

Waitematā City Fringe Local Economic Development Action Plan

Supporting Waitematā as the innovative economic hub where people want to live, work, study, play and visit

March 2014

Chair's message

Vision: Foster and develop the City Fringe, which contributes 9.5% to Auckland's Regional employment

Waitematā Local Board is home to the city centre, central business district and numerous natural and tourist attractions. Surrounding the city centre is an area characterised as the City Fringe. This is an area of great growth, prosperity and creativity and is the subject of this Local Economic Development Action Plan.

The Waitematā City Fringe is home to the growing sectors of ICT, health, professional services and the creative sector. The City Fringe has excellent links to the city centre and the Auckland region and many residents live and work in the City Fringe area. The Waitematā Local Board seeks to strengthen these sectors, improve transport links and support the progress of the City Rail Link. Improving our relationships with the tertiary and creative sectors is important for the Waitematā Local Board. We are also focussing on creating a more sustainable Local Board area and providing support and funding to our Business Improvement Districts and Business Associations.

Through this Local Economic Development Action Plan, the Waitematā Local Board will advocate, lead and fund projects that contribute to economic growth and prosperity. We look forward to welcoming more businesses and residents into the City Fringe and take pride in helping to shape a vibrant, connected and attractive area for our residents and visitors.

Shale Chambers, Chair, Waitematā Local Board

The role of Auckland's City Fringe

The Auckland City Fringe, categorised as the area bordering the Auckland CBD, within the Waitematā Local Board area, has 9.5% of the total regional employment, contributing 61,000 jobs to the Auckland Region. The City Fringe has a number of strong sectors that support the Auckland CBD and provide a variety of jobs near the central city:

- *Professional Services* – These are the firms and jobs that support the many other firms and corporate services within the Auckland CBD. Sub-sectors that are most prevalent within this category include Computer Systems, Design and Related Services, Engineering Design and Consulting Services, Corporate Head Office Management Services and Advertising Services. This sector has recorded a high period of growth, between 2000 – 2012, 5000 new jobs were added, with 1,400 of these jobs added between 2009 – 2012, resulting in a 73% growth rate. These businesses are typically intensive users of ICT / digital tech.
- *Health Care and Social Assistance* – this sector is the second largest employer in the City Fringe, with almost 9,000 jobs in 2012. These jobs are primarily around the hospitals sub-sector in Grafton, with smaller hospitals in Newmarket, Westmere and Ponsonby.
- *Creative Sector* – The creative sector is a diverse and growing sector, with a range of sub-sectors including Newspaper Publishing, Radio Broadcasting, Internet Publishing and Broadcasting, Architectural Services, Software Publishing, Movies and Music Publishing and Computer Systems Design and Related Services. While the City Fringe is home to 9.5% of total jobs in Auckland, it is home to 26.2% creative sector jobs, suggesting that the creative sector has a strong relationship with the Auckland CBD. These businesses are typically intensive users of ICT / digital tech.
- *ICT* – Another sector with many sub-sectors that can be used to define it, including Computer and Electronic Manufacturing, Software Publishing, Internet Access Services, Data Processing and Web Hosting Services and Electronic Information Storage Services. The ICT sector represents a significant proportion of total employment within the city fringe (10%), twice the proportion employed in ICT in the Auckland region.

Business size:

The City Fringe is characterised by small to medium sized businesses. The average number of employees per geographic unit is 4.49, which although lower than the CBD (8.85) it is higher than the region as a whole (3.99).

The City Fringe offers a range of floor plate sizes, offering choice to businesses looking to locate in the fringe area. Larger businesses are enabled due to the nature of business and mixed use zones and the form of existing development, with a number of multi-storey commercial buildings present.

Proposed Auckland Unitary Plan:

The Proposed Auckland Unitary Plan proposes a number of zones for the City Fringe area, including metropolitan centre zoning for Newmarket, town centre zoning for Ponsonby, Upper Symonds Street and Parnell, and light industrial for the Normanby Road area. The remainder of the City Fringe is characterised by mixed use, terrace housing and apartment and single house zones. The single house zone likely reflects the historical character of many of the houses within the areas closest to the CBD.

Some of the mixed use zone in the City Fringe is slightly different to mixed use zoning across the rest of the region as it provides more potential for office activities. In the mixed use zone a consent is usually required for offices over 500m² but the City Centre Fringe Office overlay allows office activities of all sizes as a permitted activity.

Business Improvement Districts (BIDs):

The following BIDs are located, or partially located, within the City Fringe:

- Ponsonby
- K Road
- Uptown
- Newmarket
- Parnell

These BIDs cover a range of business sectors and sizes, from large office and retail in Newmarket to small service and food and beverage retailers in Uptown. There is also a flourishing Business Association in Grey Lynn with aspirations to join the BID programme. There are strong links with Heart of the City BID.

Resident population:

As of 2012, Statistics New Zealand estimates that the population of the City Fringe is 49,180. In 2006, approximately 60% of residents within the Waitemātā Local Board area also worked in the same area, which is a high rate of “self-containment”.

The greatest number of residents work in the CBD or Parnell area, followed closely by Ponsonby and Grafton. Other areas of employment for residents in the City Fringe are Mt Wellington/Penrose, East Tamaki, Mangere, Manukau central, Rosebank, Takapuna and Smales Farm.

Student accommodation is a significant issue, the UoA has made provision for over 400 more students at Carlaw Park, with more planned for 2015.

Expected growth:

Ten percent of expected employment growth in Auckland will be located in the City Fringe, roughly equivalent to 30,000 more employees by 2041. Investment in the City Rail Link (CRL) could result in an even higher percentage of growth, between 12-15%, or up to 45,000 more employees.

On top of that will be the expected increase in the number of residents in the City Fringe area, either in the housing and apartment zones, or in the mixed use zone. Residential development within the mixed use zone will put further pressure on business uses, and the growth needs to be managed effectively to ensure sufficient space and appropriate premises for business growth.

Education Sector:

The CBD fringe is home to the two largest universities in Auckland: UoA and AUT have approximately 60,000 students and many staff, undertaking research and education. Massey also has a presence. UoA, for example, has around 40,000 students and 5,000 staff. It makes a significant contribution to Auckland as one of the largest employers, educating skilled workers for the future, generating research and as a major capital investor. It also has a broader role as an anchor tenant in the CBD/City Fringe, deeply embedded as a civic institution, contributing to the central city community with students and staff, some of whom are central city residents. UoA and AUT are a major public transport destination. Both institutions have a strong commitment to improving Auckland's liveability, endorse the aspirations of the Auckland Plan and are keen to pull their weight in achieving the plans' vision.

Objectives and plan development process

The objectives of this plan are to:

- create a framework to guide local economic development actions in the City Fringe for the Waitemātā Local Board for 3-5 years
- facilitate effective engagement between deliverers of economic development initiatives and Waitemātā Local Board
- provide a key mechanism for the Waitemātā Local Board to communicate with the Waitemātā City Fringe businesses and to advocate for maintaining communications and connections between the City Fringe and the Auckland CBD.
- provide a set of priority economic development actions and initiatives for inclusion in the next Waitemātā Local Board Plan, future local board agreements and Council's next Long Term Plan

The plan development process has included:

- *Research and analysis* – a City Fringe Economic Profile has been undertaken by Hill Young Cooper in July 2013.
- *Strategic context development* – see below
- *Stakeholder conversations* - a programme of initial stakeholder engagement has been undertaken.

Strategic context

The Waitemata City Fringe Local Economic Development Action Plan has been developed to complement and support Auckland Council's key strategic documents and they include:

- Auckland Plan
- Auckland's Economic Development Strategy (EDS)
- Waitemata Local Board Plan
- City Centre Masterplan 2012
- City Centre Retail Action Plan 2012 – 2017
- Proposed Auckland Unitary Plan
- The Waterfront Plan 2012
- Auckland's Waste Management and Minimisation Plan 2012
- Auckland Transport Work Programme
- Learning Quarter initiatives

The plan also has regards to and takes direction from, other national, regional and local plans and strategies, such as government's Business Growth Agenda, ATEED's plans (Visitor Strategy, Major Events Strategy and Business Growth and Competitiveness Framework – BG&C) and local BID strategies for Ponsonby, K Road, Uptown, Newmarket, Parnell and Grey Lynn Business Association.

The formation of the City Centre Integration Group is of particular importance to this document, as that group will become a key delivery agent of actions in this document and through this partnership City Centre and City Fringe initiatives can be viewed together to ensure cohesive delivery.

Key strategic drivers

Foster and Develop the significant employment district of the City Fringe – key drivers for Waitematā’s economic growth and prosperity			
Auckland Plan	EDS	Waitematā Local Board Plan	Other Plans
<ul style="list-style-type: none"> Mayor’s Vision: the world’s most liveable city The City Centre is a key destination Moving to a quality compact city Outlines EDS priorities Directive 6.1: Plan and Provide for sufficient business zoned land and infrastructure to achieve employment capacity targets and improved economic opportunity Directive 6.3: Protect, enhance and improve business-zoned areas and business improvement districts Directive 6.6: Support sector precincts and infrastructure development, science and technology parks, and innovation centres for key industries 	<ul style="list-style-type: none"> Grow a business friendly and well-functioning city Action 1.1: Auckland Council will lead and build an international reputation for Auckland being open and business friendly Develop an innovation hub of the Asia-Pacific rim Action 2.2: Support the development of clusters, precincts and industry infrastructure that support innovation in key sectors of competitive advantage Be internationally connected and export driven Enhance investment in people to grow skills and a local workforce Develop a creative, vibrant international city <p>Auckland seeks on an annual basis:</p> <ul style="list-style-type: none"> 6 per cent increase in exports 5 per cent rise in regional GDP 2 per cent productivity growth 	<ul style="list-style-type: none"> Foster and develop vibrant, connected and sustainable communities An innovative economic hub Growing an eco-economy Encouraging the development of distinctive retail and business areas <p><i>Proposed projects/initiatives developing and supporting:</i></p> <ul style="list-style-type: none"> City Rail Link (CRL) Establish Auckland as a fair trade city 	<p><i>City Centre Masterplan</i></p> <ul style="list-style-type: none"> Move 7: City to the Villages <p><i>The City Centre Retail Strategy</i></p> <p><i>Government business growth agenda (BGA):</i></p> <ul style="list-style-type: none"> Building a more productive and competitive economy Build capital markets Building innovation <p><i>ATEED’s strategies</i></p> <ul style="list-style-type: none"> <i>Visitor strategy</i> – increase value of visitor economy from \$3.3 billion in 2010 to \$6 billion in 2021 <i>ATEED Business Growth and Competitiveness Framework</i> <ul style="list-style-type: none"> ATEED support of: <ul style="list-style-type: none"> - ICT - Screen & Digital Content - International Education - Major Events

Key Drivers for the Waitematā City Fringe Local Economic Development Plan

<p>Growth:</p> <ul style="list-style-type: none"> • supporting EDS target of 5 percent rise in GDP • reflects government Business Growth Agenda • focus on supporting the City Fringe to attract and retain businesses in the mixed use zone • Continue to support the growth of the City Fringe, both in employment numbers, number of businesses and number of residents. 	<p>Exports:</p> <ul style="list-style-type: none"> • supporting EDS target of 6% rise in exports • Collaborate with ATEED to provide support and advice to businesses in City Fringe 	<p>Productivity:</p> <ul style="list-style-type: none"> • supporting EDS target of 2% rise in productivity • Focus on growing and supporting the ICT and healthcare sectors • Work with ATEED and the BIDs to strengthen business networks. 	<p>Innovation and collaboration:</p> <ul style="list-style-type: none"> • Encourage links between the City Fringe and the University, tertiary providers and Wynyard Quarter Innovation Precinct • Encourage residents of Waitemata Local Board to live and work in their Local Board area.
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Plan Delivery – A partnership approach

The Waitematā City Fringe Economic Development Action Plan creates a framework to guide local economic development actions for Waitematā Local Board Area with a focus on the city fringe area. Its aim is to facilitate effective engagement between deliverers of economic development initiatives and Waitematā Local Board. The Waitematā Local Board has to work in partnership to enable effective implementation and will work with the following partners:

Public sector	Auckland Council, ATEED, COMET, MBIE, NZTE, Callaghan Innovation
	Auckland University, AUT, other tertiary providers, schools, MoE
	Auckland Hospital and Waitematā DHB
Private sector	Private companies within the City Fringe
Business and Industry Associations	BIDs and Business Associations EMA Industry sector groups, such as ICT/Healthcare Associations, The Icehouse

Yearly review, monitoring and work programme

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

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

Waitematā City Fringe Local Economic Development Action Plan – 2013/14 – 2015/16

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
1. AEDS: Grow a business-friendly and well-functioning city					
1. WLBP: Supporting local businesses					
1.1	Establish a public/private sector delivery and coordination platform to ensure that there is coordination, leadership and collaboration amongst key delivery partners, business and industry groups, large City Fringe employers and the business services sector to ensure that the Waitematā City Fringe LED Plan is successfully implemented	Waitematā LB, AC (ED team), tertiary providers, business groups, business services sector	Years 1 - 3	Further scoping and budget required	A collaborative partnership is developed to ensure effective coordination, collaboration and delivery of the Waitemata LED Action Plan.
1.2	Commission research on City Fringe commercial property market drivers and trends. Work with Business organisations and property owners to encourage business take-up of space. Include the quality of commercial property including factors like internal provision of telcos infrastructure, quality of cellphone coverage and ability for businesses to be online enabled.	AC (ED team), Business groups, BIDs, Property Council NZ, property owners and rentals agents	Year 1 – 5	Further scoping and budget required	Low vacancy rate, high occupancy that supports the vibrancy and prosperity in the City Fringe
1.3	Support BIDs as strong advocates for the needs of local businesses and champions of economic growth, leaders helping to create amazing entertainment, retail and commercial centres. Provide ongoing support and assistance for the BIDs in Ponsonby, K Road, Uptown, Newmarket and Parnell. Seek to have BIDs extend current programmes to: <ul style="list-style-type: none"> - Work with landlords to encourage investment in upkeep of road frontage premises - Work with landlords to encourage installation of ultrafast broadband in their premises to make it easier for tenants to connect - Help all businesses, landlord and property owners to understand the changing signage bylaw - Communicate relevant data to businesses - Identify strengths and points of difference - Brand and market town centres and make use of social media to drive visitation - Foot traffic counts - Increase the level of awareness and application of Crime Prevention Through Environmental Design (CPTED) and business crime prevention solutions 	Waitematā Local Board, AC (ED team & CDAC, CDS), BIDs, Business Associations	Ongoing	Active programmes	Ensure the infrastructure and systems, including marketing and information dissemination to businesses are highly functioning to support business capability and growth.

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
	Support the BIDs' strategic plans.				
1.4	Support the pre-BID investigation and establishment work by the Grey Lynn Business Association (GLBA). Investigate holding a series of business development seminars in 2014. Support the Grey Lynn Business Association to establish relationships with other BIDs and grow the Grey Lynn community centre.	Waitematā Local Board, AC (ED team), Grey Lynn Business Association (GLBA)	Years 1 -3	Pre- BID establishment phase	Grey Lynn Business Association is in a better position to investigate and seek BID establishment. The business development seminars project would include building on the current membership and database, raising awareness of the GLBA and demonstrating the value they can deliver to businesses in the area. Awareness is raised of the Business Association activities. Membership is increased.
1.5	Support the Parnell BID with the proposed boundary expansion	Parnell BID, Waitematā Local Board, AC (ED team)	Year 1	Active	Parnell BID are seeking to extend their boundary to include a larger number of businesses. This will help them grow their membership, carry out more projects and provide increased support to local businesses.
1.6	Support the Ponsonby BID with their proposed boundary expansion	Ponsonby BID, Waitematā Local Board, AC (ED team)	Year 2 – 5	Further scoping and planning by Ponsonby BID required.	Ponsonby BID have discussed a boundary expansion for a number of years. If successful, this will help them grow their membership, carry out more projects and provide increased support to local businesses.
1.7	Consider opportunities to enhance the quality and mix of retail and entertainment offerings in the City Fringe. <ul style="list-style-type: none"> - Build relationships with retailers to understand their investment intentions - Build relationships with property owners to understand their drivers and decision points - Work with retail associations to understand key retail drivers - support for a dual "Clicks and Mortar" approach - Adopt best practice in the retail sector - Develop town centre retail action plans using latest market data and ensuring involvement by local landlords and retailers 	BIDs, GLBA, property owners, retailers, NZ Retailers Association, AC (ED team)	Years 1 – 5	Active programmes that can be extended	Improving retail, entertainment and hospitality offer that captures and retains spend in the City Fringe
1.8	Identify gaps in small and micro business capability support and enhance/promote support already provided. Consider working with other local boards with similar economic profiles to create a regional project delivered locally. Undertake research on home-based businesses, their business needs, drivers and constraints and relationship with the current BID model.	AC (ED team), business groups, BIDs, GLBA, business services sector, ATEED, Learning Quarter	Year 1 - 3	Further scoping and budget required	Small and micro businesses have access to tools and information to assist business performance improvements. Understand the needs of 'creatives' and professionals working from home in the Waitematā City fringe
1.9	Identify and list multi-national corporations for inclusion in ATEED's regional aftercare programme.	ATEED	Year 1-3 and ongoing	Active programmes	Retention and growth of business activity in Waitematā
1.10	Leverage the deployment of Ultra-fast Broadband (UFB), including: <ul style="list-style-type: none"> a) Develop and implement a business survey to establish current UFB take-up and understanding of what types of internet services businesses are using. b) Undertake awareness and education programmes with Waitematā city fringe based businesses based on survey results 	AC (ED Digital team), ATEED, service providers, businesses, BIDs, GLBA	Years 1 – 3	Further scoping and budget required	More businesses are connected to UFB and are using associated technologies to improve productivity and best practice. City fringe business leaders harness the potential of UFB as 'first movers'.

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
1.11	Support WiFi service provider Tomizone to complete the Newmarket WiFi project	Service providers	Year 1	Underway	Improved wifi uptake and connectivity
1.12	Support and promote the delivery of ATEED's programme of local business events and networking functions to businesses in the Waitematā Local Board area.	ATEED, BIDs, GLBA	Year 1-5	Underway	ATEED has an existing programme of events/functions and to help businesses raise their profile within the Local Board and regionally. Increase attendance at these functions and reported added value from these functions.
1.13	Provide research and development and training/capability assistance to local businesses that meet high-growth potential criteria through the Regional Partner programme (RPP) by: <ul style="list-style-type: none"> a) Increase awareness of ATEED's services among local business through targeted outreach/promotional activity. b) Deliver and promote the Regional Partner Programme (RPP) within the Waitematā Local Board area. c) Provide additional business capability advice and assistance to companies seeking to develop and grow, and assist qualifying companies to access funding through NZTE capability vouchers. d) Maintain close relationships with Callaghan Innovation to develop R&D funding opportunities 	ATEED, Callaghan Innovation, NZTE	Year 1-5	Underway	The RPP programme provided under contract with NZTE and Callaghan Innovation. The contract specifies criteria for the programme and associated key performance indicators. Note: ATEED has limited discretion in how the programme is targeted once the contract has been signed. ATEED could deliver an enhanced RPP service if additional funding is made available through local boards.
1.14	Promote the business mentors programme locally to maximise the participation of local companies.	Chamber of Commerce, ATEED	Year 1-5	Underway	ATEED have an existing business mentor programme that assists businesses within the Region.
2. AEDS: Develop an innovation hub of the Asia-Pacific rim					
2. WLBP: An innovative economic hub					
2.1	Develop and implement initiatives to support key sectors working across the City Fringe and Auckland CBD area, including Professional Services (including engineering design and engineering consulting services), ICT, Health, Creative and Tertiary education and any other sectors where there are willing private sector partners. Seek to link businesses to relevant regional network or initiatives.	ATEED, EMA, BIDs, Industry organisations, Tertiary Providers, businesses, Chamber of Commerce	Years 1 – 3	Some active projects. New initiatives require further scoping and budget. ATEED is focused on the priority sectors listed in the EDS: Food and beverage, ICT, screen and digital, life sciences and international education	Contribute to sector growth and overall GDP growth in the City Fringe.
2.2	Encourage further research and development (R&D) in the engineering, high technology, health and ICT sectors. Strengthen the Newmarket-Grafton-CBD corridor by further linking the University CBD campus with Auckland Hospital and the new UoA Newmarket campus. Support the grouping of medical and research related activities in this corridor. Work with the University of Auckland to develop and implement plans for the new campus at Newmarket. Develop virtual links between the Wynyard Quarter Innovation Precinct, the Health Hub and other innovation centres across the region and NZ. Support businesses with international potential to build up the skills and	NZTE, Callaghan Innovation, ATEED, AC (ED team) University of Auckland, Auckland Hospital, Auckland DHB, AUT, Health Innovation Hub, NZTE, businesses	Active programmes	Core Regional Partner Programme activity (i.e. on demand service) underway. Any additional activity will require further scoping and budget. ATEED is focused on the priority sectors listed in the EDS: Food and beverage, ICT, screen and digital, life sciences and international education	Growing profile of research related activities in Newmarket and the City Fringe, e.g. Newton. Increased commercialisation of innovative ideas to drive sector growth Lifting the economic output of the city fringe to meet Auckland EDS export targets

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
	capacity to enable them to enter global markets and focus on global growth opportunities. Encourage innovation and where appropriate research and development to capture new markets.				
3. AEDS: Become internationally connected and export-driven					
3. WLBP: City centre and fringe as the economic heart of the region					
3.1	Grow Auckland's creative economy, in particular digital content, TV, film, arts and ICT.	Businesses, ATEED, BIDs, Creative NZ and other business groups	Ongoing	Some active programmes	Grow weightless economy and the international profile of NZ's creative sectors
4. AEDS: Enhance investment in people to grow skills and a local workforce					
4. WLBP: support learning and centres of innovation centres					
4.1	Increased access for students to career advice and improved dissemination of information to employment opportunities Increase high skilled migrant student retention and improve employment outcomes Align with the Committee for Auckland's – "Benchmarking Auckland as a creative economy strategy" to scope a creative industry skill building strategy- including exploring the inclusion of a creative component into the CBD innovation hub Increase student participation and achievement of STEM (science, technology, engineering, mathematics) disciplines through increased exposure to STEM careers	Careers NZ CEDANZ AC Committee for Auckland, Creative Industries, AC, AUT, ATEN University of Auckland, AUT, Waitemata District health board, AC (ED), ATEED,	Ongoing	Some active projects. Further scoping and budget required.	Increased access to career advise Improved access to information about employment opportunities within the city Increased retention and improved employment outcomes of high skilled migrant students Increased skill building and opportunities for young people with creative skills Increased student participation in STEM disciplines in local schools
4.2	Champion education, skills and career development of youth in the City Fringe to find employment within Auckland. Work with Government and Education agencies to deliver the Vocational Pathways scheme	Waitematā Local Board, AC (CDAC), MoE, tertiary providers	Ongoing	Underway	Meet the employment needs of business and job aspirations of young people in Waitematā. Delivery of Youth Connections
4.3	Deliver the Young Enterprise Scheme to local secondary schools to encourage their participation in the YES programme 2014/15.	ATEED	Ongoing	Underway	Young Enterprise Trust owns the national YES programme and promotes it to secondary schools through its own marketing staff. ATEED is the contracted delivery agent for the Auckland region. ATEED sees an opportunity for local boards to use their relationships with schools to encourage participation in the programme where possible. ATEED can play a facilitation role. Ultimately it is up to each school to determine its capacity to participate in the programme.

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
5. AEDS: Develop a creative, vibrant international city					
5. WLBP: dynamic commercial and cultural hub					
5.1	Urban villages – creating stimulating environments for businesses and workers Ensure that new developments; - provide quality business, learning and living environments - are designed to meet the appropriate zoning and regulations under the Proposed Auckland Unitary Plan	Waitematā Local Board, AC (RLP), BIDs	Years 1 – 10	Further scoping and budget required	Attraction and retention of business activity and skilled employees. Retain and grow small to mid-sized workplaces involved in creative and knowledge intensive activities.
5.2	Continue to invest in the tourist accommodation and hospitality sector in the city fringe to capitalise on the proximity to the CBD and tourist attractions within the city fringe	Tourism and hospitality businesses, ATEED, BIDs, GLBA	Year 1-5	Active programmes	Grow the retail and events/facilities within the city fringe. Improve visitor attraction. Investment in facilities.
5.3	Develop and invest in plans for Ponsonby Road, K Road and Newton. Support the GLBA plan for the Grey Lynn Shops	Waitematā Local Board, AC (RLP & CDS), Auckland Transport, BIDs, GLBA	Years 1-5	Ponsonby Road plan underway	Stakeholders are aware of the projects and work towards the best outcome. Public and private sector investment in amenity.
5.4	Seek opportunities to Leverage iconic events such as Christmas in the Park, Big Day Out, Pasifika, and local events; e.g. Grey Lynn festival and Art in the Dark, to profile the city fringe and attract visitors and spending Investigate a 'mid-winter' event of regional significance.	CDAC (Local Events), Waitematā Local Board, RFA, ATEED (region-wide major events), BIDs	Ongoing	Survey of local events underway to understand impact and benefits to the community.	Greater benefits captured in Waitematā City Fringe.
5.5	Investigate and develop a western hub/centre – to accommodate anticipated business growth and add diversity and choice to workplace environments and locations	AC, BIDs, GLBA	Years 3 – 10	Further scoping and budget required	Allow for new growth within the western fringe
5.6	Advocate for affordable housing within the City Fringe, so that a range of people are able to easily access jobs in the city fringe or CBD	Waitematā Local Board	Years 2 – 10	Further scoping and budget required	Skilled workers are able to live in the city fringe and contribute to a productive economy
5.7	Continue to revitalise the Upper Symonds St /Newton area - investigate streetscape improvements - consider impacts of CRL on businesses during construction phase Support the Uptown Business Association (BID) Develop and invest in Newtown Plan	Auckland Transport, AC, Uptown BID	Ongoing	Underway	Retain local businesses and drive business growth.
5.8	Improve the accessibility of the city fringe - investigate additional cycle, walkways and greenways - Advocate for CRL to continue to be progressed - Advocate for increased safety for all road users	Waitematā LB, Albert-Eden LB, Orakei LB, AC (Parks, Sport & Rec & CDAC), Auckland Transport	Years 1-5	Reported under Auckland Transport work programmes	Improving access for all residents and workers helps to create a vibrant and diverse city fringe that is attractive to a wide range of people and businesses. The role of wider network of visitor attractions and facilities linked by various paths and promoted to visitors staying within the CBD / City Fringe. These trails may be walking, running, cycle, kayak and run out not just through this particular Board area but adjacent areas such as Mt Eden,

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					<p>Tamaki Drive, Hauraki Gulf Islands, Devonport, Wynyard etc. Cross Local Board collaboration is needed to facilitate these links.</p> <p>The CRL will improve travel times between parts of the City Fringe. New stations at Newton and K Road will encourage more visitors and workers to these areas, and act as a catalyst for business growth and investment.</p> <p>City East West Transport Study has implications for many large economic institutions in the City Fringe, ensure that these implications are balanced and mitigated.</p>
6. AEDS: Sustainable eco-economy					
6. WLBP: Social enterprise and an eco-economy					
6.1	<p>Advocate for sufficient business land to enable economic growth in the City Fringe, and management of impacts from residential growth on established business areas</p> <p>Monitor the rate of residential development in the Mixed Use Zone to assess whether there is sufficient land available for ongoing business requirements</p>	AC (ED and Unitary Plan team)	Years 1 and ongoing	Current discussions, and following adoption of the Unitary Plan	Allow for sufficient business land use. Ensure that while much of the City Fringe is mixed use, a consistent approach to new residential development is taken.
6.2	Progress development of a Community Recycling Centre and community-led waste minimisation programme	Waitematā LB, AC (Solid Waste Unit)	Year 1-5	<p>Scoping study completed in December 2012</p> <p>Business case (undertaken with Albert Eden and Puketāpapa local boards) due for completion March 2014.</p>	<p>Residents and local businesses have better access to resource recovery and recycling opportunities – resulting in lower waste costs and redistribution of goods and materials within the community.</p> <p>Opportunity for social enterprise to operate the CRC with focus on creating jobs and training opportunities through repair, refurbishment and sale of goods/materials.</p> <p>Opportunity to create an environmental/sustainability education hub</p> <p>Potential to incubate new businesses and creative initiatives from recovered materials</p>
6.3	<p>Promote strategic procurement by providing a level playing field for social enterprises. Support joint ventures between private companies and social enterprises.</p> <p>Continue to support the Transition Town project in Grey Lynn</p>	Waitematā LB, AC (ED, CDAC, Legal & Procurement), University of Auckland, social enterprises	Year 1-3	<p>Capacity building workshops and clinics with the Hikurangi Foundation and the Social Enterprise Auckland group are scheduled for 2014</p> <p>A mentoring initiative with business students underway</p> <p>Scope training for council</p>	Growth in social enterprise sector – scale and capability

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				business units on the new procurement policy including undertaking local impact assessment.	
6.4	Fair trade city – lead progress through purchasing choice and procurement.	Waitematā LB, AC	Year 1 - 3	Underway	Equity and support to people in developing countries
7. AEDS: Iwi/Maori economic powerhouse					
7. WLBP: Working with Mana Whenua					
7.1	Identify and work with iwi to support international commercial opportunities from the Maori asset base in Auckland and support the innovative and entrepreneurial capacity of iwi/Maori Support further research (including business surveys Auckland-wide) to establish a baseline of Maori business activity, needs and actions needed for Maori SME's to scale up. Build on work done at a national level.	AC (ED, CDAC & TWA), Learning Quarter	Years 2-5	Further scoping and budget required	Growth of the Maori contribution to the Auckland economy. Investment by iwi in new commercial opportunities
8. AEDS: Diverse ethnic economy					
8. WLBP: Diverse communities					
8.1	Support development of the international education sector through aligning international marketing efforts, building business capability and leveraging alumni	ATEED, AC (ED team, CDAC & CDS), Tertiary providers	Ongoing	Active programme	Build on the contribution of migrants and international students to the Auckland economy
8.2	Continue to support and implement the Accessibility Action Plan to target the 20% of the population who have access needs to be able to live, work and play in the city fringe	Waitematā LB, AC	Ongoing	Active programme	Creating a fully accessible Local Board area will capitalise on the spending power of this portion of the community.

Waitematā City Fringe Location Map: City Fringe Economic Profile, Hill Young Cooper – August 2013.

