents an opportunity to improve the economic performance and future success of the area.

² Market Economics Limited, Economic Futures Model applied to Auckland city base year 2006.

In order for the business precinct plan to realise its potential, we need to consider how to catalyse change within East Tāmaki that will:

- make efficient use of available greenfield and brownfield sites
- improve public transport services, private vehicle access and connectivity to the precinct
- ensure the efficient movement of high value-added goods and services for export
- encourage the development and use of sustainable technologies
- improve the built form
- provide a higher level of ancillary services and facilities
- encourage high quality amenity and recreational space.

The East Tāmaki Business Precinct Plan will enable the area to continue to move towards being an internationally competitive, high performing business location.

1.5 The business precinct planning process

The development of a business precinct plan goes through seven key phases:

- research, analysis and scoping
- initial consultation with business community
- visioning and identification of issues and actions
- consultation on the draft plan
- adoption
- implementation
- monitoring and evaluation.

Work on the business precinct began in 2011 and has built on previous studies by Auckland Council and its partners.

1.6 Projects bounding the project

Within the vicinity of the precinct, several key projects are being planned or are underway. These projects are complementary to the development of the business precinct and support the overall revitalisation of the wider East Tāmaki area.

Due to their importance and proximity to the business precinct, they have been considered throughout the development of the business precinct plan. These projects include:

- Auckland Manukau Eastern Transport Initiative (AMETI) – a project to improve connections between central Auckland and Manukau and within the precinct
- Multi Modal East West Study – this will explore the improvements to connectivity between the airport, southern industrial areas and East Tāmaki with a focus on freight movement
- the Southern Initiative – a cross-agency programme to develop the economic potential of the southern area, and tackle social issues with an emphasis on education, health and housing. It recognises that income, educational achievement and employment status are key determinants of health status and other social outcomes. The programme therefore identifies stable housing, job growth, skills development and environmental enhancement as priorities. To increase employment opportunities, the Southern Initiative will build on existing innovative, high-skills industries such as manufacturing, logistics, food technology and health.

These projects will drive employment generation and retention, enhance and increase transport movements, improve access to and up-skill the local workforce within the business precinct and its surrounds.



Highbrook Business Park continues to attract businesses wishing to design and build in this world-class mixed-use development.

2. East Tāmaki today

2.1 History of the precinct

East Tāmaki has been transforming from rural land use into Auckland's industrial business engine room since the 1970s. This development was partially synchronised with the government's investment into state housing in nearby suburbs and the motorway connection of State Highway 1 which provides access to Auckland's port.

Strongly supported by the former Manukau City Council, the expansion of the area through the last 30 years has reflected an increased demand for more expansive industrial and business land. The area has catered for manufacturing, warehousing and distribution businesses looking to relocate from the city fringe and older industrial areas such as Penrose and Ōtāhuhu.

In the past five years it has also offered development lots for significant sized warehouses, distribution centres and purpose built buildings; significant sized lots are in extremely limited supply in Auckland. East Tāmaki's success can be attributed to its

attractive land prices, local workforce, good road based travel, local amenity expectations and the opportunity to co-locate with other businesses.

2.2 East Tāmaki today

The East Tāmaki Business Precinct currently occupies approximately 900ha of south eastern Auckland. Business 5 and 6 (light and heavy industry) zoning gives the area a primarily industrial nature with some office uses. The area is considered to be an industrial 'engine room' for the region and is crucial for Auckland's economy.

East Tāmaki is situated at the base of the Tāmaki River. It is a sensitive natural setting which brings with it environmental responsibility. Much of the coastal margin has been put into reserve land along with associated larger open spaces for passive recreation. Surrounding the precinct is primarily residential land including future residential intensification planned to the east.

The area enjoys a good connection to the southern motorway. This, combined with local arterials, provides for connectivity to customers in the wider region and exports via the Auckland and Tauranga ports and Auckland Airport. Connectivity in the north of the precinct will improve with the anticipated delivery of the AMETI.

The availability of greenfield land has attracted businesses from throughout the region seeking large sites for purpose-built buildings to house business operations. The precinct has a mix of business sizes with over 2000 small to medium-sized enterprises (SMEs), and more than 100 businesses employing over 50 employees.

There are two special purpose areas with the East Tāmaki Business Precinct. The first of these is on the Waiouru Peninsula Special Policy Area, which lies adjacent to the Tāmaki Estuary in the west of the precinct. The area is comprised of 235 hectares and was previously used for pastoral farming. A structure plan is now in place to transition the land use in this area. Development of the area has already begun with stage one of the Highbrook Business Park having been completed.

Sitting on the eastern edge of the precinct is the second special purpose zone. This is the Greenmount Landfill which is a regional clean-fill site. This landfill is due for closure in the short to medium term and discussions have begun to determine the site's end use. While the site is located within the East Tāmaki Business Precinct, future uses are unlikely to include built development given the current instability of the land.

2.3 Business structure

Key facts regarding the business structure of the area include:

- the precinct has a total of 1.9 million sqm of industrial stock which equates to 17 per cent of the region's industrial stock³
- there is approximately 135.3ha vacant or potential vacant business zoned land. In addition, there is some 24.7ha with redevelopment potential³
- in 2010, there were 27,580 employed in 2510 businesses in the East Tāmaki Business Precinct, contributing to 4.5 per cent of the region's employment⁴
- between 2000 and 2010 there was an increase of 61 per cent in employee numbers. This equates to a total net increase of 10,446 and an annual average growth rate of 4.88 per cent
- 55 per cent of employees within the precinct work in either the manufacturing or wholesaling sector⁴
- the manufacturing sector comprises of approximately 37 per cent of all employment in the precinct and 15 per cent of the regional sector employment⁴.

2.4 Employment characteristics

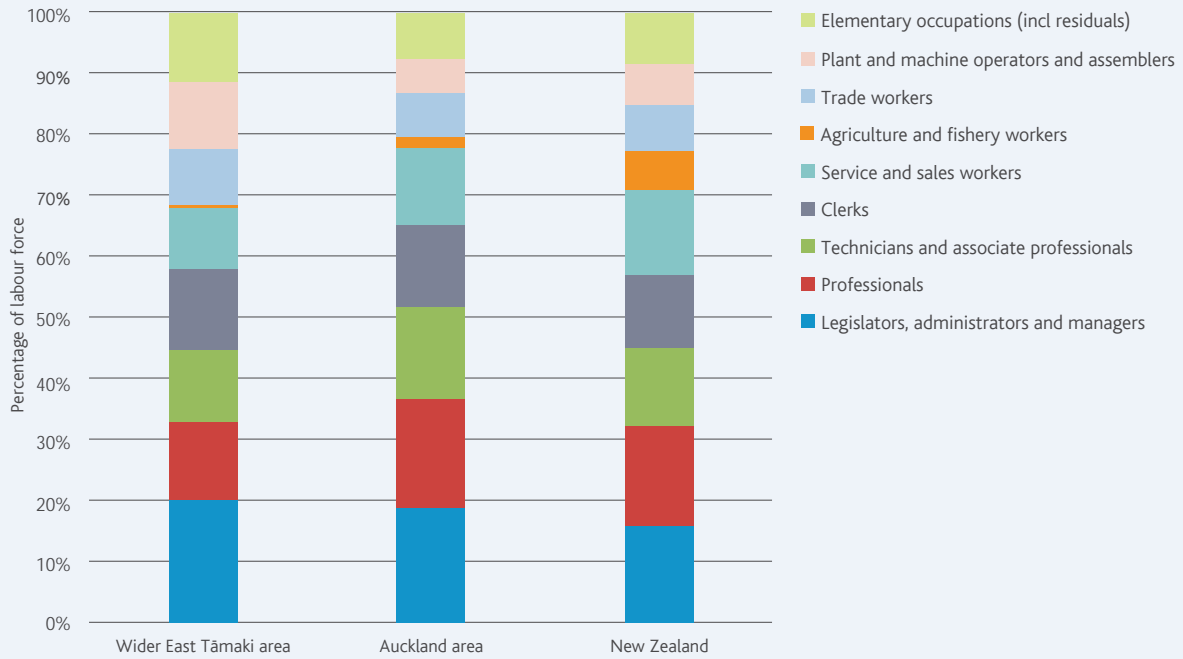
East Tāmaki is the key employment hub for residents located in the Manukau area. Facts to note include:

- in 2006, 6291 employees resided within 5km of the precinct⁴
- the East Tāmaki Business Precinct draws 35 per cent of its employees from within 5km of the precinct and 70 per cent from within 10km⁴
- the majority of workers come from East Auckland
- it is anticipated that demand for local employment is likely to increase with the residential development at Ormiston.

3 CBRE (March 2012) Industrial Property Market Analysis at East Tāmaki (Draft).

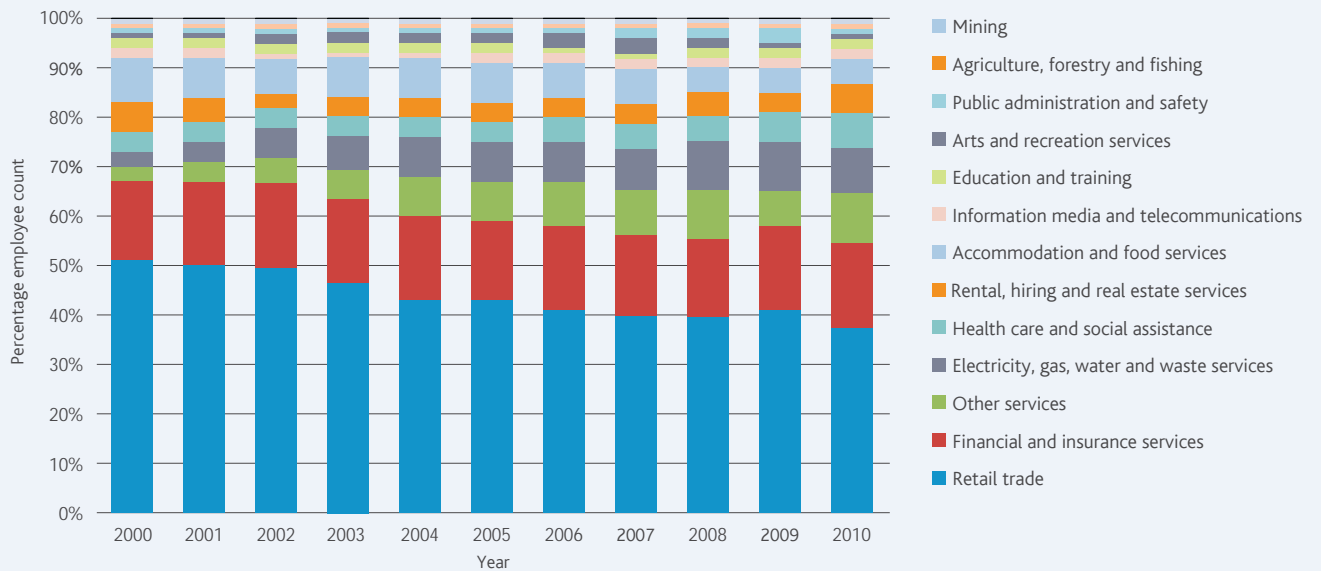
4 East Tāmaki Business Precinct Economic Analysis, June 2011.

Figure 1: Usually resident population aged 15 years and over and employed, employment occupation group, for the wider East Tāmaki area, Auckland and New Zealand, 2006.



Source: Statistics New Zealand, Census of Population and Dwellings, 2006

Figure 2: Changes in East Tāmaki Business Precinct's industrial structure of employment, 2000-2010



Source: Statistics New Zealand, Business Demographic Dataset, 2000-2010

2.5 People

Between 1996 and 2006, the population of the wider East Tāmaki area⁵ increased from 37,000 to 64,000⁶. This is a total growth rate of 73 per cent over the ten year period. East Tāmaki heavily draws on the areas to the east and south for its employees. Understanding the demographic profile of these communities will assist the council and its partners in determining how to best support skills and training requirements as the precinct transitions to provide for future employment opportunities.

At the 2006 census the wider East Tāmaki area had:

- a lower median age (29 years) compared to the Auckland region (33 years), with 28 per cent of the population under 15 years compared to 22 per cent across the Auckland region, indicating that a smaller workforce supports a higher proportion of dependents
- a forecast of 3 per cent population growth over the next 20 years equating to an additional 56,590 residents and a total of 125,000 residents by 2031
- a greater ethnic diversity compared to the rest of the Auckland region with 32 per cent of residents of Pacific Island descent, 27 per cent of European descent, 24 per cent of Asian descent and 11 per cent of Māori descent
- 32 per cent of usual residents over 15 years of age have no qualification, compared to 18 per cent across the Auckland region. Six per cent of residents hold a bachelor degree or higher compared with the regional average of 17 per cent. Another 18 per cent of residents held certificate or diploma tertiary level qualifications, compared to 20 per cent across Auckland

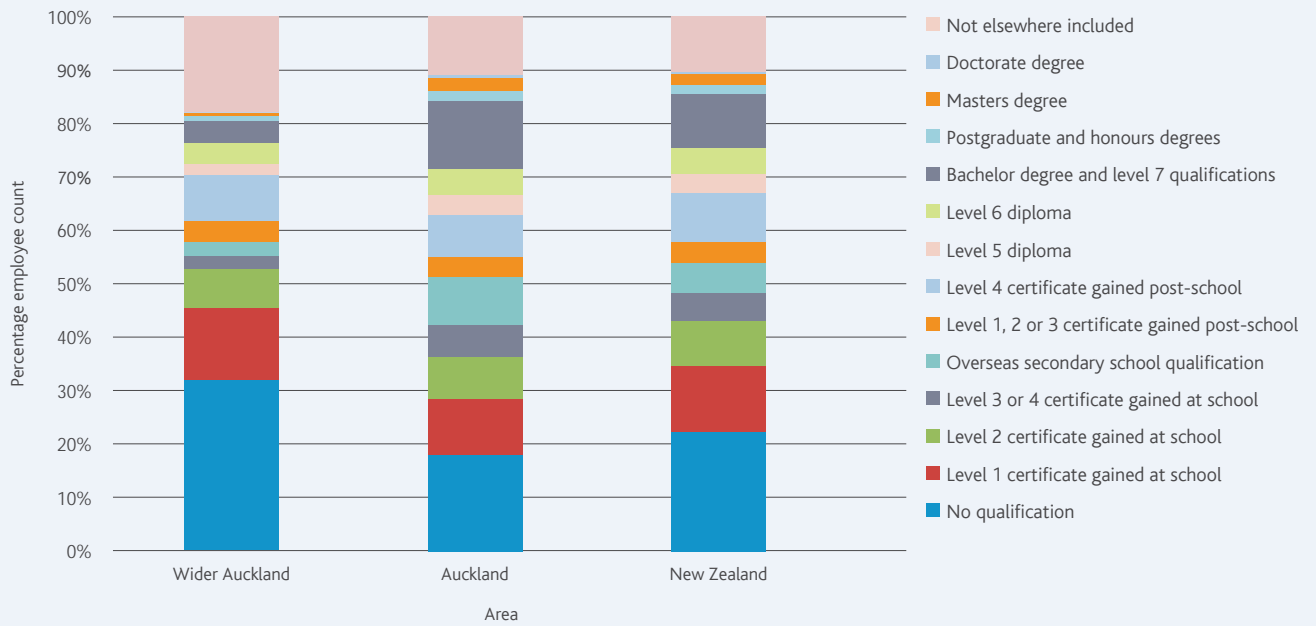
- a similar number of residents in the labour force who are legislators, administrators and managers, professional or technicians and associate professionals (45 per cent) compared with Auckland region (43 per cent)
- more residents in the labour force who are plant and machine operators and assemblers, or work in other elementary occupations (22 per cent) compared with Auckland Region (18 per cent)
- over 70 per cent of workers within the East Tāmaki Business Precinct live within 10km of the precinct and 35 per cent live within 5km, however at the 2006 census one-third of Auckland's population lived within 10km of the precinct.

In addition, a travel survey was carried out on behalf of Auckland Transport in June 2011 on staff across a number of businesses in and around Highbrook and Lady Ruby Drive in East Tāmaki. The survey assessed their current travel habits. It showed that 77 per cent of commuters drive alone in their cars, 19 per cent drive with passengers, and less than 4 per cent use public transport or choose active modes.

5 The wider East Tāmaki area is defined by Clover Park, Dannemora, Donegal Park, East Tāmaki, Fergusson, Golfland, Millhouse, Ormiston, Ōtara East, Ōtara West, Ōtara South, Ōtara North, Point View, Redoubt North, Flat Bush and Burswood.

6 New Zealand Statistics 2006 census data.

Figure 3: Highest qualification of the usually resident population aged 15 years and over in the wider East Tāmaki area, Auckland and New Zealand, 2006 (NZ Census 2006)

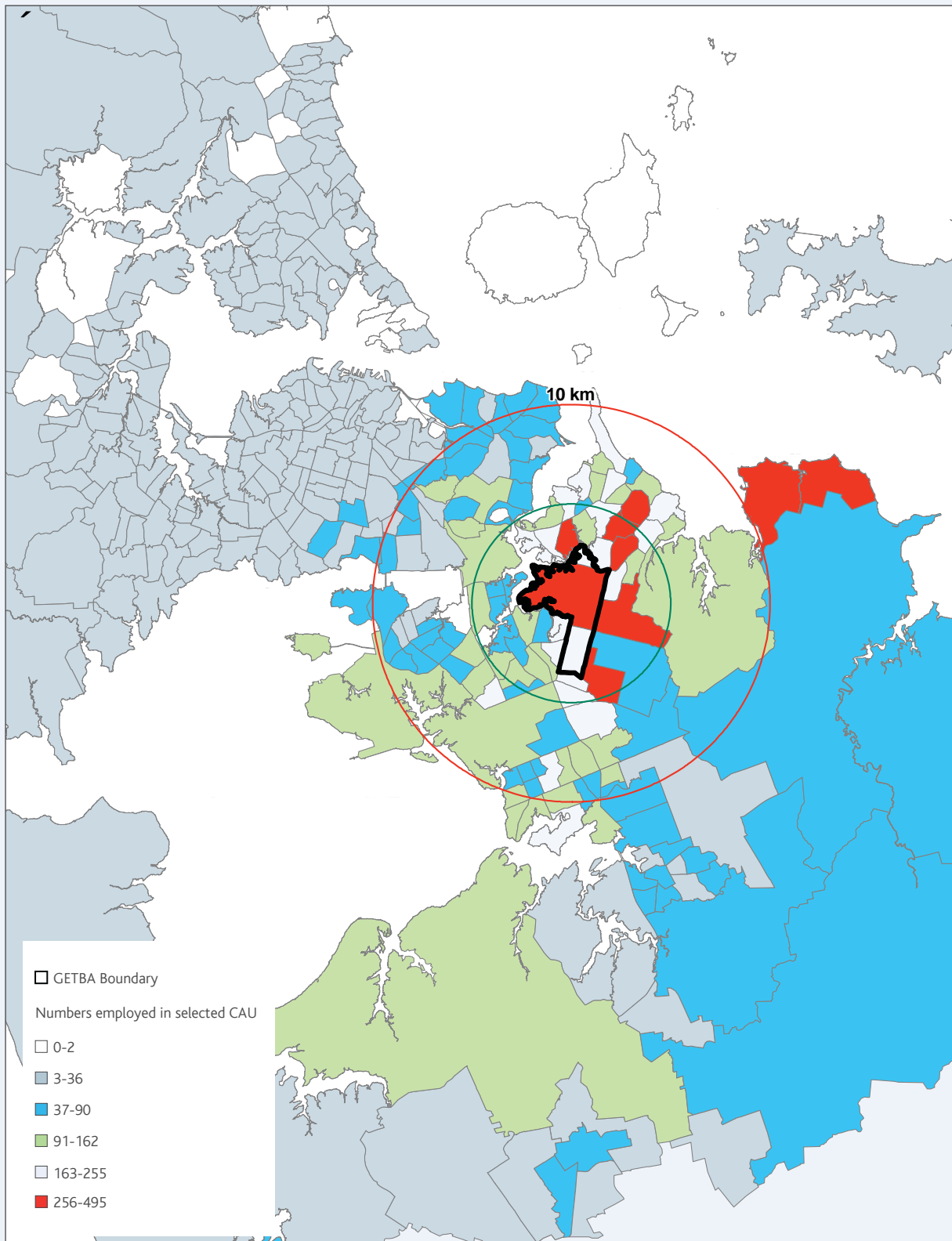


Source: Statistics New Zealand, Census of Population and Dwellings, 2006

Table 1: Travel to work, wider East Tāmaki area, 2006

Number of those working in East Tāmaki Business Precinct living:	Count (2006 census)
within East Tāmaki Business Precinct (ETBP)	927
within approx. 5km (incl. ETBP)	6291
within approx. 10km (incl. ETBP)	12,726
Auckland Total	18,075
Note: This is from those who stated a workplace address and will generally be significantly undercounted.	

Figure 4: Spatial density of people who work within East Tāmaki Business Precinct, 2006





Companies like Hynds Pipe Systems that service the region's infrastructure needs are making their homes in East Tāmaki.

3. The Auckland economy

3.1 Economic performance

New Zealand has improved its economic performance materially over the past decade (2000 to 2010). The manufacturing sector produced approximately NZ\$7.2 billion within the region in 2007, the largest contributor to total GRP. This sector is expected to grow by NZ\$3.9 billion by 2031, and accounts for 12 per cent of the total growth within Auckland's GRP⁷. The business services sector is expected to grow significantly during the same period, accounting for 20 per cent of the total economic growth within Auckland to 2031. Wholesale trade is also expected to show significant short-term growth between 2007 to 2016 with this change driven by productivity gains, as the increase in employment is expected to be small.

Overall growth in Auckland under a business as usual scenario is expected to grow at approximately two per cent per year over the next 20 years, with an overall increase in employment of 39 per cent (246,396 employees), and a total increase of NZ\$32.6 billion (62 per cent) in value added production by 2031.

Despite this, the country still has a per capita income 14 per cent lower than the OECD average. Auckland's GDP per capita is around 22 per cent less than key Australian cities⁸, while on average an hour worked in New Zealand produces one-third less value than an hour worked in Australia⁹. To close the gap internationally, we need to lift productivity.

Figure 5 (on page 15) shows how the relative shares of value added may change under a business as usual scenario between 2007 and 2031. There may be a significant share increase in value added from business services, which is the long-term effect of the increased growth rate in business services between 2011 and 2016. Generally, the remaining sectors are expected to show only small changes in relative value added shares, indicating a stable increase in the economy, with little structural variation. This shows that Auckland is likely to remain a diverse economy, with a range of employment and industrial sectors throughout the region.

⁷ East Tāmaki Economic Analysis June 2011 (unpublished).

⁸ Auckland City Council, Auckland City Business and Economy Report, 2009.

⁹ New Zealand Treasury Productivity Paper 08/01, Putting Productivity First, April 2008.

Figure 5: Projects value added change within the Auckland economy, 2007 and 2031

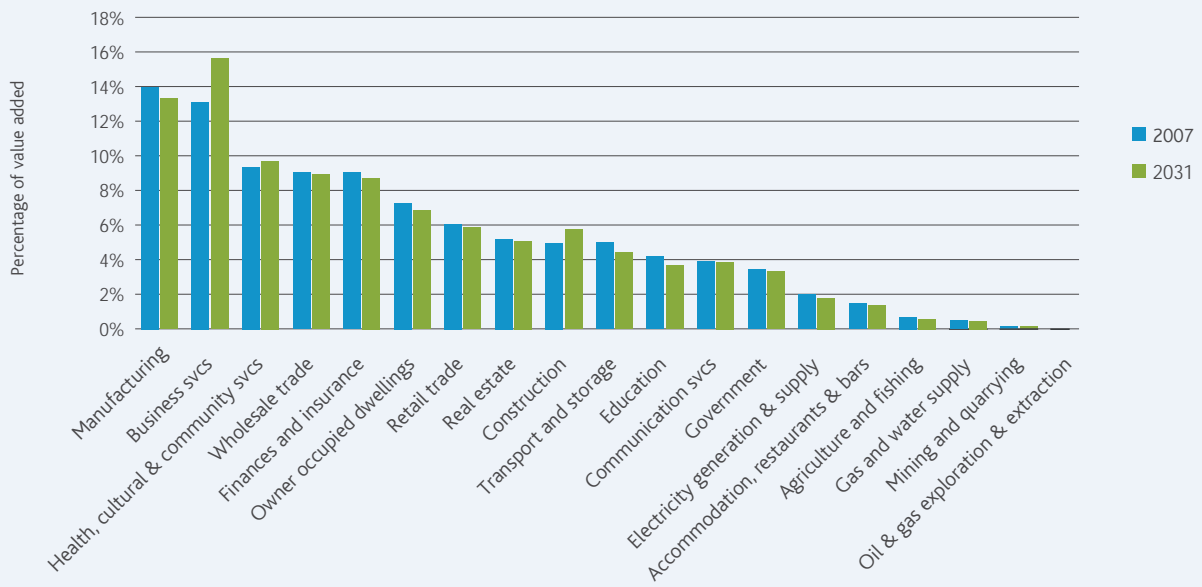
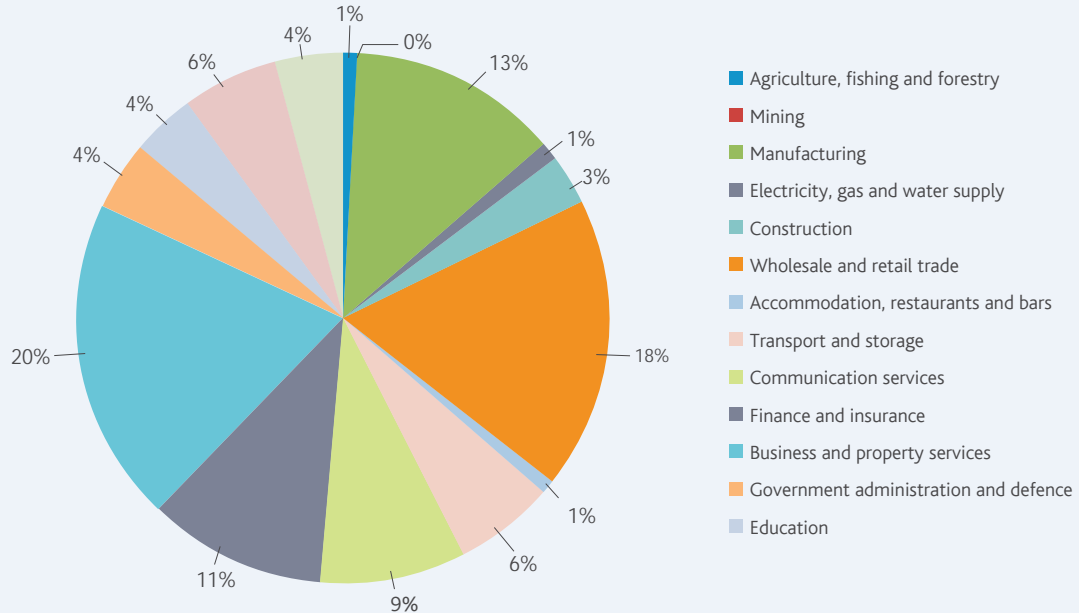


Figure 6: Auckland annual economic profile (2010)



3.2 National and regional economic development agendas

At a business breakfast held in 2008, Prime Minister John Key said the government had identified increasing New Zealand's productivity, maintaining high-levels of employment, and reducing New Zealand's vulnerability to adverse events as key economic objectives for increasing economic growth. To further these objectives, the government aimed to provide an environment in which the private sector could thrive and was working on six main policy drivers: regulatory reform, investment in infrastructure, better public services, education and skills, innovation and business assistance and a world-class tax system, to facilitate this outcome¹⁰. At both a regional and national level, East Tāmaki has a role in contributing to the outcomes of these objectives.

At a regional level, the Auckland Plan is a key document that provides a framework for regional development. It seeks to lift Auckland's productivity through a series of objectives and accompanying actions.

Relevant objectives within the Auckland Plan are to increase Auckland's business innovation and export strength; develop world-class infrastructure and world-class urban centres; and develop a skilled and responsive labour force¹¹. These three objectives are of particular importance to East Tāmaki as they enable the establishment of a high-value manufacturing and export focused precinct with links to regional and international partners.

Auckland's Economic Development Strategy produced by Auckland Council outlines its vision for Auckland's economic future as being able to attract skills, New Zealand's gateway to promote trade and export opportunities and attractive for innovators, investors and business.

The targets set out in the Economic Development Strategy are for an average annual increase of regional exports of more than six per cent, annual GDP of greater than five per cent a year and an average annual productivity growth greater than two per cent.

3.3 Skills, training and education

At both a regional and national level, the importance of skills and education is seen as critical to the growth of the economy. As East Tāmaki strengthens its role as a high-value manufacturing and export focused precinct, it will be necessary to investigate what training and skills will be required to provide on-going employment opportunities for existing employees and surrounding residential communities. Working collaboratively with the council and primary, secondary and tertiary education providers will be vital to addressing this issue and achieving greater levels of skills and education within the precinct and its surrounding areas.

Facilitating partnership development between industry training organisations, education providers and the business community will assist alignment between the needs of business and the provision of courses. Economic growth, innovation and productivity are dependent on sufficient skill levels in the workforce to ensure highly productive, high-value workplaces. Auckland's future prosperity will depend upon our people having the opportunity to develop their skills and abilities to be able to compete effectively in a global economy and improve the quality and value of work. People with the right skills can give firms a competitive edge, through increased innovation, use of new technologies, improved workplace practices and access to new markets. Therefore, it is important to consider skill development as an integral part of improving New Zealand's productivity.

A clear understanding of skill requirements in high-value and high-growth sectors is also needed to support our exporting sectors. High-value, high-growth sectors need skilled workers tailored to each sector's need. Opportunities will be explored to build and develop partnerships, with a focus on establishing better linkages between industry and education.

Enhancement of skills also has wider social benefits. There are recognised links between skills and social outcomes such as health, the reduction of crime, and social cohesion. The capability of firms in relation to skills is about how effectively a firm attracts, develops, uses and retains skills at all levels of the organisation to enable it to produce goods and deliver services and to provide quality work.

¹⁰ Prime Minister John Key, speech to business breakfast hosted by Cullen Law, 15 July 2008.

¹¹ Auckland Council, Auckland Plan, December 2011.

3.4 Transformation of the manufacturing sector

Manufacturing is undergoing a global transformation in the way goods are produced and the fundamental nature of the offerings available. New Zealand needs a competitive manufacturing sector as it underpins 63 per cent of our exports, which in turn employs 350,000 people¹². The risk the country faces at this time is not the loss of all manufacturing, but rather, the inability to create high-value exports along with substantial employment, workforce skills and national capability.

Companies that have been successful in this sector have been the ones that have learned to leverage the expertise they have developed through the unique challenges of operating and producing goods in New Zealand. It is a strategic and national imperative that the country has a vibrant and technologically advanced manufacturing industry, which is fostered at all levels of the economy.

If the East Tāmaki precinct is to achieve its vision as an internationally competitive high-value adding manufacturing location, then it must seek to lead by example within its national transformation agenda.

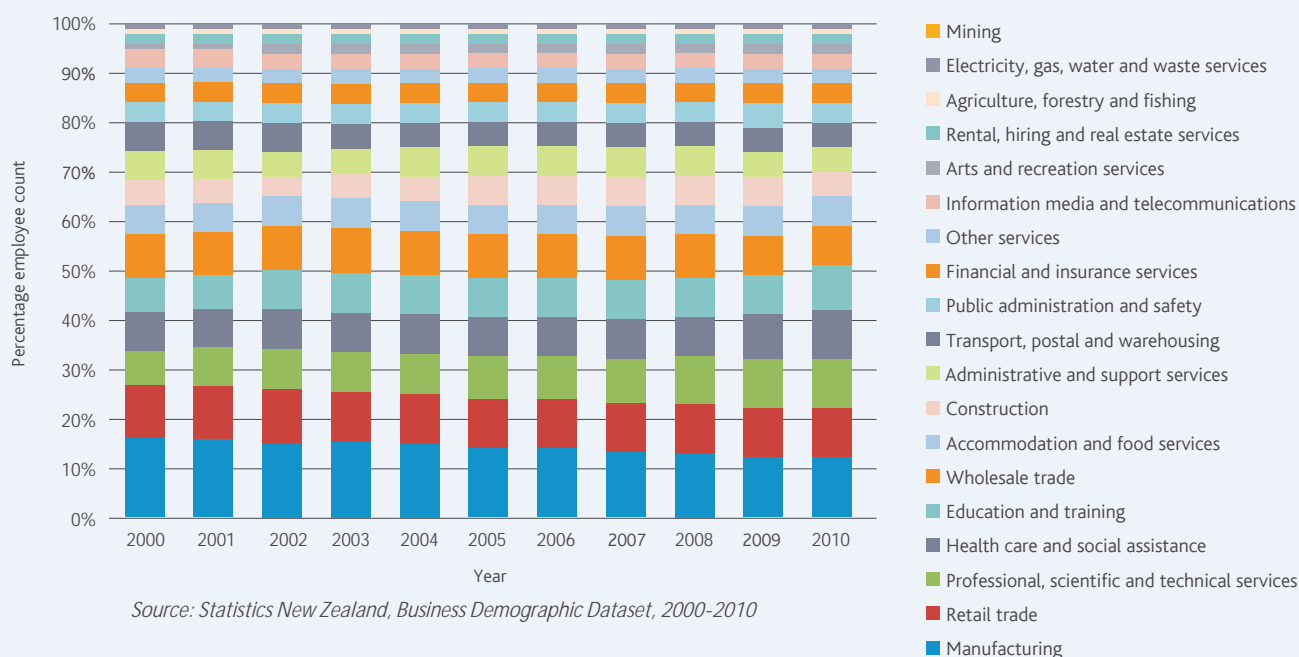
There have been some significant changes in the manufacturing sector within East Tāmaki Business

Precinct between 2000 and 2010; Table 2 (on page 18) illustrates this change. The largest change has been an increase in medical and surgical equipment manufacturing in the west of the precinct, and is due to Fisher & Paykel Healthcare’s manufacturing plant being located within East Tāmaki. The significant decrease in whiteware appliance manufacturing was due to a gradual decrease in employment at Fisher & Paykel’s manufacturing facilities. This process was punctuated by a restructuring of the entire facility in 2007.

Overall through this process Fisher & Paykel decreased its workforce by 714 employees. The second largest decrease in manufacturing was due to Quality Bakers reducing its employee count by 290 over the 10 year period. These changes are similar to the other employment changes shown in Table 2 (on page 18), where many of the large changes in employment counts are because of the employment decisions of a relatively small number of large firms.

Many of the changes that have occurred within the sector have been due to firms located within the central area, as this is the most established area of business activity within the precinct.

Figure 7: Changes in Auckland’s industrial structure of employment, 2000-2010 (economic analysis June 2011)



12 New Zealand Trade & Enterprise, Manufacturing +, November 2006.

Table 2: Net change in manufacturing activity across the East Tāmaki Business Precinct, 2000-2010

Manufacturing industry (taken from 6-digit ANZSIC code)	Business count 2010	Change in business	Employee count 2010	Change in employee
		Count 2000-2010		Count 2000-2010
Ten largest contributors to sector growth				
Medical and surgical equipment manufacturing	1	0	760	1760
Other machinery and equipment manufacturing n.e.c.	36	2	438	230
Glass and glass product manufacturing	3	3	230	230
Other food products manufacturing n.e.c.	8	2	628	202
Soft drink, cordial and syrup manufacturing	5	2	346	156
Printing	26	3	425	149
Other specialised machinery and equipment manufacturing	7	5	155	140
Human pharmaceutical and medicinal product manufacturing	2	2	110	110
Rigid and semi rigid polymer product manufacturing	19	7	250	99
Architectural aluminium product manufacturing	12	8	124	95
Ten largest detractors from sector growth				
Whiteware appliance manufacturing	2	-1	586	-714
Bread manufacturing (factory-based)	3	0	170	-290
Polymer film and sheet packaging material manufacturing	2	-1	65	-160
Other domestic appliance manufacturing	1	0	0	-160
Spring and wire product manufacturing	7	1	240	-155
Other basic non-ferrous metal product manufacturing	1	0	9	-111
Machine tool and parts manufacturing	12	-3	89	-74
Wooden furniture and upholstered seat manufacturing	12	-1	219	-71
Metal roof and guttering manufacturing (except aluminium)	2	-1	26	-39
Structural steel fabricating	13	0	98	-31

Source: Statistics New Zealand, Business Demographic Dataset, 2010

3.5 Intensification of business land

Opportunities to increase business land are primarily through the redevelopment of brownfield sites located in mature industrial areas. Intensification of existing dedicated business areas is essential to provide for employment growth in technology focused high value-added businesses. Ensuring the future success and contribution of business precincts to the changing Auckland economy requires that our precincts undergo development and change to maintain and expand their competitive advantages within this new economy.

Brownfield sites are those which are significantly underutilised in terms of building improvements

and could be redeveloped into a higher use. There are few brownfield sites in East Tāmaki compared to more established older industrial precincts such as Penrose. However, a limit to the available greenfield land in East Tāmaki will result in brownfield land redevelopment to support growth.

Given the capacity and take up trends for greenfield land, a significant amount of intensification and brownfield development is not expected until 2020 but after that, especially in a 'high take up scenario', the emphasis for new development will gradually shift onto the redevelopment of existing premises and the take up of brownfield land¹³.



A large percentage of workers within East Tāmaki come from within a 5km travel distance.

¹³ CBRE, *East Tāmaki Industrial Property Market Analysis*, April 2012.



Good access to key transport routes to the airport and port make East Tāmaki an ideal home for logistics companies.

4. Planning for the future

4.1 Planning for East Tāmaki

4.1.1 Auckland's Economic Development Strategy

The Economic Development Strategy is the first of a suite of core strategies being developed to help deliver the Auckland Plan. The Economic Development Strategy has ambitious economic goals that include increasing Auckland's annual average regional exports, real GDP, and productivity. To achieve this, the strategy proposes five strategic directions and four cross-cutting themes to focus efforts.

Strategic directions:

- a business-friendly and well-functioning city
- an innovation hub of the Asia-Pacific region
- internationally connected and export driven
- investing in people to grow skills and local workforce
- a vibrant, creative world city.

Cross-cutting themes:

- creating a sustainable eco economy
- facilitating an iwi/Māori economic powerhouse
- developing and enhancing an innovative rural and maritime economy
- supporting a diverse ethnic economy.

4.1.2 The Auckland Plan

The Auckland Plan is the strategy to make Auckland the world’s most liveable city. This plan will have a major impact on Aucklanders’ lives over the next 30 years. It will shape where we live and work and the transport we use.

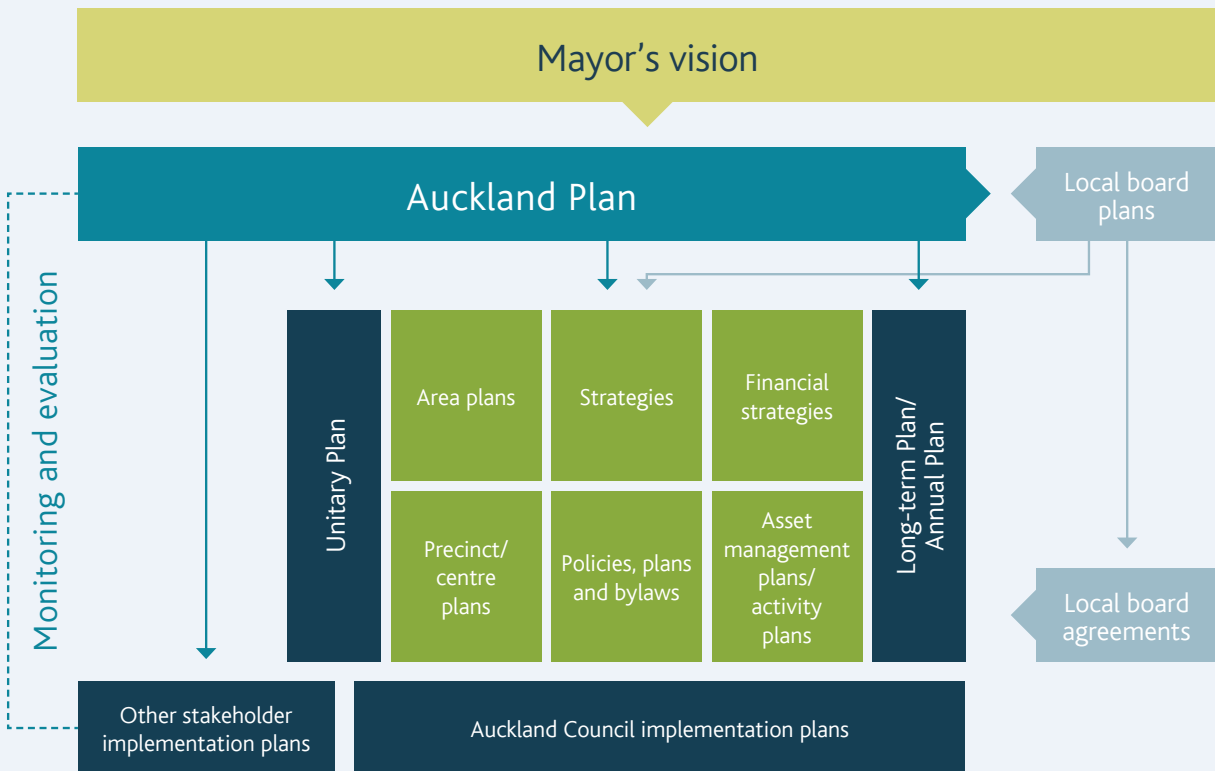
The Auckland Plan’s horizon stretches to 2040. It must therefore be flexible and responsive to shifting dynamics within NZ and globally. The relationship of the Auckland Plan to place-based plans, such as East Tāmaki Business Precinct Plan is expressed in Figure 8 below.

4.1.3 The Auckland Unitary Plan

The Auckland Unitary Plan will be the resource management plan for the Auckland region. Providing consistency and simplified rules, it will replace the existing district and regional plans and policies of the former city and district councils and regional council, with the exception of the recently approved Hauraki Gulf Islands District Plan.

The Unitary Plan will be the principal regulatory tool to implement the Auckland Plan.

Figure 8: Auckland Council’s Strategic Framework



4.1.4 Area and precinct plans

Auckland Council is embarking on a programme to develop 21 area plans. Area plans are based on the same geographic areas as local boards. They will:

- help to implement the directions and outcomes of the Auckland Plan at a local level
- reflect local aspirations such as those included in local board plans (where these are consistent with the direction set by the Auckland Plan)
- provide strategic direction to progressively inform policies and rules of the new Unitary Plan which will eventually replace the existing regional and district plans of the former councils
- inform future versions of the long-term plan (which determines council spending over a 10-year period). This will enable the council to prioritise and budget for projects to achieve area plan goals.

Area plans will analyse local issues, challenges and opportunities.

Precinct plans provide a guiding framework for locations within a larger area plan that would benefit from more detailed planning and identification of opportunities and actions owing to the precinct being of strategic importance to the region or part of the region within which it is situated. Suitable subjects for a precinct plan include areas likely to experience significant growth or transformational change, such as a town centre, or transport corridor and significant commercial/ industrial locations, such as East Tāmaki.

4.2 Consultation

Extensive consultation with key stakeholders and the wider community was undertaken between 2011 and 2012 to develop the plan. Key components of the consultation included:

- two engagement events with the wider East Tāmaki business community with over 50 stakeholders taking part. The subjects of discussion were zoning and land availability, broadband, infrastructure capacity, connectivity, skills and training, regulatory environment and beautification and amenities
- a property owners' forum to discuss land availability and zoning in the precinct
- a forum to discuss the specific issues and opportunities in the Burswood commercial area

- review and feedback from the Howick and Ōtara-Papatoetoe Local Boards
- three planning and visioning exercises undertaken by the council project team.

Based on the feedback received, council officers developed the draft business precinct plan. The release of this draft plan for public consultation was agreed by the Howick and Ōtara-Papatoetoe Local Boards and the Regional Development and Operations Committee in April and May 2012.

Throughout June 2012, Auckland Council sought feedback from local businesses, property owners and other key stakeholders on the draft East Tāmaki Business Precinct Plan. Consultation events included:

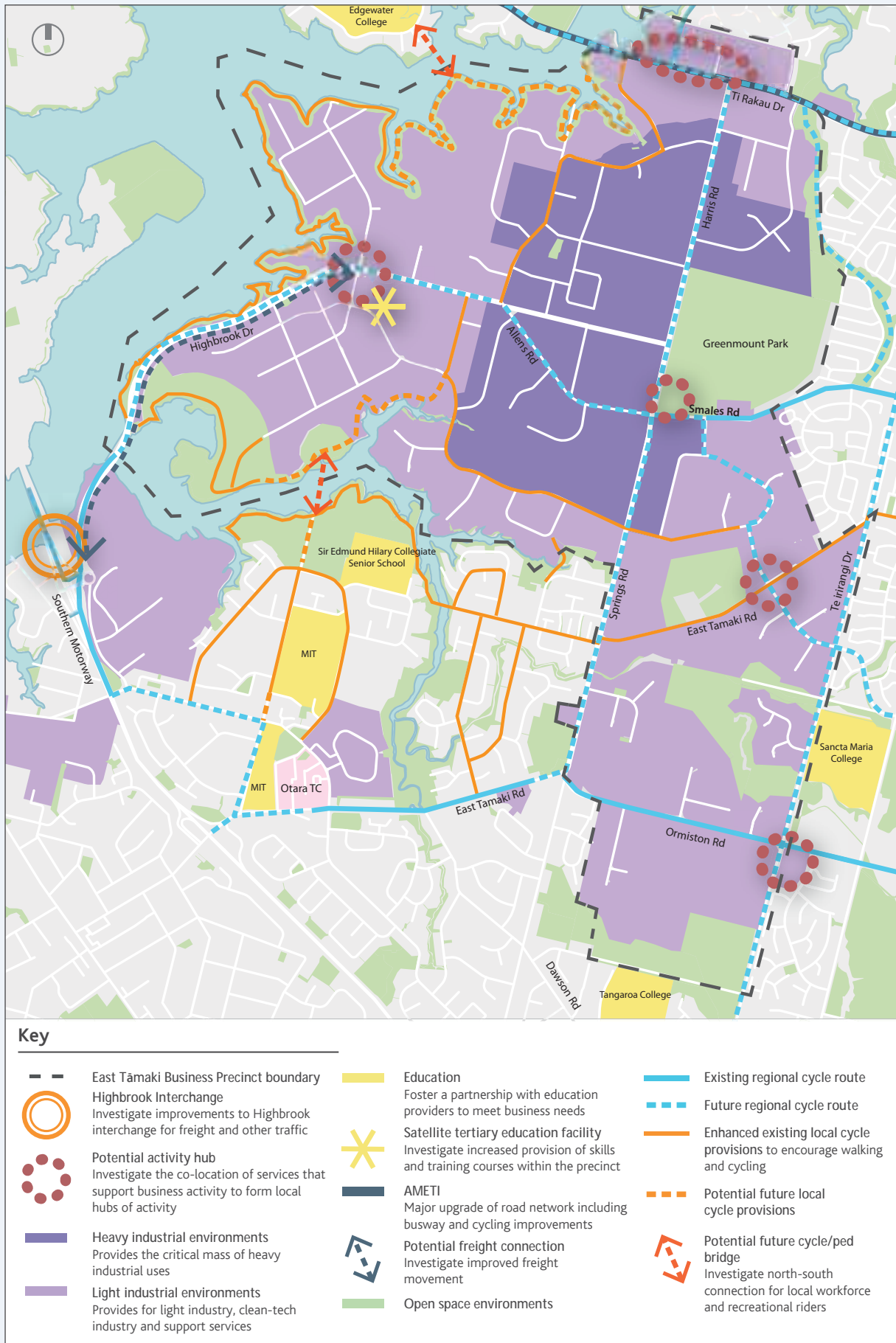
- a public open evening hosted by BNZ
- a business show-case event for local businesses hosted by Greater East Tāmaki Business Association (GETBA)
- a series of face-to-face discussions between key stakeholders and council officers.

Based on the feedback received, and subsequent review of the feedback by the project working party, the East Tāmaki Business Precinct Plan has been updated and finalised.

4.3 A sustainable future

Key to the future success of East Tāmaki will be the precinct's ability to be innovative and forward thinking so that the area is at the forefront of research and technology-based industrial activities. This will involve creating and maintaining an environment that allows innovation to thrive. Components of this include crafting the spaces, facilities and networks which allow people and research to mingle, designing adaptable buildings to allow for the continual reinvention of space and encourage new businesses to locate in the precinct, and reinforcing the reputation of the precinct as New Zealand's hub of high-value, export-focused manufacturing through establishing a strong identity and brand.

Figure 9: East Tāmaki Business Precinct Plan



5. East Tāmaki 2041

5.1 Vision

Based on research, analysis and consultation feedback the long-term vision for East Tāmaki is that:

“East Tāmaki is a diverse, innovative and sustainable hub of high value manufacturing, with a productive industrial workforce, and is the driver of growing export capability and markets”.

5.2 Outcomes for the East Tāmaki business precinct

The aim of the East Tāmaki 2041 framework is to guide and plan for future growth and sustainability.

East Tāmaki 2041 is expected to help deliver the following outcomes listed below.

These outcomes have been grouped in the next section under broad topic headings.

Outcomes for the East Tāmaki business precinct

- ▶ development and employment growth in the precinct is fostered through the retention, attraction and expansion of businesses
- ▶ infrastructure needs are delivered for anticipated business growth and quality. Reliable and continuous services are delivered
- ▶ international export markets are identified and accessed
- ▶ business management capability is expanded through targeted business support programmes
- ▶ existing international networks are identified and developed to facilitate growth in export capacity
- ▶ businesses have the capability to assess emerging technologies, innovate, undertake product development and commercialise to market
- ▶ a partnership exists between the local employers and education providers to ensure the skills and training needs required by businesses within the precinct for their existing and future employers is met
- ▶ the majority of the workforce continue to live locally¹⁴
- ▶ sustainable business practices are adopted by all businesses in East Tāmaki leading to cost efficiencies in energy, transport and other uses. Impacts on the natural environment are reduced
- ▶ land uses in East Tāmaki underpin business to business activity and growth
- ▶ development in the precinct ensures the continuance of a strong, high value, export-focused manufacturing base while allowing supportive services to co-locate
- ▶ connections are provided that promote business to business activities and land uses both within the precinct and beyond
- ▶ the efficient movement of both goods and people is facilitated
- ▶ an environment that is attractive for businesses to locate and employees to work.

14 Living locally is defined as living within the 10km radius identified in figure 4 on page 13.



Lion have made East Tāmaki the home of their state-of-the-art brewery and beverage manufacturing and warehousing facility 'The Pride'.

6. Issues and opportunities

6.1 Business growth and employment

6.1.1 Outcome

Development and employment growth in the precinct is fostered through the retention, attraction and expansion of businesses.

6.1.2 Stakeholder comments

- That the area retains its focus as a manufacturing/export hub with supply chain and support services in the same precinct.
- Would like to see more businesses capitalise on technology and research and development.
- Auckland Council to provide incentives – rebates, lowered development contributions, easier and more efficient/cost effective consenting process.

6.1.3 Discussion

East Tāmaki is situated in a key strategic location with links to the airport, port, central city, other business areas in the southern Auckland region and has road links to the south, Hamilton and Ports of Tauranga.

Sixteen of the 20 top activities in the precinct are within the following four sectors: manufacturing, wholesale trade, administrative and support services and professional scientific and technical services with a significant employment activity in heavy and civil engineering construction. There has been a general growth trend over the last 10 years (2000-2010) in administrative and support services, wholesale trade, professional, scientific and technical services and manufacturing. The period 2009-2010 has seen a significantly lower rate (0 per cent) of growth than the annual average (4.9 per cent).

Employment growth has continued to increase steadily over the last 10 years (2000–2010) experiencing a net increase of 10,446 (61 per cent) employees equating to an average annual growth rate of 4.9 per cent.

The business precinct draws 70 per cent of its existing employment base from within a 10km radius.

6.1.4 Issues and opportunities

East Tāmaki has the highest concentration and number of large manufacturing businesses within the region. There is a high degree of export activity with many firms operating business to business. There are opportunities to support future business growth through improved export capability, innovation and new product development.

The precinct faces competition from business areas such as the airport and Penrose in attracting new business and employment opportunities to the precinct. The precinct has already seen the continued move of low-tech manufacturing businesses off shore where manufacturing is cheaper.

There is an opportunity to create a strong brand for East Tāmaki that reinforces the export capability and economic significance of the precinct whilst identifying the area as an attractive location for businesses to locate and for employees to live and work locally.

Traditionally, East Tāmaki has been competitive in attracting businesses to locate here because of the availability of lower-priced land and its strategic location and accessibility to markets. As competition increases, the opportunity exists to introduce incentives such as stream-lined processes for the consenting of business development or rebates that facilitate the competitiveness of Auckland businesses against off-shore markets.

6.2 Infrastructure

6.2.1 Outcome

Infrastructure needs are delivered for anticipated business growth and quality. Reliable and continuous services are delivered.

6.2.2 Stakeholder comments

- Ensure essential infrastructure services are in place.
- That infrastructure supports anticipated growth.
- Introduce sustainable approaches to reduce the impact of development on the services i.e. stormwater.
- 'World-class' fibre broadband connectivity in precinct.

6.2.3 Discussion

Historically there has been under investment in infrastructure across the Auckland region. The Auckland Plan realises the opportunity to improve the delivery and sequencing of infrastructure with land use to serve future projected growth.

East Tāmaki is a significant growth area that is integral for Auckland's economy and it is imperative that the provision of infrastructure doesn't restrict growth. Provision of the right infrastructure can be a powerful tool to shape positive growth.

There is also the need for resilient infrastructure systems across all the lifeline utility networks to mitigate the risk that any singular failure could produce. While the provision of the right infrastructure is important it is also important that East Tāmaki develops using innovative sustainable technologies to become more resilient and less reliant on external infrastructure services.

Broadband: East Tāmaki is a priority one area for Ultrafast Broadband (UFB) rollout. East Tāmaki recipients need to be prepared for the opportunities and services that fibre will provide. Auckland Council is collaborating with Chorus and Crown Fibre Holdings through stakeholder engagement to help Auckland prepare for UFB services.

Energy – Power and Gas: The precinct has a number of existing gas pipelines and electrical substation routes running through it. These include the Rotowaro-East Tāmaki Gas Pipeline and the Brown Hill Substation to Ōtāhuhu substation underground tunnel. In addition to these, designations exist for gas transmission purposes, and electrical works substations. This suggests that the precinct is well served in regards to its energy supply to allow industry to operate in the precinct.

Water: The area is supplied with water via the contiguous metropolitan water supply network; local upgrades will be needed to support growth. Water infrastructure networks are best depicted as having fixed catchments and capacities which can only be expanded by significant investment.

Wastewater development restrictions are in place until further notice (the bulk of these restrictions apply to the southeast for the study area).

6.2.4 Issues and opportunities

Planning for the future: It is recommended that any future planning for the area identifies the existing infrastructure assets and corridors (e.g. the National Grid) to determine possible areas of land use conflict. In addition, the council could engage with infrastructure providers to both co-ordinate any necessary investment in the area (which results from the council's planning) and determine possible interventions to resolve conflicts between the council's planning aims and the assets owned by these providers.

Mapping: There is a need to identify via maps critical infrastructure and give special recognition and priority to these networks. This will provide a focus for the utility supplier and certainty for businesses and investors.

6.3 Business capability and exports

6.3.1 Outcomes

- International export markets are identified and accessed.
- Business management capability is expanded through targeted business support programmes.
- Existing international networks are identified and developed to facilitate growth in export capacity.
- Businesses have the capability to assess emerging technologies, innovate, undertake product development and commercialise to market.

6.3.2 Stakeholder comments

- East Tāmaki needs to respond to the risks and conditions in the local and global economy.
- Undertake website marketing to receive queries and offers (via the website and other sources) from New Zealand and overseas companies and to pass these on to the appropriate members.
- Undertake website marketing to promote and ensure the GETBA website provides on-going opportunities for members to showcase their products and services.
- Provide information to businesses concerning the business support and grants available.
- To attract and retain export led and high added value businesses, while making good use of the unique employee base that exists in surrounding suburbs. To substantially grow the output of the GETBA over the next 20 years.
- Provide a future hub for diverse businesses from IT services to marine and retaining the manufacturing focus with export capability and employment opportunities within an attractive sustainable environment.
- Focus on export capability and creation of employment opportunities.
- Ideal industry is an export led type industry with central government support.

6.3.3 Discussion

Within East Tāmaki, manufacturing industries provide 37 per cent of the employment making it the largest industry for employment within the precinct. Manufacturing firms generally export their goods out of the country or region. Targeting and securing international export markets is key to growing these local industries.

At present 78 per cent of the businesses are small to medium-sized enterprises employing less than 20 people. These businesses may be more vulnerable than the larger businesses and may need more business support such as mentoring and better access to grants and loans to enable growth.

Generally the largest businesses within the precinct are geared towards serving both national and overseas export demands, taking advantage of the precinct's locality to motorways to link them to the Auckland Ports and Airport.

Currently GETBA is providing support to local businesses, facilitating business to business relationships, connecting local business with support services and promoting the area to local and international markets through their website.

Over time, the precinct may come under pressure to transition to higher value-added land uses, as business services become intensified within the Auckland economy. Within this shift there are anticipated skills shortages and this may limit business growth and capacity.

6.3.4 Issues and opportunities

- There is an opportunity to work closer with business support agencies such as the Regional Economic Development Delivery Agency and New Zealand Trade and Enterprise to further grow the international market.
- There is the opportunity to develop links with expatriate associations to facilitate business growth and for businesses to link into investment fund networks.
- Another limiting factor for business capability is the local skill shortage, this is discussed in section 6.4.

6.4 Skills, training and workforce

6.4.1 Outcomes

- A partnership exists between the local employers and education providers to ensure the skills and training needs required by businesses within the precinct for their existing and future employers is met.
- The majority of the workforce continues to live locally¹⁵.

6.4.2 Stakeholder comments

- Establish an innovation hub to see more businesses capitalise on technology and research and development.
- Develop partnerships with primary, secondary and tertiary institutes and local businesses.
- Work with local government to secure increased funding for apprenticeship programmes.
- Education and training providers to tailor courses time and length to suit the workforce i.e. night classes, short courses.
- Capture importance of technology transfer.
- Encourage and promote career profiling.

6.4.3 Discussion

East Tāmaki is an area of primarily manufacturing businesses. Traditionally manufacturing has required many low skilled jobs, however the area is moving towards producing higher value goods as well as many bespoke pieces. In some cases runs are as short as two to three items. The impact on the shop floor employees means they have to have greater knowledge, training and understanding of the basic products, processes and chemistry.

Management and technical staff require more knowledge and skills to manage the design of the factory and the work flows, including more sophisticated data collection for viability of the organisation.

Marketing personnel also need to be highly skilled to effectively promote the range of products their companies produce. To ensure the on-going productivity and growth of businesses in the precinct, skills and training deficits will need to be addressed.

In the East Tāmaki area there is a satellite MIT campus that provides a range of short courses on businesses, computer skills and logistics. There are also other tertiary institutes available in Ōtara or Manukau. As the majority of the workforce lives locally¹⁵ these institutes are easily accessible.

6.4.4 Issues and opportunities

Education and Training Providers: With many institutes within close proximity to East Tāmaki, and one within East Tāmaki, there is an opportunity for these institutes to provide the education and training the workforce needs. At present there is a disconnect between the courses provided and the needs of the local businesses. There is an opportunity for these institutes to broaden their range of courses and tailor them to better service the local businesses. This may need to be the subject of regular review to respond to the changing business environment.

Technology transfer is another area of opportunity. This would facilitate the sharing of knowledge between the education provider and businesses. Similarly, there is also an opportunity to undertake career profiling to promote jobs locally to attract young people leaving education.

6.5 Sustainable growth

6.5.1 Outcome

Sustainable business practices are adopted by all businesses in East Tāmaki leading to cost efficiencies in energy, transport and other uses. Impacts on the natural environment are reduced.

6.5.2 Stakeholder comments

- Recycling facilities for commercial uses.
- Limited availability of land for future growth.
- Redevelopment should be encouraged as it will lead to higher capital values.

6.5.3 Discussion

East Tāmaki has the potential to be an industry leader by being a sustainable business precinct through its protection of its unique natural environment, being more resilient and having lower operational costs.

Sustainable waste management: Commercial manufacturers can produce large amounts of waste. Some of the waste is recyclable, some is suitable for landfill and some is hazardous. Currently there is no recycling for commercial properties in the area and no communal waste collection areas. There is the potential for business owners to collectively manage their waste sustainably with innovative recycling procedures and hazardous waste collections.

Sustainable building design and construction: New buildings and redeveloped buildings present a significant opportunity to use innovative technologies to reduce the demands on energy and water consumption and lower operational costs. These buildings can be used to showcase new technologies and to make East Tāmaki an example of sustainable manufacturing practices. Sustainable building technologies should be encouraged and also a consent requirement.

Sustainable water solutions: Low impact design reduces demands for water use and reduces the pressure on the stormwater system protecting the environment. Innovative solutions for water should be encouraged in both the public and private realms.

6.5.4 Issues and opportunities

GETBA initiatives: There is an opportunity for the GETBA with the support of the council to develop a precinct recycling programme.

Self-policing: Local businesses have the opportunity to self-police issues like pollution and untidy yards. This could be facilitated through the business association or the provision of a hotline phone number to report un-complying businesses.

Auckland Council enforcement: There are various bylaws in place regarding pollution and waste disposal. There is an opportunity for council to better enforce these bylaws. There is also the opportunity for council to offer incentives for sustainable building designs.

¹⁵ Living locally is defined as living within the 10km radius identified in figure 4 on page 13.

6.6 Land use and economic activity

6.6.1 Outcomes

- Land uses in East Tāmaki underpin business to business activity and growth.
- Development in the precinct ensures the continuance of a strong, high value, export-focused manufacturing base while allowing supportive services to co-locate.
- The Unitary Plan reflects planning outcomes sought by the East Tāmaki Business Precinct Plan.

6.6.2 Stakeholder comments

- There needs to be a tightening of activities allowed in the precinct to prevent the spread of retail and the loss of valuable industrial land.
- Keep retail at fringes of precinct so industrial uses aren't pushed out.
- Rules should be updated and modernised.

6.6.3 Discussion

The area is well served by appropriate land zonings within the Operative District Plan, which have been tailored to facilitate general business and industrial/manufacturing business activities whilst maintaining a reasonable degree of amenity. The Unitary Plan is however currently being developed to replace the district plan in the next few years. It is imperative that the Unitary Plan reflects the planning outcomes sought by the East Tāmaki Business Precinct Plan.

The size of the area has enabled a critical mass to develop in terms of co-locational business opportunities to provide efficient support for continued growth.

The area has room for further growth, particularly around the primarily Goodman Group and Fisher Trust owned Highbrook.

The forecast regional shortage of Group 1/LEIA land and thus its value as a resource means that industrial zoned land within the East Tāmaki Business Precinct should be protected against the encroachment of general business and retail uses.

The Business 5 zone applied to mixed areas of light and medium industry, offices, and a limited range of retailing activity. It is recognised that with increasing use of better technology and management practices the effects of industrial and manufacturing activities are compatible with or similar to a range of retailing and other activities.

The Unitary Plan with its new zonings for the ETBP area – must reflect the outcomes sought within the ETBP Plan. It must ensure clear and robust objectives and policies to provide for and support industrial activity. It must protect valued industrial zoning – thereby maintaining the critical mass of industrial zoned land. It must also ensure that the Unitary Plan provides for strong local area planning (LAP).

6.6.4 Issues and opportunities

A review of business land provisions is being undertaken as part of the development of the Unitary Plan. The review will outline the council's preferred approach to protecting and consenting and controlling activity within business environments. This represents a major opportunity to influence the direction of planning policy in relation to business land during the lifetime of this precinct plan. Specific opportunities exist to determine how industrial and manufacturing uses will be supported and protected within East Tāmaki and what range of support services are appropriate for the precinct, including determination on existing uses within the precinct, such as retail.

6.7 Transport integrated networks

6.7.1 Outcome

- Connections are provided that promote business to business activities and land uses both within the precinct and beyond.
- The efficient movement of both goods and people is facilitated.

6.7.2 Stakeholder comments

- Improve Highbrook Interchange.
- Fast track the AMETI project.
- Develop a transport plan.
- Carry out a travel demand management plan.
- Develop a Southern industrial link ring road connecting Wiri, Māngere, Penrose, Ōtāhuhu.
- Freight lane on the approach to Highbrook Interchange.
- More walking and cycling options.
- Better cycle routes that don't compromise freight corridors.
- More buses on better routes that are connected to employment hubs at appropriate times.
- Introduce trains to the area – public transport and freight.
- Improve bus provisions along Ti Rakau Drive.
- More frequent bus services from worker population areas e.g. Ōtara, Māngere, Manurewa, Mt Wellington.

6.7.3 Discussion

The East Tāmaki Business Precinct is bounded, at its southern and northern edges, by State Highway 1 and Ti Rakau Drive which allows for high connectivity through the road network. In terms of traffic, an additional 15,000 workers will occupy the precinct once the Highbrook Business Park is completed. The Highbrook precinct has one of the three highest inflows of commuters in the Auckland region (NZ Statistics, 2006). There are two distinct requirements for transport provision in the area; for the workforce and businesses.

Stakeholders have expressed the need for greater business to business connectivity both locally and sub regionally. This is primarily referring to the movement of freight which is currently road only. A Port Accessibility Study, commissioned by Auckland Transport and Auckland Council and a North Island Freight Study, commissioned by NZTA and the Ministry of Transport, are currently being undertaken and these studies will help to inform the understanding and needs associated with freight movement in this part of Auckland.

Initial accessibility reviews show that the worker population has a high dependence on car travel. Initial studies also indicate that there are few pedestrians and cyclists. Bus services are dispersed with some reasonable 'peak-time' only services from the south and west. Transfer between buses is required at Botany for travel from the north, there is some disjointed connection between bus and train, and shift workers remain generally un-catered to.

6.7.4 Issues and opportunities

Travel demand management: The existing road network and corridors are sufficient for existing demands. However as the area develops so too will the demand. To provide an efficient network it needs to be safe, permeable, legible and have the appropriate road capacity.

It is important that any further demand be planned and catered for. Tools such as workplace travel plans can be used to make the network more efficient by reducing the reliance on private vehicles.

Connections to other businesses are critical for the viability of East Tāmaki. There is an opportunity to better provide better connectivity locally and between other business precincts. This will aid the businesses to be more productive and profitable.

Walking and cycling: Existing walking and cycling counts are low and this is partially due to the lack of high quality safe facilities. Access into the area is confined by major arterials where there are a large number of heavy vehicles. There is the provision for cycle lanes along some arterials but many of these stop short. The high number of heavy vehicles deters many cyclists from using on road cycle lanes. There is an opportunity to enhance the walking and cycling environment to encourage high counts.

Public transport: The area is currently serviced by many bus routes with some commuters connecting from the Panmure train station. However the existing public transport provision is not meeting the needs of the work force. In 2006 bus trips were 6.9 per cent of the commuting trips. Today's bus service provides partial coverage for the precinct with some services requiring short walks to most of the area but offer low levels of frequency; others provide good service but long walking distances in residential catchments. All services are planned for a standard working day, leaving a paucity of public transport access for 'out of hours' shift workers.

The challenge is that the existing demand is insufficient to provide more frequent services for longer hours. As surrounding areas such as Ormiston develop they will provide more viability for better bus service, however there may be opportunities to make the existing network more efficient. Until the level of services increases it will not be able to compete with the comfort of the private vehicle.

Private vehicle: Private vehicle use is the most common means for getting to work; this is largely due to the convenience it brings and the ample parking provisions within the precinct. Ridesharing could be an option to minimise private vehicle use. Forty-two per cent of people surveyed by Flow expressed an interest in finding out more about ride sharing.

6.8 Quality of the business environment

6.8.1 Outcome

An environment that is attractive for businesses to locate and employees to work.

6.8.2 Stakeholder comments

- Harris/Springs/Allens Road should provide a centre to the precinct with supporting amenities.
- Beautification of the roads through planting and controls over signage.
- Messy and polluting businesses should be brought into line.
- New social amenities such as gyms, recreation centres, childcare facilities be provided.
- Increase safety and encourage walking and cycling i.e. murals, signage, footpath repairs.
- Maximise value of existing open space.
- Lack of bus stops with seats and shelters.

6.8.3 Discussion

Visual amenity, physical amenities and the natural environment all contribute to the quality of the business environment.

East Tāmaki is adjacent to a sensitive coastal environment which, if protected, can add significant amenity value to the area. Manufacturing businesses often have toxic waste which if not dealt with correctly could lead to significant adverse effects on the natural environment.

As the precinct is regionally significant it is important that it maintains high visual amenity to attract customers, investors and workforce. Careful considerations should be given to the treatment of gateway areas, roads, built form and even private property. Landscaping can be used to enhance open space areas and to screen or soften the appearances of the large warehouses and storage yards.

There are a range of open spaces in the precinct from the esplanade reserves along the coastline to the Highbrook Crater that offer views of the Ōtara Lake to Murphy's Bush that holds ecological value whilst Hampton Park is a heritage site. All of the spaces provide for various people in the community and are at different levels of development. Many of these spaces are on the periphery of the precinct leaving the central area mostly void of open space.

Physical amenities support the viability of an area, these amenities must provide for the workers as well as the local businesses. As the area grows it will have increasing demand for larger facilities such as day care centres, gyms and hotel and conference facilities. In East Tāmaki there are many bus stops, many of these have no shelters or seats and some even have outdated timetable information.

There are several volunteer groups from local businesses, schools, churches and other organisations that work in the community, undertaking rubbish collections and planting days.

6.8.4 Issues and opportunities

Improved streetscape: The existing streetscapes in East Tāmaki lack planting and are overcrowded with signs, there is an opportunity to enhance the streetscapes in East Tāmaki through additional landscaping and controls around signage. Improvements to the streetscape can also aid the legibility of the precincts through different treatments. This will improve visitor experience of the precinct.

Quality open space networks: Open Space Networks provide for a range of activities from walking and cycling to organised and passive recreational activities. There is an opportunity to develop the existing spaces into a network of high-quality open spaces.

Coastal edge: There is a potential to further protect and develop the coastal edge to provide a high quality open space and green link. This space could be used for passive recreation, a walking/cycling route to work and as a green buffer to protect the estuary.

Views across to headlands and water could be utilised to provide a unique sense of place. Any development along this edge should be carefully considered.

Development controls and bylaws: Bylaws are a useful tool to ensure the quality of visual amenity and the protection of the natural environment.

Existing bylaws relating to discharge, signage and tidiness of yards are either not sufficient or not being enforced. These need to be reviewed.

Precinct centre: The development of a centre to the precinct could improve legibility and provide amenities for the local workforce. This would be a place for retail and high quality streetscape environment that would service the local business community. This is already developing at the Highbrook Drive/Business Parade intersection. An additional location could be at the intersection of Harris/Springs/Allens Road as it is centrally located and easily accessible and/or along the Ti Rakau Drive corridor.

Local amenities: Providing better local amenities will support business growth, create a more self-sufficient and sustainable precinct and make East Tāmaki a more desirable place to work. At present there is a demand for more local amenities to service the business community. These range from bus shelters for commuting workers to hotel and conference facilities for corporate functions.

Encouraging volunteers: There is currently a high level of volunteers that are contributing to the community and helping to make East Tāmaki more attractive. It is important that this culture is fostered and valued.



Quality building design has contributed to the attractiveness of East Tāmaki.

7. High-level actions

7.1 High-level actions

A series of high-level actions have been identified from the research into the issues and opportunities affecting the precinct and from the feedback received from key stakeholders and the wider business community. These high-level actions outline a range of activities or tasks that will support the delivery of the overall vision and desired outcomes within the East Tāmaki Business Precinct.

Following the conclusion of the forthcoming consultation period, these high-level actions will be agreed by, and ownership of these actions assigned to, Auckland Council, its council-controlled organisations, the Howick and Ōtara-Papatoetoe Local Boards and any other relevant stakeholders.

Table 3: High-level actions

Themes for precinct plan	Outcomes	High-level actions
Business growth and employment	<ul style="list-style-type: none"> Development and employment growth in the precinct is fostered through the retention, attraction and expansion of businesses. 	<ul style="list-style-type: none"> Develop a marketing proposition for the identity and branding of the precinct as a vibrant industrial employment and business area. Work with stakeholders to attract investment within the precinct. Investigate involvement in competitive growth networks, sector groups and technology clusters; in conjunction with New Zealand Trade and Enterprise (NZTE), the Regional Economic Development Agency and other parties. Ensure that business-friendly regulations are introduced to optimise the conditions in which business growth can occur.
Infrastructure	<ul style="list-style-type: none"> Infrastructure needs are delivered for anticipated business growth and quality. Reliable and continuous services are delivered. 	<ul style="list-style-type: none"> Ensure world-class broadband networks are rolled out across the East Tāmaki business precinct, connecting fibre 'to the factory floor'. Work with businesses to ensure the provision of services are designed to support business capacity and allow for escalating growth in demand. Work with providers to ensure that quality, reliable and continuous services are delivered. Work with businesses to promote and foster improvement of infrastructure in the area (including roading, gas, water, electricity and telecommunications).
Business capability and exports	<ul style="list-style-type: none"> International export markets are identified and accessed. Business management capability is expanded through targeted business support programmes. Existing international networks are identified and developed to facilitate growth in export capacity. 	<ul style="list-style-type: none"> Encourage businesses to access Regional Economic Development Delivery Agency programmes that target overseas markets intelligence, build export capability and increase export earnings of firms. The Regional Economic Development Delivery Agency to provide business support services to help to grow the capability of businesses. Work with government agencies such as NZTE to access international facilities and arrange introductions to investors, distributors and other partners.

Themes for precinct plan	Outcomes	High-level actions
<p>Business capability and exports (continued)</p>	<ul style="list-style-type: none"> • Businesses have the capability to assess emerging technologies, innovate, undertake product development and commercialise to market. 	<ul style="list-style-type: none"> • Seek collaborative arrangements between local businesses or with international corporates, for example in investment, research and development, distribution or manufacturing. • Facilitate the technology transfer of intellectual property between tertiary education providers and local businesses. • Ensure that businesses in East Tāmaki are linked to innovation networks and funding regionally and nationally.
<p>Skills, training and workforce</p>	<ul style="list-style-type: none"> • A partnership exists between the local employers and education providers to ensure the skills and training needs required by businesses within the precinct for their existing and future employees is met. • The majority of the workforce continue to live locally. 	<ul style="list-style-type: none"> • Undertake a 3 yearly audit of skills demand in the precinct in association with MIT, AUT, ITOs and schools. • Businesses and education providers to work in partnership to ensure that the local workforce has fundamental business skills (including mathematics, English and science). • Investigate increased provision of skills and training courses within the precinct, including the expansion of the satellite education facility if appropriate. • Work with schools, industry organisations, government agencies and careers advisors to inform school leavers (and graduates) about the potential opportunities in East Tāmaki and engage through opportunities, such as internships, placements and work experience. • Ensure East Tāmaki business area is linked into 'pathways to employment' schemes.

Themes for precinct plan	Outcomes	High-level actions
Sustainable growth	<ul style="list-style-type: none"> • Sustainable business practices are adopted by all businesses in East Tāmaki leading to cost efficiencies in energy, transport and other activities. • Impacts on the natural environment are reduced. 	<ul style="list-style-type: none"> • Create a partnership between businesses to facilitate the shared resourcing of energy efficient activities. • Create a partnership between businesses for the shared resourcing of efficient waste management programmes. • Work with businesses to establish efficiencies of scale in reducing, reusing or recycling commercial waste materials or hazardous waste collection. • Educate businesses about opportunities for 'whole of life' product design and re-use, and options for effective waste management. • Work with the Energy Efficiency and Conservation Authority (EECA) and the Sustainable Business Network to educate businesses about the benefits of incorporating sustainable business practices in their strategic planning.
Land use and economic activity	<ul style="list-style-type: none"> • Land uses in East Tāmaki underpin business to business activity and growth. • Development in the precinct ensures the continuance of a strong, high value, export-focused manufacturing base while allowing supportive services to co-locate. 	<ul style="list-style-type: none"> • Ensure clear and robust objectives and policies within the Unitary Plan to provide for and support industrial activity and protect the valued industrial zoning – thereby maintaining the critical mass of industrial zoned land. • Ensure strong local area planning (LAP) within the East Tāmaki Business Precinct. • Ensure that the Unitary Plan allows for a potential increase in employment density and land intensity over time, particularly in high value locations. • Ensure that technology or design-led industries be provided for in light industrial environments. • That there be provisions in the Unitary Plan that limit retail and residential uses in the precinct. • Ensure that the draft Unitary Plan's provisions are reviewed by the East Tāmaki Business Precinct Plan project team and that formal submissions are made to advocate for the outcomes sought for the area.

Themes for precinct plan	Outcomes	High-level actions
<p>Transport integrated networks</p>	<ul style="list-style-type: none"> • Connections are provided that promote business to business activities and land uses both within the precinct and beyond. • The efficient movement of both goods and people is facilitated. 	<ul style="list-style-type: none"> • Work with businesses to establish Travel Demand Management measures to facilitate alignment with public transport services. • Work with businesses to support the outcomes of the AMETI project. • Identify amenity improvements to walking and cycling connections to support the provision of public transport services. • Investigate improvements to freight movement in and out of East Tāmaki. • Identify routes for enhanced walking and cycling provision within the precinct. • Undertake a service review to ensure public transport provision maximises opportunities to serve demand and reflect work patterns.
<p>Quality of the business environment</p>	<ul style="list-style-type: none"> • An environment that is attractive for businesses to locate and employees to work. 	<ul style="list-style-type: none"> • Ensure that the Unitary Plan provides appropriate provisions for maintaining and enhancing amenity levels within the East Tāmaki Business Precinct. • Undertake an amenity and maintenance plan for the public domain within the precinct and review periodically (in order to increase amenity standards across the whole precinct). • Encourage the private sector to seek opportunities to provide support facilities within the industrial environment, potentially including business conference facilities, short stay business accommodation, banking, child-care, gyms and other services for employees. • Ensure any environmental standards, including those relating to signage, pollution and waste disposal are enforced. • Work with the business association to encourage businesses to maintain a high quality standard of their business premises. • Council and businesses work together to respond immediately to issues such as graffiti and vandalism. • Maintain a database of businesses and property owners.

7.2 Monitoring and evaluation

An implementation plan, setting out the detailed tasks required to advance the outcomes identified in the East Tāmaki Business Precinct Plan and identify those agencies leading these tasks, accompanies this plan. The tasks identified have been agreed with the relevant departmental managers and agencies and form part of the respective work programmes for these departments and agencies.

Auckland Council will be responsible for monitoring and evaluating the implementation of East Tāmaki Business Precinct Plan.



The businesses within East Tāmaki attract a range of skilled employees from around the Auckland region.



East Tāmaki has a large proportion of modern buildings with about 45 per cent of the industrial stock being Grade A, having been built since the mid 1990s (CBRE report March 2012).

8. Implementation plan

8.1 Why an implementation plan?

In June 2012, the East Tāmaki Business Precinct Plan consultation process sought feedback on the content and approach taken by the East Tāmaki Business Precinct Plan. A key item of feedback from the consultation process was that an implementation plan be developed and accompany the East Tāmaki Business Precinct Plan.

8.2 Purpose

The purpose of the implementation plan is to identify specific tasks and activities to be undertaken by the respective partner organisations and agencies who were involved in developing the East Tāmaki Business Precinct Plan. These tasks and activities will contribute to the high-level actions and support the outcomes identified in the East Tāmaki Business Precinct Plan. In agreeing to the tasks and activities identified in this implementation plan, each organisation and agency commits to the delivery of these tasks and activities within the time-frame specified. This commitment is based on the current work programmes and funding allocations of the respective organisations and agencies.

8.3 Partners

Auckland Council is pleased to have worked closely with a number of partners in developing this implementation plan. Those organisations or agencies who are ultimately responsible for the delivery of the tasks and activities described in the implementation plan will lead the delivery of particular tasks, however, the leads will be supported and partnered by other organisations and agencies who either can assist in the delivery of these tasks or who represent a key stakeholder and influencer in the process.

The organisations and agencies involved in the East Tāmaki Business Precinct Plan are:

- Auckland Council; including Howick Local Board and Ōtara-Papatoetoe Local Board, ATEED, Auckland Transport and Watercare Services Limited
- GETBA
- Highbrook Business Park Board – Goodman
- Manukau Institute of Technology (MIT)
- COMET Auckland
- 2 Degrees
- Chorus
- Telecom
- Transpower
- Vector
- Vodafone
- Energy Efficiency and Conservation Authority (EECA)
- Green Building Council.

Auckland Council would like to thank all the partners and stakeholders who took part in the development of the East Tāmaki Business Precinct Plan and implementation plan.

8.4 Format of the implementation plan

The information contained in the implementation plan comprises the high-level actions identified in the East Tāmaki Business Precinct Plan, the detailed actions identified that will contribute to the delivery of the high-level actions, the organisations and agencies with a lead or partnering role in the delivery of these detailed actions, the current status of the detailed actions and the indicative timeframe for their delivery.

8.5 Monitoring and evaluation

Auckland Council will be responsible for monitoring and evaluating the implementation of East Tāmaki Business Precinct Plan.

East Tāmaki Business Precinct Implementation Plan – business, growth and employment

High-level action	Detailed action	Lead	Partner	Current status	Timeline (years)			
					0-2	2-5	5-10	10-20
Business growth and employment Develop a marketing proposition for the identity and branding of the precinct as a vibrant industrial employment and business area.	Showcase East Tāmaki business and innovation.	GETBA		Identified in GETBA Business Plan.	✓	✓	✓	✓
	Ensure the regional events strategy supports the external marketing of East Tāmaki.	ATEED	GETBA	To be confirmed in work programme.	✓	✓	✓	✓
	Create a special interest group with a focus on the marketing of East Tāmaki.	GETBA	Bayleys Real Estate, Highbrook – Goldman	Identified in GETBA Business Plan.	✓	✓	✓	✓
	The marketing of the Highbrook Business Park is closely aligned with the marketing of the East Tāmaki Precinct.	Highbrook – Goldman	GETBA	To be confirmed in work programme.	✓	✓	✓	✓
Business growth and employment Work with stakeholders to attract investment within the precinct.	The regional economic development agency to work with GETBA to attract investment and promote economic development in the area.	ATEED	GETBA, NZTE	Identified in GETBA Business Plan.	✓			
	Develop an economic development plan for the Industrial South.	Auckland Council – Economic Development	ATEED	To be confirmed in work programme.	✓	✓		

East Tāmaki Business Precinct Implementation Plan – business, growth and employment (continued)

High-level action	Detailed action	Lead	Partner	Current status	Timeline (years)			
					0-2	2-5	5-10	10-20
Business growth and employment Investigate involvement in competitive growth networks, sector groups and technology clusters; in conjunction with NZTE, the Regional Economic Development Agency and other parties.	Support a Howick Local Board Business Leaders Network.	Howick Local Board	ATEED	Identified in the Howick Local Board Plan.		✓		
	Provide information to businesses on opportunities for business support and networks.	GETBA		Identified in GETBA Business Plan.	✓	✓	✓	✓
	Develop the role of East Tāmaki within the Auckland Health Innovation Cluster.	ATEED	Auckland District Health Board, Counties Manukau, GETBA	To be confirmed in work programme.		✓	✓	✓
Business growth and employment Ensure that business-friendly regulations are introduced to optimize the conditions in which business growth can occur.	Ensure that business-friendly regulations are introduced to optimise the conditions in which business growth can occur.	Auckland Council – Unitary Plan, Regional and Local Planning	Auckland Council – Economic Development, Auckland Council CCOs	In work programme – draft Unitary Plan under development.	✓			

East Tāmaki Business Precinct Implementation Plan – infrastructure

High-level action	Detailed action	Lead	Partner	Current status	Timeline (years)			
					0-2	2-5	5-10	10-20
Infrastructure Ensure world-class broadband networks are rolled out across the East Tāmaki business precinct, connecting fibre 'to the factory floor'.	WiFi expansion to public spaces in business areas, including East Tāmaki.	Auckland Council – Economic Development	GETBA	To be confirmed in work programme.	✓	✓		
	UFB Awareness broadband road show to generate demand in support of physical infrastructure rollout.	Auckland Council – Economic Development	GETBA	To be confirmed in work programme.	✓			
	Businesses to connect to their own specification.	East Tāmaki businesses		Subject to individual business requirements.	✓	✓		
Infrastructure Work with businesses to ensure the provision of services are designed to support business capacity and allow for escalating growth in demand.	Work with businesses to understand their needs in relation to infrastructure.	GETBA, ATEED	Auckland Council – Spatial Infrastructure and Strategy	To be confirmed in work programme.		✓		
	Ensure that the Unitary Plan and other strategic documents contain criteria to assess the impact of significant growth proposals and plan changes on the operation of existing infrastructure networks and future infrastructure networks.	Auckland Council – Unitary Plan, Regional and Local Planning	Auckland Council – Spatial Infrastructure and Strategy, Watercare, Vector, Chorus, Transpower, Vodafone	In work programme – draft Unitary Plan under development.	✓			

East Tāmaki Business Precinct Implementation Plan – infrastructure (continued)

High-level action	Detailed action	Lead	Partner	Current status	Timeline (years)			
					0-2	2-5	5-10	10-20
Infrastructure Work with providers to ensure that quality, reliable and continuous services are delivered.	Undertake infrastructure network planning to ensure that quality, reliable and continuous services are delivered.	Auckland Council – Spatial Infrastructure and Strategy	Watercare, Vector, Chorus, Transpower, Vodafone	Identified in the LTP.	✓			
	Establish an Auckland Infrastructure Forum in order to address water and other infrastructure issues and facilitate the co-ordination of projects.	Auckland Council – Spatial Infrastructure and Strategy	Watercare, Vector, Chorus, Transpower, Vodafone	Identified in the Auckland Plan.	✓			
	Prepare a strategic stormwater plan which will provide the appropriate regulatory and financial mechanisms to achieve improved sustainable outcomes in stormwater management.	Auckland Council – Stormwater Unit	Auckland Council – Spatial Infrastructure and Strategy	Identified in the Auckland Plan.		✓		
	Prepare a Water Strategy in conjunction with stakeholders which will provide a collaborative framework for the management of Auckland's water including the maintenance of water-related infrastructure.	Auckland Council – Air, Land, Water, Coastal Unit	Auckland Council - Stormwater Unit, Auckland Council – Spatial Infrastructure and Strategy	Identified in the Auckland Plan.		✓		

East Tāmaki Business Precinct Implementation Plan – infrastructure (continued)

High-level action	Detailed action	Lead	Partner	Current status	Timeline (years)			
					0-2	2-5	5-10	10-20
Infrastructure Work with businesses to promote and foster improvement of infrastructure in the area (including roading, gas, water, electricity and telecommunications).	Undertake stormwater and wastewater management to ensure infrastructure meets business demand.	Auckland Council – Stormwater Unit, Watercare	GETBA	Identified in the LTP.	✓	✓	✓	✓
	Undertake electricity supply and management to ensure infrastructure meets business demand.	Vector	Auckland Council, GETBA	To be confirmed by the provider.	✓	✓	✓	✓
	Undertake telecommunications supply and management to ensure infrastructure meets business demand.	Chorus	Auckland Council, GETBA	To be confirmed by the provider.	✓	✓	✓	✓
	Undertake electricity supply and management to ensure infrastructure meets business demand.	Transpower	Auckland Council, GETBA	To be confirmed by the provider.	✓	✓	✓	✓
	Undertake telecommunications supply and management to ensure infrastructure meets business demand.	Vodafone	Auckland Council, GETBA	To be confirmed by the provider.	✓	✓	✓	✓
	Undertake telecommunications supply and management to ensure infrastructure meets business demand.	2 Degrees	Auckland Council, GETBA	To be confirmed by the provider.	✓	✓	✓	✓
	Undertake telecommunications supply and management to ensure infrastructure meets business demand.	Telecom	Auckland Council, GETBA	To be confirmed by the provider.	✓	✓	✓	✓

East Tāmaki Business Precinct Implementation Plan – business capability and exports

High-level action	Detailed action	Lead	Partner	Current status	Timeline (years)			
					0-2	2-5	5-10	10-20
<p>Business capability and exports</p> <p>Encourage businesses to access Regional Economic Development Delivery Agency programme that target overseas markets intelligence, build export capability and increase export earnings of firms.</p>	Develop a 'Journey to Export' Programme to help businesses build export capability.	ATEED	GETBA	In work programme and under development.	✓	✓	✓	✓
<p>Business capability and exports</p> <p>The Regional Economic Development Delivery Agency to provide business support services to help to grow the capability of businesses.</p>	Continue the Business Capability Advisor Programme to support businesses (including those in East Tāmaki).	ATEED	GETBA	In work programme and operational.	✓	✓	✓	✓
	Continue the Regional Partner Network to support businesses (including those in East Tāmaki).	ATEED	GETBA	In work programme and operational.	✓	✓	✓	✓
<p>Business capability and exports</p> <p>Work with government agencies such as New Zealand Trade and Enterprise (NZTE) to access international facilities and arrange introductions to investors, distributors and other partners.</p>	Develop a Sectors Engagement Strategy that supports Auckland's sector growth through work with NZTE and access to investors, distributors and other partners.	ATEED	NZTE	In work programme and under development.	✓			
<p>Business capability and exports</p> <p>Seek collaborative arrangements between local businesses or with international corporates, for example in investment, research and development, distribution or manufacturing.</p>	Develop a Foreign Direct Investment Strategy that identifies international collaboration and support for Auckland businesses.	ATEED	GETBA	In work programme and under development.	✓			

East Tāmaki Business Precinct Implementation Plan – business capability and exports (continued)

High-level action	Detailed action	Lead	Partner	Current status	Timeline (years)			
					0-2	2-5	5-10	10-20
Business capability and exports Facilitate the technology transfer of intellectual property between tertiary education providers and local businesses.	Manage and facilitate applications for research and development funding.	ATEED	MIT, AUT, GETBA	In work programme and operational.	✓	✓	✓	✓
	Continue to provide the Technology Transfer Voucher to encourage the sharing of information between education providers and businesses.	ATEED	GETBA	In work programme and operational.	✓	✓	✓	✓
	Continue to work with education providers to tailor Master’s and Postgraduate programmes that support business needs and skills demand.	ATEED	GETBA	In work programme and operational.	✓	✓	✓	✓
Business capability and exports Ensure that businesses in East Tāmaki are linked to innovation networks and funding regionally and nationally.	Develop an Innovation Strategy that links East Tāmaki to innovation networks and funding regionally and nationally.	ATEED	GETBA	In work programme and under development.	✓			
	Work with Advanced Technology Institute to link networks into regional and national funding sources.	ATEED	GETBA, ATI	In work programme and operational.	✓	✓	✓	✓

East Tāmaki Business Precinct Implementation Plan – skills, training and workforce

High-level action	Detailed action	Lead	Partner	Current status	Timeline (years)			
					0-2	2-5	5-10	10-20
<p>Skills, training and workforce</p> <p>Undertake a 3 yearly audit of skills demand in the precinct in association with MIT, AUT, ITOs and schools.</p>	Work with GETBA to identify and respond to skills demand i.e. through a 3 yearly skills audit.	ATEED, COMET Auckland	GETBA, MIT, AUT, ITOs, local schools	To be confirmed in work programme.	✓	✓	✓	✓
<p>Skills, training and workforce</p> <p>Businesses and education providers work in partnership to ensure that the local workforce has fundamental business skills (including mathematics, English and science).</p>	Facilitate and manage a written agreement between MIT and GETBA that builds on the high-level actions in the precinct plan. This agreement could include third parties such as ATEED or Auckland Council and would comprise a schedule of tasks/ obligations and a timeline for their completion.	MIT, GETBA		To be confirmed in work programme.	✓	✓	✓	
	Facilitate a relationship management group comprising representatives of the various partners to be established to ensure the delivery of actions as set out in the written agreement.	MIT, GETBA		To be confirmed in work programme.	✓	✓	✓	
	That MIT's close links to secondary schools are leveraged to introduce young people into the local workforce through careers fairs/expos, the establishment of cadetship or internship programmes that introduce young people into the workforce on a day release basis whilst still at school and work with schools to improve the basic skills needed such as maths and English.	MIT	GETBA, COMET Auckland, ATEED, Youth Providers, Ōtara-Papatoetoe Local Board (Youth Connection Project Manager)	To be confirmed in work programme.	✓	✓	✓	✓

East Tāmaki Business Precinct Implementation Plan – skills, training and workforce (continued)

High-level action	Detailed action	Lead	Partner	Current status	Timeline (years)			
					0-2	2-5	5-10	10-20
<p>Skills, training and workforce</p> <p>Investigate increased provision of skills and training courses within the precinct, including the expansion of the satellite education facility if appropriate.</p>	<p>The expansion of the MIT satellite facility in Highbrook Business Park and introduction of a wider range of courses, services and engagement.</p>	MIT	GETBA	To be confirmed in work programme.		✓		
<p>Skills, training and workforce</p> <p>Work with schools, industry organisations, government agencies and careers advisors to inform school leavers (and graduates) about the potential opportunities in East Tāmaki and engage through opportunities, such as internships, placements and work experience.</p>	<p>Continue working with businesses and schools (incl. primary) to undertake career planning with students and the long-term unemployed. Profile potential careers covering diverse skills and multiple skill sets.</p>	COMET Auckland	GETBA, MIT, AUT, ITOs, Schools, WINZ, Youth Providers, Ōtara Papatoetoe Local Board (Youth Connection Project Manager)	To be confirmed in work programme.	✓	✓	✓	✓
<p>Skills, training and workforce</p> <p>Ensure East Tāmaki business area is linked into 'pathways to employment' schemes.</p>	<p>Manage the transition from completing tertiary studies to entering the workforce by tailoring final year course content to suit location businesses and introducing formal placements for students in the last 6 months of their course with local businesses and ensure the new graduates receive support from MIT in the first 6 months of them entering the local workforce full-time.</p>	MIT	GETBA	To be confirmed in work programme.		✓	✓	✓
	<p>Maintain MIT Portal as a tool for businesses to connect with training and employment opportunities within the local community.</p>	MIT	GETBA	To be confirmed in work programme.	✓	✓	✓	✓

East Tāmaki Business Precinct Implementation Plan – sustainable growth

High-level action	Detailed action	Lead	Partner	Current status	Timeline (years)			
					0-2	2-5	5-10	10-20
Sustainable growth Create a partnership between businesses to facilitate the shared resourcing of energy efficient activities.	Investigate the appetite for joint business initiatives to share resources.	GETBA, Auckland Council – Spatial Infrastructure and Strategy	Packaging Council, Auckland Council	To be confirmed in work programme.	✓			
Sustainable growth Create a partnership between businesses for the shared resourcing of efficient waste management programmes.	Investigate the appetite for joint business initiatives to minimise waste.	GETBA, Auckland Council – Spatial Infrastructure and Strategy	Packaging Council, Auckland Council	To be confirmed in work programme.	✓			
Sustainable growth Work with businesses to establish efficiencies of scale in reducing, reusing or recycling commercial waste materials or hazardous waste collection.	Utilise regulations and incentives to facilitate and encourage increased energy generation through local decentralised energy systems.	Auckland Council – Spatial Infrastructure and Strategy	Central Government, Auckland Council Property Services	Identified in the Auckland Plan.	✓			
	Lead a special interest group to explore the opportunities for grey water harvesting and combined heating and power initiatives across businesses in East Tāmaki.	Auckland Council – Spatial Infrastructure and Strategy	GETBA, Stevensons Engineering	To be confirmed in work programme.	✓			
	Introduce commercial domestic waste collection in East Tāmaki.	Auckland Council – Waste Minimisation Team	Auckland Council – Spatial Infrastructure and Strategy	To be confirmed in work programme.		✓		
	Investigate the opportunity for a commercial recycling drop-off centre in East Tāmaki.	Auckland Council – Waste Minimisation Team	GETBA	To be confirmed in work programme.	✓			

East Tāmaki Business Precinct Implementation Plan – sustainable growth (continued)

High-level action	Detailed action	Lead	Partner	Current status	Timeline (years)			
					0-2	2-5	5-10	10-20
	Develop an Energy and Climate Change Mitigation Strategy to explore policy options for road pricing, transport mode shift, electric land transport infrastructure, alternative fuels, local generation, behaviour change, carbon sequestration, waste streams, urban form and innovation.	Auckland Council – Spatial Infrastructure and Strategy	Private sector providers	Identified in the Auckland Plan.	✓			
Sustainable growth Educate businesses about opportunities for 'whole of life' produce design and re-use, and options for effective waste management.	Investigate and address the vulnerabilities faced by Auckland as a result of peak oil to help understand the impacts within a business area like East Tāmaki.	Auckland Council – Spatial Infrastructure and Strategy	NZ Refining Company, Wiri Oil Services, Central Government, Packaging Council	Identified in the Auckland Plan.	✓			
Sustainable growth Work with the Energy Efficiency and Conservation Authority (EECA) and the Sustainable Business Network to educate businesses about the benefits of incorporating sustainable business practices in their strategic planning.	Investigate opportunities for sustainable business practices in East Tāmaki.	EECA	GETBA, Auckland Council	To be confirmed in work programme.	✓	✓	✓	✓
	Investigate opportunities for sustainable building construction in East Tāmaki.	Green Building Council	GETBA, Auckland Council	To be confirmed in work programme.	✓	✓	✓	✓

East Tāmaki Business Precinct Implementation Plan – land use and economic activity

High-level action	Detailed action	Lead	Partner	Current status	Timeline (years)			
					0-2	2-5	5-10	10-20
Land use and economic activity Ensure clear and robust objectives and policies within the Unitary Plan to provide for and support industrial activity and protect the valued industrial zoning – thereby maintaining the critical mass of industrial zoned land.	Ensure clear and robust objectives and policies within the Unitary Plan to provide for and support industrial activity and protect the valued industrial zoning.	Auckland Council – Unitary Plan, Regional and Local Planning		In work programme – draft Unitary Plan under development.	✓			
Land use and economic activity Ensure strong local area planning (LAP) within the East Tāmaki Business Precinct.	Undertake Ōtara-Papatoetoe Area Plan.	Auckland Council – Planning South, Regional and Local Planning	Ōtara-Papatoetoe Local Board	Identified in LTP.	✓			
	Undertake Howick Area Plan.	Auckland Council – Planning South, Regional and Local Planning	Howick Local Board	Identified in LTP.		✓		
Land use and economic activity Ensure that the Unitary Plan allows for a potential increase in employment density and land intensity over time, particularly in high value locations.	Ensure that the Unitary Plan allows for a potential increase in employment density and land intensity over time, particularly in high value locations.	Auckland Council – Planning South, Regional and Local Planning	Howick Local Board	Identified in LTP.		✓		
	Seek high quality tenants that provide highly skilled jobs to make best use of vacant and potential vacant land in East Tāmaki.	Bayleys Real Estate, Goodman	GETBA, other real estate agents, landowners	To be confirmed in work programme.	✓	✓	✓	✓
Land use and economic activity Ensure that technology or design-led industries be provided for in light industrial environments.	Ensure that technology or design-led industries be provided for in light industrial environments.	Auckland Council – Unitary Plan, Regional and Local Planning		In work programme – draft Unitary Plan under development.	✓			

East Tāmaki Business Precinct Implementation Plan – land use and economic activity (continued)

High-level action	Detailed action	Lead	Partner	Current status	Timeline (years)			
					0-2	2-5	5-10	10-20
<p>Land use and economic activity</p> <p>That there be provisions in the Unitary Plan that limit retail and residential uses in the precinct.</p>	<p>That there be provisions in the Unitary Plan that limit retail and residential uses in the precinct.</p>	<p>Auckland Council – Unitary Plan, Regional and Local Planning</p>		<p>In work programme – draft Unitary Plan under development.</p>	✓			
<p>Land use and economic activity</p> <p>Ensure that the draft Unitary Plan’s provisions are reviewed by the East Tāmaki Business Precinct Plan project team and that formal submissions are made to advocate for the outcomes sought for the area.</p>	<p>Ensure that the draft Unitary Plan’s provisions are reviewed by the East Tāmaki Business Precinct Plan project team and that formal submissions are made to advocate for the outcomes sought for the area.</p>	<p>Auckland Council – Economic Development</p>	<p>Auckland Council – Unitary Plan, Regional and Local Planning</p>	<p>In work programme – draft Unitary Plan under development.</p>	✓			

East Tāmaki Business Precinct Implementation Plan – transport integrated networks

High-level action	Detailed action	Lead	Partner	Current status	Timeline (years)			
					0-2	2-5	5-10	10-20
Transport integrated networks Work with businesses to establish Travel Demand Management measures to facilitate alignment with public transport services.	Undertake a travel demand management programme and the part-funding of a Project Manager/ Travel Coordinator for East Tāmaki to respond to specific demands or issues within or connecting to the precinct.	Auckland Transport	GETBA, Howick Local Board	Identified in Regional Land Transport Programme (RLTP).	✓	✓	✓	✓
Transport integrated networks Work with businesses to support the outcomes of the AMETI project.	Undertake a travel demand management programme to provide commuters and businesses information about journey times, timetables and opportunities to travel by public transport.	Auckland Transport	GETBA	Identified in Regional Land Transport Programme (RLTP).	✓	✓		
Transport integrated networks Identify amenity improvements to walking and cycling connections to support the provision of public transport services.	Investigate the opportunities for the enhancement of the walking and cycling network within the precinct as part of regional cycling network programme.	Auckland Transport	Local boards	Identified in Regional Land Transport Programme (RLTP).		✓		
Transport integrated networks Identify routes for enhanced walking and cycling provision within the precinct.	Investigate the opportunity for pedestrian/cycle bridges over the estuary as part of regional cycling network programme.	Auckland Transport	Local boards	Identified in Regional Land Transport Programme (RLTP).		✓		
	Investigate opportunities to enhance the coastal pedestrian/cycle coastal route at Highbrook.	Auckland Council, Parks and Recreation	Local boards	To be confirmed in work programme.		✓		

East Tāmaki Business Precinct Implementation Plan – transport integrated networks (continued)

High-level action	Detailed action	Lead	Partner	Current status	Timeline (years)			
					0-2	2-5	5-10	10-20
Transport integrated networks Investigate improvements to freight movement in and out of East Tāmaki.	Investigate benefits of a dedicated freight/T2 lane along Highbrook Drive to the motorway.	Auckland Transport	NZTA, Highbrook Business Park Board, Howick Local Board	In work programme – MMEWS project under development.		✓		
	Investigate opportunities to enhance the efficiency of freight movement at the interchange with SH1 at Highbrook.	Auckland Transport	NZTA, Howick Local Board	In work programme – MMEWS project under development.	✓			
	Investigate whether Highbrook Drive via SH1 is an appropriate location for a dedicated freight route to connect between East Tāmaki and the airport.	Auckland Transport	NZTA, Howick Local Board	In work programme – MMEWS project under development.	✓			
Transport integrated networks Identify and promote the realignment of appropriate roads and intersections to improve traffic flow, access and safety.	Investigate options that provide enhanced traffic flow, access and safety for all modes at Harris/Springs/Smales intersection.	Auckland Transport	GETBA, Local boards	Identified in Regional Land Transport Programme (RLTP) as part of a Corridor Management Plan.	✓	✓		
	Investigate options that provide enhanced traffic flow, access and safety for all modes at Ormiston/East Tāmaki intersection.	Auckland Transport	GETBA, Local boards	Identified in Regional Land Transport Programme (RLTP) as part of a Corridor Management Plan.	✓	✓		
	Investigate options that provide enhanced traffic flow, access and safety for all modes at roads within the precinct that intersect with Ti Rakau Drive, particularly Trugood Drive.	Auckland Transport	GETBA, Local boards	Identified in Regional Land Transport Programme (RLTP) as part of a Corridor Management Plan.	✓	✓		

East Tāmaki Business Precinct Implementation Plan – transport integrated networks (continued)

High-level action	Detailed action	Lead	Partner	Current status	Timeline (years)			
					0-2	2-5	5-10	10-20
	Investigate design, layout and development of Great South Road to Ti Rakau Drive via Harris corridor via Corridor Management Plan.	Auckland Transport	GETBA, Local boards	In work programme – MMEWS/ Corridor Management Plan.	✓	✓	✓	
	Investigate options that provide enhanced traffic flow, access and safety for all modes at the interchange with SH1 at Highbrook.	Auckland Transport	GETBA, Local boards	In work programme – MMEWS/ Corridor Management Plan.	✓	✓	✓	
Transport integrated networks Undertake a service review to ensure public transport provision maximises opportunities to serve demand and reflect work patterns.	Investigate more flexible transport alternatives to public transport services.	GETBA		To be confirmed in work programme.		✓		
	Investigate the use of consolidated car-parking areas served by a park'n'ride private shuttle service to business locations.	GETBA	Auckland Council – Unitary Plan team	To be confirmed in work programme.		✓		
	Respond to proposed changes in the Regional Public Transport Plan (RPTP).	GETBA	Auckland Transport	Identified in Regional Public Transport Plan (RPTP).	✓	✓	✓	

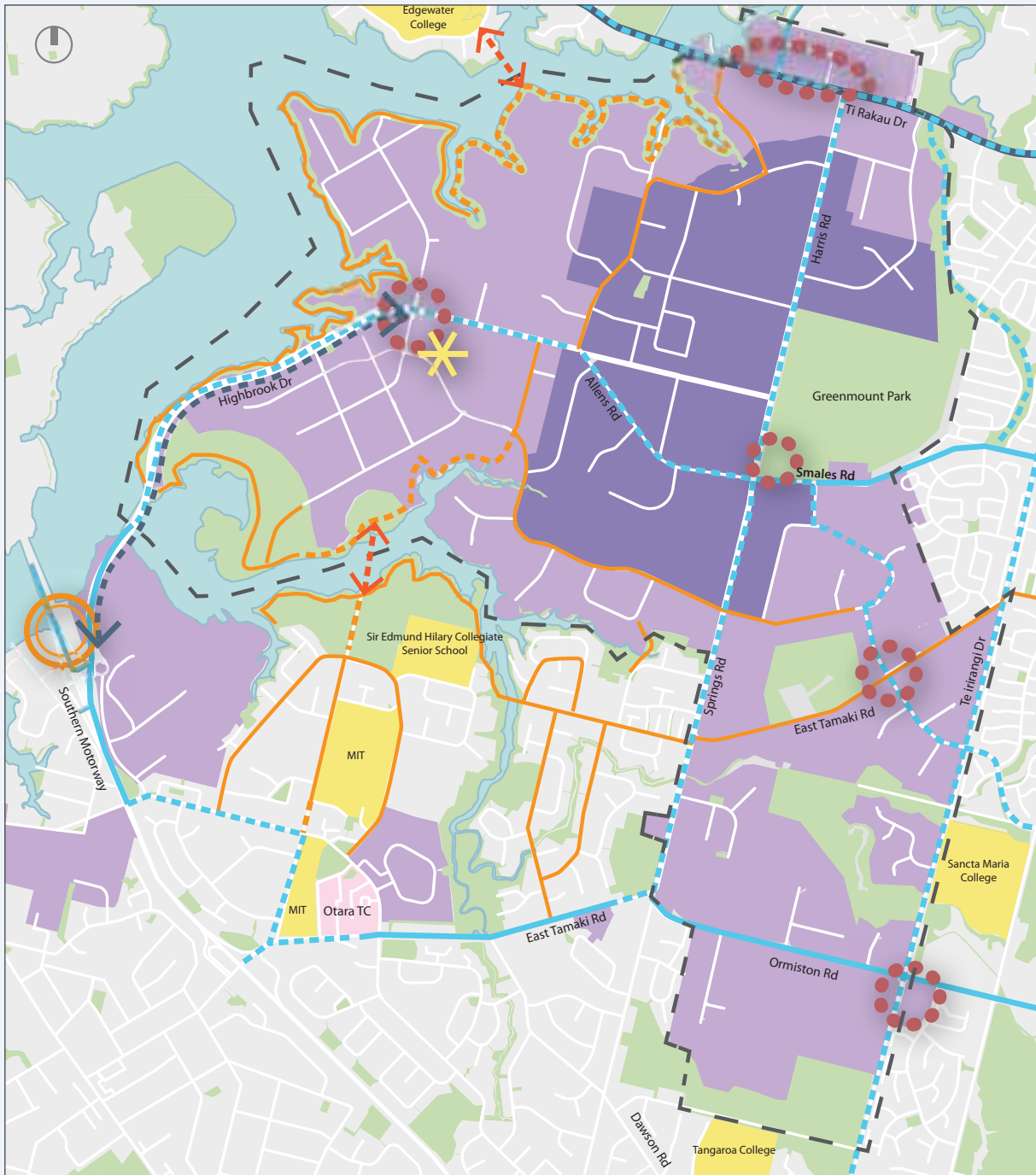
East Tāmaki Business Precinct Implementation Plan – quality of the business environment

High-level action	Detailed action	Lead	Partner	Current status	Timeline (years)			
					0-2	2-5	5-10	10-20
<p>Quality business environment</p> <p>Ensure that the Unitary Plan provides appropriate provisions for maintaining and enhancing the amenity levels within the East Tāmaki Business Precinct.</p>	Ensure that the Unitary Plan provides appropriate provisions for maintaining and enhancing the amenity levels within the East Tāmaki Business Precinct.	Auckland Council – Unitary Plan, Regional and Local Planning	GETBA	In work programme – draft Unitary Plan under development.	✓			
<p>Quality business environment</p> <p>Undertake an amenity and maintenance plan for the public domain within the precinct and review periodically (in order to increase amenity standards across the whole precinct).</p>	Undertake an amenity and maintenance plan for the public domain within the precinct.	Auckland Council – Economic Development	GETBA, Howick Local Board	Identified in work programme – under development.	✓			
<p>Quality business environment</p> <p>Encourage the private sector to seek opportunities to provide support facilities within the industrial environment, potentially including; business conference facilities, short stay business accommodation, banking, child care, gyms and other services for employees.</p>	Manage attraction and relocation programmes to support business locations in the Industrial South.	ATEED		To be confirmed in work programme.	✓	✓	✓	✓
<p>Quality business environment</p> <p>Ensure any environmental standards, including those relating to signage, pollution and waste disposal are enforced.</p>	To publicise the council call centre line, so that enforcement issues relating to signage, pollution and waste disposal are reported.	Auckland Council – Enforcement unit	GETBA	To be confirmed in work programme.	✓	✓	✓	✓

East Tāmaki Business Precinct Implementation Plan – quality of the business environment (continued)

High-level action	Detailed action	Lead	Partner	Current status	Timeline (years)			
					0-2	2-5	5-10	10-20
Quality business environment Work with business association to encourage businesses to maintain a high quality standard of their business premises.	Encourage businesses to maintain a high quality standard of their business premises by modelling best practice in the public realm.	GETBA		Identified in GETBA Business Plan.	✓	✓	✓	✓
Quality business environment Council and businesses work together to respond immediately to issues such as graffiti and vandalism.	To publicise the council call centre line, so that incidents of graffiti are reported.	GETBA	Auckland Council – Enforcement Unit	To be confirmed in work programme.	✓			
	Work with the Manukau Beautification Trust to improve areas affected by graffiti.	GETBA	Manukau Beautification Trust	To be confirmed in work programme.	✓	✓	✓	✓
Quality business environment Maintain a database of businesses and property owners.	Maintain a database of property owner information annually.	GETBA		Identified in GETBA Business Plan.	✓	✓	✓	✓
	Maintain a database of information on businesses on an on-going basis.	GETBA		Identified in GETBA Business Plan.	✓	✓	✓	✓

Appendix A: Precinct plan map



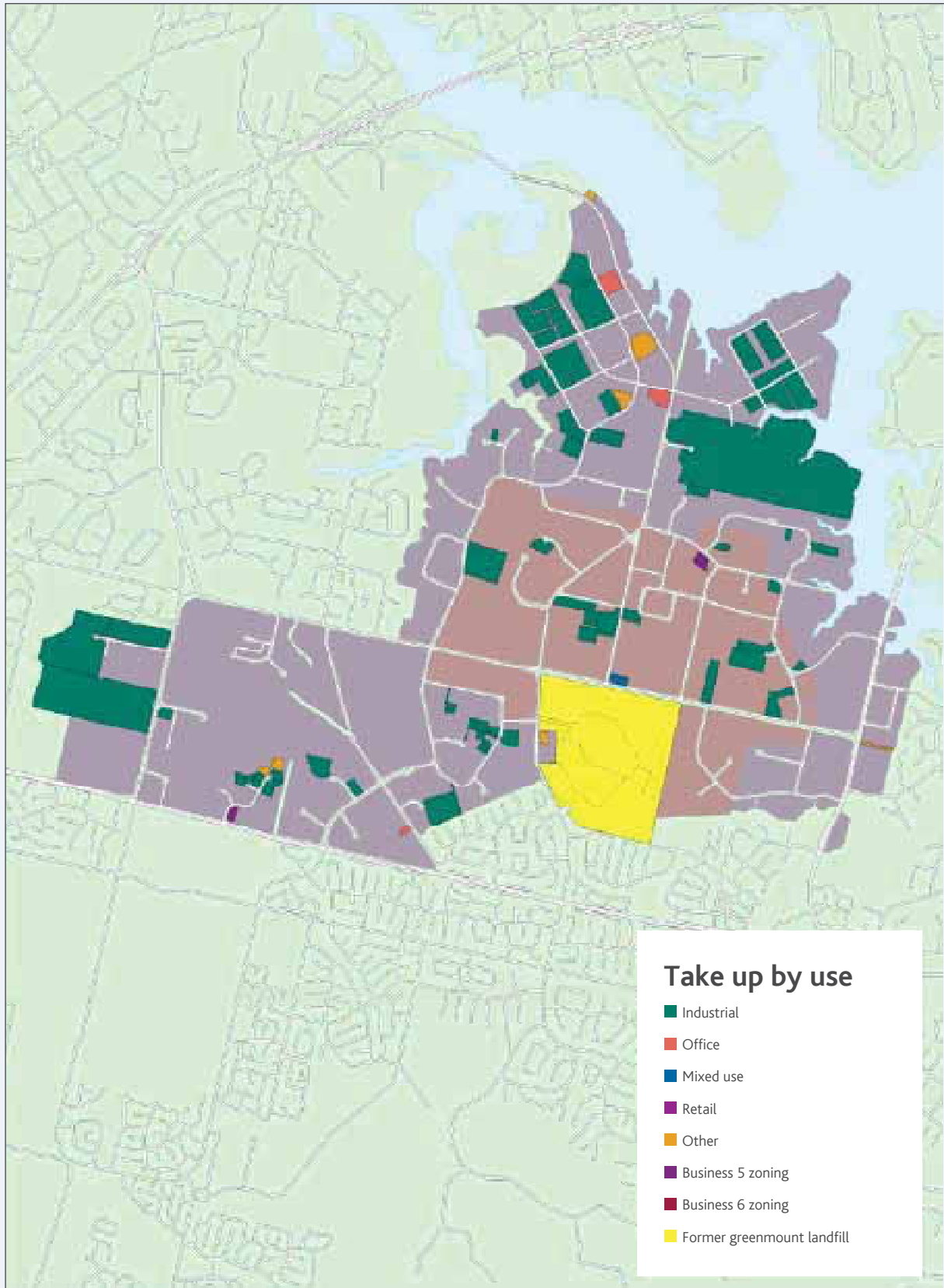
Key

- | | | | | | |
|--|---|--|---|--|---|
| | East Tāmaki Business Precinct boundary | | Education
Foster a partnership with education providers to meet business needs | | Existing regional cycle route |
| | Highbrook Interchange
Investigate improvements to Highbrook interchange for freight and other traffic | | Satellite tertiary education facility
Investigate increased provision of skills and training courses within the precinct | | Future regional cycle route |
| | Potential activity hub
Investigate the co-location of services that support business activity to form local hubs of activity | | AMETI
Major upgrade of road network including busway and cycling improvements | | Enhanced existing local cycle provisions to encourage walking and cycling |
| | Heavy industrial environments
Provides the critical mass of heavy industrial uses | | Potential freight connection
Investigate improved freight movement | | Potential future local cycle provisions |
| | Light industrial environments
Provides for light industry, clean-tech industry and support services | | Open space environments | | Potential future cycle/ped bridge
Investigate north-south connection for local workforce and recreational riders |

Appendix B: East Tāmaki industrial vacant land capacity – December 2011



Appendix B: East Tāmaki industrial vacant land take up – 2006-2011





Auckland Council
Te Kaunihera o Tāmaki Makaurau



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