



Papakura Local Economic Development Action Plan – April 2014

**Creating economic growth and prosperity for
Papakura and Auckland**

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Chair's message

I am delighted to introduce the Papakura Local Economic Development Plan. This plan is an important step in helping the Papakura Local Board support the development of skills and economic growth within Papakura to provide a prosperous future.

We want to secure a wider range of employment options for our residents and ensure that our young people have the skills to access these new opportunities. Our town centre also needs attention if it is to step up as the metropolitan centre for Auckland's southern edge. The continuing growth in population, and the housing development already underway, means we are in a good position to attract new town centre investment.

We want to build on our strengths in construction, engineering, food and drink manufacturing and bloodstock, to create a diverse economic future for Papakura residents. In collaboration with business associations, local industry, Māori-owned businesses and entrepreneurs, we will help to encourage better competitiveness, greater innovation and higher levels of investment.

Bill McEntee

Chair – Papakura Local Board

Setting the scene for growth

Economic Advantages and industry strengths

Papakura has a diversified economic base, with a growth rate of 7.3% in 2012, producing a GDP of \$1.58 billion. This was an acceleration of higher than average growth rate for the last ten years of 3.8% compared with an Auckland average of 3.0 per cent.

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

- Excellent transport links, including three motorway intersections and two rail stations (Papakura is Auckland's third busiest)
- Significant employment precincts within Papakura and adjoining local board areas, such as Ardmore Airport (Franklin). Further expansion potential for Takanini north
- Attractive to investment by large New Zealand and multi-national corporations, the latest being a \$60 million investment from Gen-l/Revera, with development partner Retail Holdings Ltd (data centre - now under construction at Takanini north, Popes Road)
- Major housing sites underway and planned, attracting new residents and increasing local spending power
- Significant land proposed for future urban use (Unitary Pan). Development of this land is likely to have the biggest impact on the Papakura economy over the next 30 years, including increased construction and infrastructure employment. This includes northern parts of the Franklin Local Board area and the Drury South industrial zone, which alone is forecast to employ 7,000
- Metropolitan centre zoning proposed (Auckland Plan and Unitary Plan) for Papakura Town Centre, with its potential for long-term transformation into the metropolitan centre for Auckland's southern edge
- Investment underway to improve the education, skills and career outcomes for Papakura's young people, including initiatives such as Youth Guarantee, Youth Connections, activities linked to the Southern Initiative and investment in infrastructure, including the \$40 million investment in Papakura High School redevelopment
- Highest proportion in Auckland of people of Māori ethnicity (28%) and a Māori business community becoming increasingly significant
- Excellent sporting, arts and cultural facilities and close to regional parks along the Clevedon Coast, making it a great place to live.

Papakura has strengths in a number of sectors that are export orientated and have the potential to grow further:

- *Food and beverage manufacturing* – Papakura is home to a number of large food and beverage manufacturers located mainly in Takanini and Hunua Road industrial precincts. Key anchor companies include Fonterra Brands, Griffins, Independent Liquor, Zeagold Foods and Ottogi New Zealand. Takanini is also home to animal feed producers NRM and Tegel
- *Construction, engineering and specialised manufacturing* – A major strength in Papakura and sectors that will benefit greatly as the economy grows and demand for construction and engineering products increases. Key companies are located in the four main industrial precincts of Takanini north, central, Hunua Road and Drury. Key companies include Teale (sheet metal products), Seel Engineering (hydraulic systems), Monier (HQ for building product manufacturer), Stresscrete (pre-cast concrete), Humes (concrete pipelines) and Wilco Precast.

Papakura is also home to New Zealand Bloodstock facilities in Karaka. New Zealand Bloodstock is NZ's premier thoroughbred sales centre and is increasingly popular for international buyers and thoroughbred exports. This centre is important to equine related export businesses (breeding, international specialised freight and other ancillary services) across New Zealand. New Zealand Bloodstock was recently chosen as the launch venue for the new national Equine Industry Association.

Papakura has a number of business networks, formal and informal. It has a Business Improvement District for Papakura Town Centre (Progressive Papakura), which undertakes activities for companies based in the town centre and is funded by a target rate. Informal networks include a successful and popular business breakfast series run by ATEED; breakfast club/industry referral network BNI runs two chapters in Papakura (BNI Business Growth and BNI Counties) and Papakura Business Community is a Facebook virtual networking/informational dissemination group of over 300 members, with some networking meetings taking place on an informal basis.

Challenges

Papakura has great underlying economic strengths that will ensure that it economic growth continues but there are also some challenges around workforce, people and income:

- Papakura's unemployment is significantly higher than the Auckland average, particularly in the 15-24 age group where nearly a quarter are unemployed
- Median income (\$55,773) is lower than the Auckland Average (\$63,387)
- Self-employment or business income (17%) is lower than the Auckland average (25%)
- Higher proportion received government benefits (35%) compared to Auckland (27%)
- NCEA Level 2 (foundation skills required for employment) rates for 18 year olds are lower in Papakura (73.8%) than the Auckland average (81.1%), with young Māori and Pasifika learners achieving 51% and 64.4% respectively
- Larger proportion of low-skilled jobs in Papakura (44%) compared with Auckland (40%) and a smaller proportion of highly-skilled jobs (31% compared with 37%).

Papakura town centre has short and long-term challenges, if it's to live up to its zoning as the metropolitan centre for Auckland's southern edge. The town centre has suffered in recent years due to significant investment in competing centres, most notably in nearby Takanini but also Manukau CBD, Sylvia Park, Botany and Pukekohe. This has had serious consequences for the vitality and viability of Papakura town centre, as a retail destination. The result has seen businesses relocate, close, increased vacancy rates, falling rents and security and safety issues. Security and safety issues are being tackled by a visible Police presence, although the fear of crime remains and there is still some work to be done to ensure that the town centre has a family-friendly environment.

An initial assessment of property economics suggests that significant redevelopment projects in the town centre are unlikely in the short to medium term. The focus in the short-term should, therefore, on supporting and encouraging refurbishment and renovation of the existing built environment and at the same time repositioning the centre to

reflect current market conditions. Efforts to welcome and support future redevelopment projects should be put in place, so that any redevelopment that does occur, acts as a catalyst for others to follow.

Options for Action

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

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

- an increased collaboration across public and private sectors, business associations and industry groups
- a focus on increasing exports, capability and productivity performance of Papakura's businesses.
- a focus on ensuring that business precincts continue to attract and retain property and business investment and that there is sufficient land for future local business expansion, as well as inward investment into the area
- a cross-council, cross agency collaborative effort to ensure that Papakura Town Centre is able to fulfil its metropolitan centre status in the Auckland Plan and Draft Unitary Plan
- a focus on Papakura's workforce and in particular young people, as they pathway from secondary to tertiary education and work. There has already been achievements in this area and more to come
- local Māori economic leadership and cooperation, to leverage employment and entrepreneurship opportunities
- a focus on actions that maximise the economic benefits from the development of future urban land identified in the draft Unitary Plan.

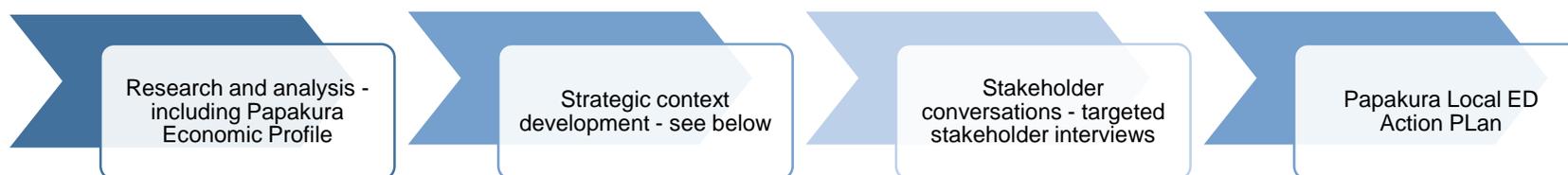
Objectives and plan development process

The objectives of this plan are to:

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

Plan Development Process

The plan development process has included:



Strategic context

The Papakura 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)
- Papakura Local Board Plan.

The plan also has regards to and takes direction from, other national, regional and local plans and strategies, such as government's Business Growth Agenda, ATEED's plans (Visitor Strategy, Major Events Strategy and Business Growth and Competitiveness Framework – BG&C) and legacy strategies and plans, such as Papakura District Council Economic Development Strategy 2007. The 2007 Strategy provides useful background for scoping and implementation of actions within the plan.

The plan incorporates strategic initiatives underway in Papakura including:

- Papakura Māori ED Programme, including activities highlighted in the Hui and Māori business meetings held in late 2013/early 2014
- Integrated Business Precinct Plan, which includes Papakura
- The Southern Initiative, which includes Papakura.

Key strategic drivers

Auckland Plan	EDS	Papakura Local Board Plan	Other Plans
<ul style="list-style-type: none"> • Mayor's Vision: the world's most liveable city • Moving to a quality compact city • RUB – southern urban expansion • 100% of school leavers with 	<ul style="list-style-type: none"> • grow a business friendly and well-functioning city • develop an innovation hub of the Asia-Pacific rim • be internationally connected and export driven • enhance investment in people to grow skills 	<ul style="list-style-type: none"> • Revitalising our local economy • An increase in investment, leading to more local employment, new services and a boost to the local economy <p><i>Proposed projects/initiatives:</i></p>	<p><i>Government business growth agenda (BGA):</i></p> <ul style="list-style-type: none"> • Ratio of exports to GDP to 40% by 2025 from 30% today, including Increasing value from tourism and growth of primary and manufactured exports • Build capital markets

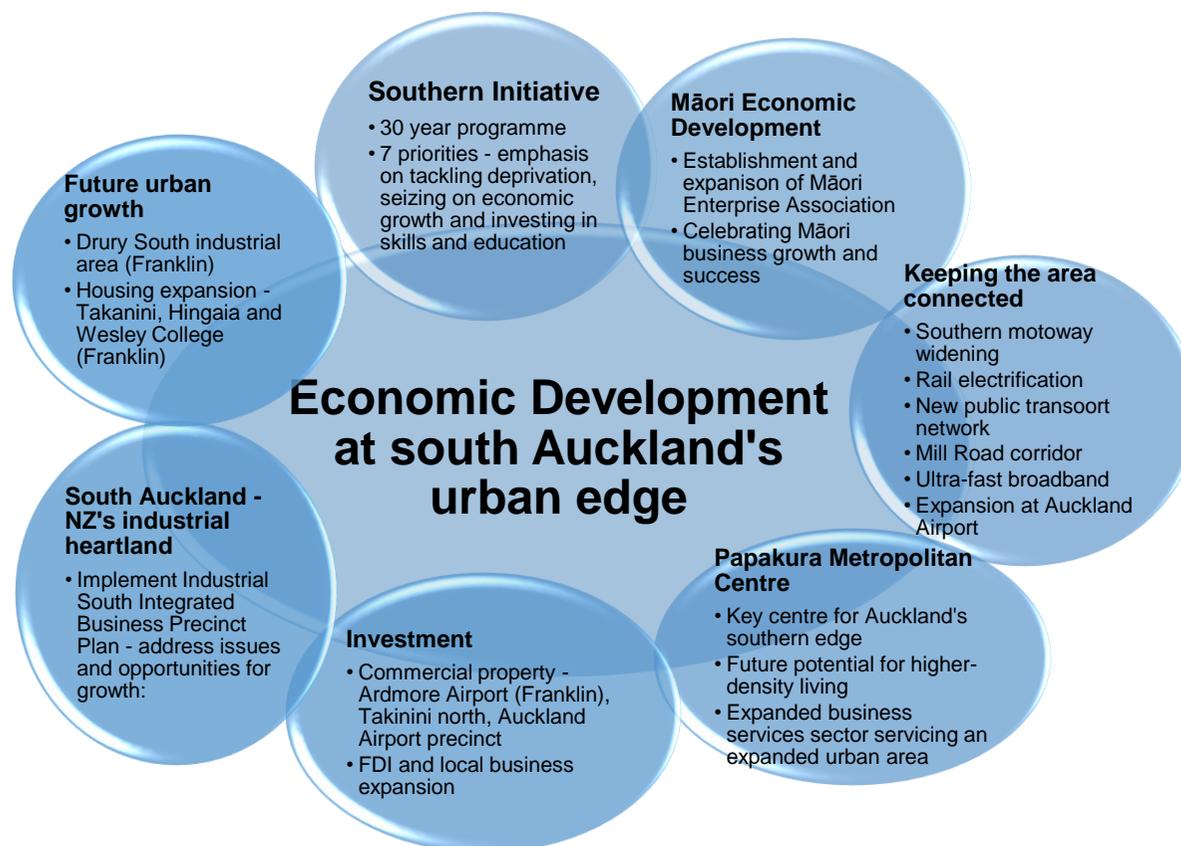
Auckland Plan	EDS	Papakura Local Board Plan	Other Plans
<p>NCEA L2 by 2020, post-secondary school qualification by 2030</p> <ul style="list-style-type: none"> • Outlines EDS priorities • Outlines priorities as part of the Southern Initiative • Identifies Papakura Town Centre as a metropolitan centre 	<p>and a local workforce</p> <ul style="list-style-type: none"> • develop a creative, vibrant international city • cross-cutting themes (various) <p>Auckland seeks on an annual basis:</p> <ul style="list-style-type: none"> • 6 per cent increase in exports • 5 per cent rise in GDP • 2 per cent productivity growth 	<ul style="list-style-type: none"> • Local ED programme • Attract more commerce and industry • Forum for business capability courses and delivery of business management for small businesses • Maori ED programme • Information facility at Papakura station 	<ul style="list-style-type: none"> • Building innovation <p><i>ATEED's strategies</i></p> <ul style="list-style-type: none"> • <i>Visitor strategy</i> – increase value of visitor economy from \$3.3 billion in 2010 to \$7.2 billion in 2021 (revised target) • <i>Major Events Strategy</i> – sets a strategic framework – to develop Auckland as a global events destination • <i>BG&C Framework</i> – implementation of EDS to meet business growth targets

Strategic Initiatives Underway

Papakura Māori ED Programme:	Integrated Business Precinct Plan:	The Southern Initiative:
<p>Include actions to address issues and opportunities highlighted at a Hui and Māori business meetings held in late 2013/early 2014, including:</p> <ul style="list-style-type: none"> • Business capability support and information available – what's already available and gaps • Funding and seed capital availability • Learning from other Māori businesses – including mentoring and Māori business showcasing • Iwi post-settlement capability support. 	<p>The Industrial South Integrated Business Precinct Plan will:</p> <ul style="list-style-type: none"> • Describe the strategic economic context for the industrial south area • Set out an analysis of current and future economic trends and linkages for the area as a whole and significant trends in each of the local board areas covered within the plan • Set a vision for the main industrial precincts in South Auckland. This vision will set out the desired outcomes for the industrial precincts. • Provide a co-ordinated framework for Local Boards to develop projects and programmes to enhance the economic performance of the industrial precincts in their respective areas. • Components of the plan include the development of a spatial concept map and a series of high-level actions that will address the issues and opportunities identified within the relevant precinct areas. 	<p>A 30 year project that aims to transform the four local board areas of Māngere-Otāhuhu, Ōtara-Papatoetoe, Manurewa and Papakura.</p> <p>Seven priority Southern Initiative priorities/work streams outlined in the Auckland Plan are:</p> <ol style="list-style-type: none"> 1. Support strong family attachment and early intervention for children before school 2. A clear pathway and support for further education, training or employment for all young people leaving school 3. An outstanding international gateway and destination area 4. Economic development and jobs for young people 5. Increased services and increased use of public transport 6. Housing development in Mangere and Manurewa 7. Sport and Recreation, art and culture. <p>Health and safety is embedded in all seven work streams.</p>

Sub-regional context – Economic development at Auckland's southern urban edge

Although the Papakura Local ED Action Plan creates a framework to guide local economic development actions for Papakura Local Board area, it's important to remember that economic development operates across local board and municipal boundaries. It is, therefore, important to consider the Plan within a sub-regional context for south Auckland and Auckland's southern edge. The sub-regional context is one of substantial future urban expansion, employment generation and investment opportunities, ethnic diversity and a clear mandate to tackle underlying issues of deprivation, youth unemployment and skills and education under-achievement. The diagram below captures Papakura's economic development within a sub-regional context:



Plan Delivery – A partnership approach

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



Priority New projects – 2013/14 (Year 1) to 2015/16 (Year 3)

A number of projects outlined in the Papakura Local ED Action Plan are underway and are being implemented and funded. Outlined below are new projects that have been scoped and are deliverable in years 1, 2 and 3. Year 1 projects form part of the local economic development work programme for 2013/14 (subject to Local Board approval). Projects shown for year 2 (2014/15) and year 3 (2015/16) are indicative only and require discussion/approval as part of yearly planning workshops (see below).

These projects could start with investment from Papakura Local Board (and partners). This will ensure that there is increased momentum on delivery early in the Plan period. The projects are to be implemented sequentially and are linked.

Year 1 projects

Papakura Local Board will focus its efforts on delivery of the following new projects within 2013/14 (year 1) and will form part of the local economic development work programme for this year:

- 1.6 Undertake a survey of businesses operating in Papakura to understand:
 - The issues and business growth opportunities related to operating in Papakura, for example business land availability, skills and local workforce issues
 - Identify Māori owned/operated businesses in Papakura and any specific issues and growth opportunities they face
 - Current use of internet and broadband technology, awareness of UFB rollout and the benefits UFB/internet technologies may bring to their business (linked to action 1.8)
- 1.12 Commission a commercial property market study to indicate market demand, trends and prospects for future commercial property investment within the Papakura Local Board area

The focus for the study will be Papakura's key employment precincts, including Papakura Town Centre. The study will assist with the development of an investor pack for Papakura (Action 1.16), as it will identify significant available commercial development sites and buildings to accommodate expansion or new business investments. This information will be used to assist ATEED's business attraction activities

- 1.13 Establish a Papakura Town Centre collaborative taskforce, involving key public and private sector partners, to develop short and long term actions to:
 - Enable transition to the metropolitan centre for Auckland's southern edge
 - Ensure the vitality and viability of Papakura Town Centre
 - Identify actions to inform the development of Papakura Local Board Plan, Auckland Council's Long Term Plan and Progressive Papakura's strategic plan
- 4.2 Develop and implement a vocational training and education expo in Papakura, to connect Papakura's young people to trade training and apprenticeships opportunities. Post-expo follow up provided by Youth Connections Papakura and ensure young people can take up Māori and Pasifika trades training provision that will be scaled up in 2014.

Indicative year 2 projects

Papakura Local Board will focus its efforts on delivery of the following new projects within 2014/15 (year 2) – subject to discussion/approval at yearly planning workshop:

- 1.13 (above) – continued funding from 2013/14
- 1.4 Establish a wider business forum (public/private partnership) and sub-groups to ensure that there is coordination, collaboration and networking amongst key ED Action Plan delivery partners. This will be a proactive facilitated forum that could include:
 - Twice-yearly Action Plan progress meetings or electronic reporting
 - Stakeholder conversations and networking with business services sector (in between meetings/reporting)
 - Formation of industry-led sub-groups (where relevant/required) to discuss industry specific (e.g. construction or engineering or manufacturing) or location specific (key business precincts) specific issues and opportunities informed by surveys (see Action 1.6)
- 1.6 Phase 2 business survey - using focused interviews to provide more in depth information on Papakura's key manufacturing and export generating businesses (linked to action 2.2)

- 1.14 Establish relationships with current and future landlords/property investors:
 - Develop a mapped database of commercial property owners
 - Establish a commercial property landlord forum:
 - Focussed on key employment precincts
 - Papakura Town Centre (working with Progressive Papakura)
 - To provide a platform for dissemination of information between landlords, Auckland Council organisation, Papakura Local Board and Progressive Papakura
 - Establish relationships with future landlords/property investors (linked to action 1.16)
- 1.16 Develop an investor pack and investor champion service for the Papakura Local Board area. The focus will be on Papakura's key employment precincts and Papakura Town Centre (working with Progressive Papakura). The investor champion service will pull together existing services to ensure a seamless and fast service to significant investors or occupiers
- 2.2 Provide additional part-time/contract ATEED resource to:
 - Undertake additional and targeted business capability assessments and assistance to companies seeking to develop and grow
 - Assist qualifying companies to access funding through NZTE capability vouchers and other services provided by NZTE (e.g. Better by Design)
 - Provide additional Research & Development advice to local companies that meet the criteria for Callaghan funding

The additional resources could also be full-time in conjunction with adjoining local boards

Indicative year 3 projects

Papakura Local Board will focus its efforts on delivery of the following new projects within 2015/16 (year 3) – subject to discussion/approval at yearly planning workshop:

- 1.4, 2.2, and 1.14 (above) – continued funding from 2014/15
- 1.8 Leverage the deployment of Ultra-fast Broadband (UFB). Building on the survey findings outlined in 1.6:
 - Undertake awareness and education programmes with Papakura based businesses based on survey results
 - Advocate to ensure that key community and business hubs are connected to and making the most of UFB
 - Consider working with other local boards to establish best-practice and reduce project costs/increase efficiencies.
- 1.15 Undertake a Business Expansion and Retention (BEAR) programme for Papakura Town Centre (working with Progressive Papakura). BEAR is an internationally recognised facilitated programme of local business community based economic development.

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 Papakura Local Board. At the workshop there will be a review of the 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 Long Term Plan.

ATEED

ATEED's existing activity and programme of work is broadly captured within the 2013/16 Statement of Intent (SOI), agreed with Auckland Council.

The SOI acknowledges that local boards are focused on a range of visitor and economic development related priorities and projects through Local Board Plans. The SOI states that where these priorities can be aligned with ATEED's regional economic growth focus and vision to improve New Zealand's economic prosperity by leading the successful transformation of Auckland's economy, ATEED will commit to working with the Auckland Council Economic Development Group and Local Boards on the delivery of these priorities. ATEED acknowledges that Local Boards have responsibilities regarding funding and delivering local economic development and local events.

Actions have been developed to ensure that full range (or majority) of ATEED's existing work programmes and SOI are fully reflected and recognised and these have been included in this Action Plan. ATEED's actions are positioned at the start of each section of the plan for ease of reference.

Appendix 1 - Papakura Local Economic Development Action Plan – 2013/14 – 2015/16 – April 2014

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
1. Grow a business-friendly and well-functioning city					
1.1	Identify and list multi-national corporations (MNC's) for inclusion in ATEED's regional aftercare programme.	ATEED (BA&I), AC (MPT), Papakura LB	Ongoing	Underway	The regional aftercare programme assists in the retention and expansion of MNC's with significant operations in Papakura.
1.2	Support and promote the delivery of ATEED's programme of local business events and networking functions to businesses in the Papakura Local Board area. This includes the Papakura and Franklin Business Breakfast.	ATEED (EG), PP	Ongoing	Underway	Businesses in Papakura are well connected and networking opens new business growth opportunities.
1.3	Support and promote the delivery of local business growth advice and assistance.	ATEED (EG)	Ongoing	Underway	Businesses in Papakura are connected to support available through ATEED
1.4	<p>Establish a wider business forum (public/private partnership) and sub-groups to ensure that there is coordination, collaboration and networking amongst key ED Action Plan delivery partners. This will be a proactive facilitated forum that could include:</p> <ul style="list-style-type: none"> • Twice-yearly Action Plan progress meetings or electronic reporting • Stakeholder conversations and networking with business services sector (in between meetings/reporting) • Formation of industry-led sub-groups (where relevant/required) to discuss industry specific (e.g. construction or engineering or manufacturing) or location specific (key business precincts) issues and opportunities, informed by surveys (see Action 1.6). 	Papakura LB, AC (LED), ATEED (EG), business groups, business services sector	Years 2 – 3 and 4 -10	Project scoped. Project approval and budget required.	<p>A collaborative proactive facilitated partnership is developed to ensure effective delivery of the objectives and actions of the Papakura Local ED Action Plan.</p> <p>The wider forum will meet when required/relevant. Industry-led sub-groups to discuss specific issues, opportunities or activities.</p>
1.5	<p>Advocate for timely roll-out of the Papakura Area Plan or a land-use based action plan focussing primarily on Papakura Town Centre.</p> <p>As part of the development of the Papakura Area Plan, advocate for:</p>	Papakura LB, AC (Plan south), AC (RESP)	Year 2 - 3	Not started	<p>Area plan or land-use based action plan activity is brought forward.</p> <p>Business expansion opportunities are considered alongside allocation of green field residential land. Existing industrial and employment precincts operate without any</p>

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
	<ul style="list-style-type: none"> • a sustainable supply of business land in Papakura and adjoining local board areas, to meet the needs of Papakura's economy • continuing use and development of industrial and employment precincts in Papakura including: <ul style="list-style-type: none"> ○ Takanini north (manufacturing, construction and wholesaling) ○ Takanini central (manufacturing and retail) ○ Papakura metropolitan centre (retail, hospitality, business services and public administration) ○ Hunua Road (manufacturing and construction) ○ Drury (construction and manufacturing) ○ Karaka (international thoroughbred horse sales and export) 				significant reverse sensitivity issues. Further expansion of existing and ancillary activities are safeguarded.
1.6	<p>Undertake a survey of businesses operating in Papakura to understand:</p> <ul style="list-style-type: none"> • The issues and business growth opportunities related to operating in Papakura, for example business land availability, skills and local workforce issues • Identify Māori owned/operated businesses in Papakura and any specific issues and growth opportunities they face • Current use of internet and broadband technology, awareness of UFB rollout and the benefits UFB/internet technologies may bring to their business (see action 1.8 below). <p>Consider undertaking a phase 2, using focused interviews, to provide more in depth information on Papakura's key manufacturing and export generating businesses (linked to action 2.2).</p>	<p>AC (LED), AC (RDPI), ATEED (OS)</p> <p>AC (LED), ATEED (EG/OS)</p>	<p>Year 1</p> <p>Year 2</p>	<p>Project scoped. Project approval and budget required.</p>	<p>Papakura LB and Local ED Action Plan delivery partners are aware of the key issues faced by and business growth opportunities for businesses operating in Papakura. This information will be used to inform future actions as part of the yearly review (local board workshop) of the Papakura Local ED Action Plan.</p> <p>The potential phase 2 focused interviews provides detailed information to maximise future potential investment in additional business capability assessment/R&D support.</p>
1.7	Develop and implement the Industrial South Integrated Business Precinct Plan, which includes key industrial precincts in south Auckland, including Takanini (north and central).	AC (LED)	Ongoing	Underway	The Plan will provide a series of high-level actions that will address the issues and opportunities identified within the industrial

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
					south business precincts, including Takanini north and central.
1.8	<p>Leverage the deployment of Ultra-fast Broadband (UFB). Building on the survey findings outlined in 1.6:</p> <ul style="list-style-type: none"> Undertake awareness and education programmes with Papakura based businesses based on survey results Advocate to ensure that key community and business hubs are connected to and making the most of UFB Consider working with other local boards to establish best-practice and reduce project costs/increase efficiencies. 	Papakura LB, AC(RDPI)	Year 3 and 4 -10	Project scoped. Project approval and budget required.	More Papakura based businesses' are connected to UFB and more businesses are using associated technologies to improve productivity and best practice is shared.
1.9	Support for Papakura Business Improvement District partnership programmes and activities in Papakura outlined in Progressive Papakura's future strategic plan, which is now under development.	Papakura LB, PP, AC (LED)	Ongoing	Underway	Collaborative promotion and advocacy activities continue to enhance business vitality in Papakura's BID area. Progressive Papakura's strategies and activities help develop Papakura into the thriving metropolitan centre serving Auckland's southern edge.
1.10	<p>Support safety and security initiatives in Papakura Local Board area including:</p> <ul style="list-style-type: none"> Papakura Community Crimewatch Patrol, across the area Other future initiatives developed by partners. 	Papakura LB, CDAC (south), NZ Police (Papakura), Papakura Community Crimewatch Patrol	Ongoing	Underway	The programmes help to address the fear of crime and help to establish a family-friendly environment in key locations, such as Papakura Town Centre.
1.11	<p>Investigate the feasibility of local transport improvements that will assist local economic development including:</p> <ul style="list-style-type: none"> Changes to Papakura Town Centre on-street parking time limits Improvements to way finder signage to and through Papakura Local Board area including: <ul style="list-style-type: none"> Papakura Town Centre Papakura's key sporting, arts and cultural facilities (see Action 5.3) Key visitor attractions in the adjoining Franklin 	Papakura LB, AT, PP, Franklin LB, Franklin Tourism Group	Years 1 – 3	Not started	<p>Changes to on-street parking times will allow increased flexibility for shoppers and visitors to Papakura Town Centre.</p> <p>Improved way finder signage will make it easier to attract new and repeat visitors to Papakura, its key shopping, cultural, sporting and arts facilities and become a gateway to Clevedon, coast and Hunua visitor attractions.</p>

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
	Local Board area, including Clevedon and coast, Hunua and Ardmore Airport.				
1.12	<p>Commission a commercial property market study to indicate market demand, trends and prospects for future commercial property investment within the Papakura Local Board area.</p> <p>The focus for the study will be Papakura's key employment precincts, including Papakura Town Centre. The study will assist with the development of an investor pack for Papakura (Action 1.16), as it will identify significant available commercial development sites and buildings to accommodate expansion or new business investments. This information will be used to assist ATEED's business attraction activities.</p>	Papakura LB, AC(LED)	Year 1	Project scoped. Project approval and budget required.	<p>The property study will enable informed choices to be made about Papakura's need for future employment land and prospects for property investment in Papakura's metropolitan centre.</p> <p>The study will also provide practical information to assist in the promotion of Papakura for increased business investment.</p>
1.13	<p>Establish a Papakura Town Centre collaborative taskforce, involving key public and private sector partners, to develop short and long term actions to:</p> <ul style="list-style-type: none"> • Enable Papakura Town Centre to transition to the metropolitan centre for Auckland's southern edge • Ensure the vitality and viability of the Town Centre • Identify opportunities for property development and investment • Identify actions to inform the development of Papakura Local Board Plan, Auckland Council's Long Term Plan and Progressive Papakura's strategic plan. 	Papakura LB, PP, AC (LED), AC (Plan south), AT, CDAC(south) NZ Police (Papakura), Papakura Marae, Papakura Secondary Schools, Papakura Youth Council, AC (CTP), Property investors/ Professionals	Years 1 and 2	Project scoped. Project approval and budget required.	A collaborative partnership is formed to identify short and long term actions and activities to address issues within Papakura Town Centre to enable its transition to a the metropolitan centre for Auckland's southern edge.
1.14	<p>Establish relationships with current and future landlords/property investors:</p> <ul style="list-style-type: none"> • Develop a mapped database of commercial property owners • Establish a commercial property landlord forum: <ul style="list-style-type: none"> ○ Focussed on key employment precincts 	Papakura LB, AC (LED), PP, private sector landlords, landlord's agents	Years 2 – 3 Years 4 - 10	Project scoped. Project approval and budget required.	A collaborative partnership between the public sector and the property development and investment industry will help to ensure alignment between investment in the built environment and Papakura Local Board's aspirations for the area. Proactive engagement attracts interest and investment

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
	<ul style="list-style-type: none"> ○ Papakura Town Centre (working with Progressive Papakura). ○ To provide a platform for dissemination of information between landlords, Auckland Council organisation, Papakura Local Board and Progressive Papakura ● Establish relationships with future landlords/property investors (linked to action 1.16) 				from property investors and landlords new to Papakura.
1.15	<p>Undertake a Business Expansion and Retention (BEAR) programme for Papakura Town Centre (working with Progressive Papakura).</p> <p>BEAR is an internationally recognised facilitated programme of local business community based economic development.</p>	Papakura LB, AC(LED), PP, Papakura town centre businesses	Year 3	Project scoped. Project approval and budget required	The BEAR programmes provides a structured approach to identifying and supporting the needs of Papakura Town Centre's existing businesses.
1.16	<p>Develop an investor pack and investor champion service for the Papakura Local Board area.</p> <p>The focus will be on Papakura's key employment precincts and Papakura Town Centre (working with Progressive Papakura). The investor champion service will pull together existing services to ensure a seamless and fast service to significant investors or occupiers.</p>	Papakura LB, AC(LED), PP AC (consents), AC (MPT), NZ Police (Papakura), ATEED (BA&I) – for MNC investment only	Year 2	Project scoped. Project approval and budget required	Commercial property investors and occupiers have access to high quality information to make informed decisions about investing/locating within Papakura. Regulatory and delivery agencies provide a coordinated and seamless service to significant property investors and occupiers.
1.17	<p>Undertake the feasibility of establishing a business network or business association focussed on the key business precincts (Takanini North, Takanini Central, Hunua Road and Drury).</p> <p>The project will draw on successes/learnings from action 1.2 (wider business forum).</p>	Papakura LB, AC(LED)	Year 4	Project scoped. Project approval and budget required	The project will identify the feasibility and the willingness of businesses based within Papakura's business precincts to collaborate on developing solutions to common locational issues and opportunities for business growth.
2. Develop an innovation hub of the Asia-Pacific Rim - Supporting innovative firms to grow in Papakura					
2.1	Deliver and promote the Regional Partner Programme (RPP) within Papakura Local Board area.	ATEED (EG)	Ongoing	Underway	Businesses in Papakura are connected to support available through the RPP Programme in partnership with NZTE and Callaghan Innovation.
2.2	Provide additional part-time/contract ATEED resource to:	Papakura LB, ATEED(EG)	Year 2 -3	Project scoped.	Additional resource allows proactive targeting of Papakura's key manufacturing

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
	<ul style="list-style-type: none"> Undertake additional and targeted business capability assessments and assistance to companies seeking to develop and grow Assist qualifying companies to access funding through NZTE capability vouchers and other services provided by NZTE (e.g. Better by Design) Provide additional Research & Development advice to local companies that meet the criteria for Callaghan funding. <p>The additional resources could also be full-time in conjunction with adjoining local boards.</p>			Project approval and budget required	and export generating businesses, to assist them to grow with the help of capability development, NZTE support, and research and development advice.
2.3	Promote the Young Enterprise Scheme (YES) to Papakura secondary schools to encourage their participation in the YES programme 2014/15.	Papakura LB, ATEED(EG)	Ongoing	Underway	Entrepreneurship in Papakura is fostered at an early age through Papakura secondary school participation
2.4	Promote the business mentors programme locally to maximise the participation of local companies.	Chamber of Commerce, Business Mentors NZ, ATEED (EG)	Ongoing	Underway	Businesses in Papakura have access to mentors to help them to overcome barriers to and seize opportunities for business growth.
2.5	Support the development of a needs analysis to establish the feasibility of setting up an "Innovation Station" within the Papakura Local Board area. The Innovation station could provide or encourage business incubation, business training, co-working, networking, business meetings and mentoring. The station will connect in existing business capability/incubator providers. The station will also support specific needs of Māori owned/operated businesses in Papakura, as part of the Papakura Māori ED Programme (see Action 6.2).	AC (LED), CDAC(south) ATEED(EG) MBIE, COMET Auckland	Year 1 - 5	Underway	The needs analysis will establish the potential user base, patronage, income streams, services required and link in existing service providers.
3. Become internationally connected and export-driven					
3.1	Support the continuation of international thoroughbred horse sales at New Zealand Bloodstock facilities in Karaka and international buyers visiting the city. Recognise the importance this has to equine related export businesses (breeding, international specialised freight and other ancillary services).	Papakura LB, New Zealand Bloodstock	Ongoing	Underway	Export of thoroughbred horses provides benefits to the Auckland and New Zealand economy.

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
4. Enhance investment in people to grow skills and a local workforce – developing opportunities for Papakura's young people					
4.1	<p>Support the introduction and continued development (Papakura High School) of Youth Guarantee, including Vocational Pathways and a local Youth Guarantee network in Papakura's secondary schools and their tertiary interface.</p> <p>Support collaborative programme delivery by educational providers, industry groups (national) and local industry in Papakura. Connect with Auckland training and skills initiatives (see 4.2 to 4.5).</p>	Ministry of Education, Papakura High School, other educational providers, Papakura pathway businesses, Ministry of Social Development Youth Service Providers	Ongoing	Underway	Provides Papakura's young people with opportunities to gain contextualised qualifications and skills that are valued by employers and learning pathways that lead to further education and work.
4.2	<p>Develop and implement a vocational training and education expo in Papakura, to connect Papakura's young people to trade training and apprenticeships opportunities.</p> <p>Post-expo follow up provided by Youth Connections Papakura and ensure young people can take up Māori and Pasifika trades training provision that will be scaled up in 2014.</p>	CDAC(south) AC(SI), training providers (MIT and AUT), Youth Connections Papakura	Year 2	Project scoped. Project approval and budget required	<p>Provides Papakura's young people with real examples of trades-based further education and employment pathways. Provides Auckland employers with skilled employees in labour-shortage professions.</p> <p>Greater number of 18-35 year old Māori and Pasifika complete trades training that will support key growth sectors in the Local Board area.</p>
4.3	<p>Support skills, workforce and training initiatives and actions, as part of Auckland Council's Southern Initiative project, including:</p> <ul style="list-style-type: none"> • MIT/SI cadetship programme (now underway) • Supporting Papakura High School vocational pathway and employer relations programme • Support for pathways for further education, training and employment at other Papakura education providers • Enhancing Māori and Pasifika trades-training provision in response to the Ministry of Business Innovation and Employment's recent Request for Proposals. 	AC (SI), COMET Auckland, MIT, Ministry of Education, SI based businesses, charitable groups (training and education)	Years 1–3 and 4-10	Underway	Collaborative planning and implementation of workforce and training initiatives starts a transformative change for employment opportunities for Papakura's young people.
4.4	Support Papakura Youth Connections programme, working with local businesses, youth services and schools to create connections between young people and employers.	Papakura LB, CDAC(south) Papakura Marae	Ongoing	Underway	Provide opportunities for all young people in Papakura to meet the goal that they are either working and earning, or learning and training.

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
4.5	<p>Support for COMET Auckland's collaborative activities for advancing education and skills development in Auckland and specific activity in Papakura, including:</p> <ul style="list-style-type: none"> • Implementation of the Māori Education Plan and formation of the Tamaki Makarau Maori Education Forum • Development of a regional employability framework (with cross-sector partners) – to be scoped further with a possible trialling at Papakura High School/Marae • Trial employability passport process with Papakura High School and Papakura Marae. The development of the employability framework needs to be completed prior to the shaping of this work and budget required • Host an ICT (communities/families go digital) symposium in south Auckland – to build digital inclusion, digital skills and opportunities for engagement in learning. 	COMET Auckland and partners	Ongoing	Underway	Regional and Papakura based collaborative initiatives help to achieve the vision of accelerating prospects for Aucklanders through education.
4.6	Support the development of the social enterprise facility feasibility study at a Papakura community centre (also referred to as "Hot House"). This project to include access to business skills learning, computer skills as well as access to social, health and lifelong learning services.	CDAC(south, Papakura Marae, AC(LED), COMET Auckland	Year 1	Underway	The feasibility study will establish the viability and need for this project.
5. Develop a vibrant, creative international city – support the development of Papakura's cultural, visitor and sporting assets					
5.1	Provide advice on the development of local tourism marketing material.	ATEED (tourism), Papakura operators	Ongoing	Underway	Local tourism operators have access to regional and international best practice in developing marketing material and collateral.
5.2	Profile local areas through a range of channels including aucklandnz.com official visitor guide and regional maps.	ATEED (tourism)	Ongoing	Underway	Providing access to channels to market for the area's tourism offer.
5.3	<p>Support, promote and ensure optimum usage of Papakura's cultural, arts, performing arts and competitive sporting assets, including:</p> <ul style="list-style-type: none"> • Papakura Art Gallery • Papakura Museum 	Papakura LB, CDAC(south) facility operators, Bruce Pulman Park Trust	Ongoing	Underway	Papakura's cultural, arts, performing arts and competitive sporting facilities continue to enhance the area's liveability and attract visitors from surrounding areas and wider New Zealand (amateur sporting competitions).

Ref.	Actions and initiatives	Interested parties	Timescale	Status	Outcome
	<ul style="list-style-type: none"> Facilities at Ray Small Road/Elliot Street, including Hawkins Theatre (theatre, youth theatre and cinema), and Papakura Theatre Company (off Broadway Theatre – managed by Bruce Pulman Park Trust) Old Central School (artists centre) Bruce Pulman Park and sporting venues Massey Park sporting facilities <p>Consider undertaking an economic impact assessment on the value of Papakura’s hosting of national amateur sporting competitions, NZ international competitors and their coaches.</p>				<p>Usage of cultural, arts and sporting facilities is optimised.</p> <p>The impact on the local Papakura economy in hosting of national amateur sporting competitions, NZ international competitors and their coaches is quantified.</p>
6. Cross-cutting EDS themes					
<i>Creating a sustainable eco-economy</i>					
6.1	Explore opportunities to undertake sustainable development demonstration projects and facilitation of sustainable economic practices, as part of Papakura’s development as a metropolitan centre.	Papakura LB, AC(LED), AC(Plan south), PP	Years 2-3 and 4-10	Further scoping and budget required	Opportunities are encouraged to provide a point of difference to the development of Papakura Town Centre as it transitions into a metropolitan centre, supported by best-practice in environmental sustainability.
<i>Iwi/Maori Economic Powerhouse</i>					
6.2	<p>Develop and implement a Papakura Māori ED Programme. Include actions to address issues and opportunities highlighted at a Hui and Iwi/ Māori business meetings in late 2013/early 2014, including:</p> <ul style="list-style-type: none"> Business capability support and information available – what’s already available and gaps Funding and seed capital availability Learning from other Māori businesses – including mentoring and Māori business showcasing Ensuring that a “Māori lens” is used to develop other actions within the Papakura Local ED Action Plan Iwi post-settlement capability support. 	AC(LED), CDAC (south), Papakura Iwi, Papakura Marae, Papakura Māori businesses	Year 1 and 2-3	Underway	Development of a toolkit to assist the economic development of Papakura’s Māori based businesses, to ensure that they thrive and contribute to the economic prosperity of Papakura.

Glossary/Key

Abbreviation/term/colour	Description
Papakura Local ED Action Plan	Papakura Local Economic Development Action Plan (this plan)
AC (Plan south)	Auckland Council's planning team south
AC (UPT)	Auckland Council's Unitary Plan team
AC (LED)	Auckland Council's Local Economic Development team, Economic Development Department
AC (CTP)	Auckland Council's City Transformation Project team
AC (RESP)	Auckland Council's Regional Economic Policy Implementation
AC (consents)	Auckland Council's consents teams
AC (RDPI)	Auckland Council's Regional Digital Policy Implementation team, Economic Development Dept.
AC (MPT)	Auckland Council's Major Projects Team
AC (SI)	Auckland Council's Southern Initiative team
CDAC (south)	Auckland Council's Community Development Arts and Culture Department, south team
ATEED (south)	Auckland Tourism Events and Economic Development (ATEED) southern business growth team, based in Highbrook
ATEED (BA&I)	ATEED's Business Attraction and Investment team
ATEED (EG)	ATEED's Economic Growth team
ATEED (Tourism)	ATEED's tourism team
ATEED (OS)	ATEED's Operational Strategy Team
AT	Auckland Transport
Business Mentors NZ	Business Mentors New Zealand (NZ) is the leading business mentoring service provider to the SME (small to medium-sized enterprise) sector in New Zealand.
PP	Progressive Papakura
MBIE	MBIE's (Ministry of Business Innovation and Employment's) purpose is to grow New Zealand for all by helping businesses to become more productive and internationally competitive, and by increasing opportunities for all New Zealanders to contribute to the economy.
COMET Auckland	Charitable Trust and Council Controlled Organisation set up to enhance Auckland's skills and education.
ITO	Industry Training Organisation
Papakura LB	Papakura Local Board
MIT	Manukau Institute of Technology
PBC	Papakura Business Community – Online (Facebook) business community with approximately 300 members and with networking opportunities – privately operated initiative.
Bruce Pulman Park Trust	Trust set up to provide world-class sporting facilities for Papakura's residents, elite athletes, host national amateur sporting events. The Trust also manages the Off Broadway Theatre (home of Papakura Theatre Company).
NZ Police (Papakura)	Initiatives and services provided by Papakura police station, Counties Manukau South main policing centre.
NZTE	New Zealand Trade and Enterprise (NZTE) is New Zealand's international business development

Abbreviation/term/colour	Description
	agency. NZTE's role is to help New Zealand businesses grow bigger, better, faster in international markets.
Callaghan Innovation	Callaghan Innovation connect businesses with research organisations across the innovation system: offering the expertise and facilities they need; operating their own research and technology laboratories and specialist equipment; and managing more than \$140 million a year in government funding and grants to support business innovation and capability building.
Youth Guarantee	This is a new approach to secondary education curriculum development and its linkages to tertiary provision. It enables students to achieve qualifications and skills that are valued by employers; create a learning pathway that leads to further education and work and identify where the jobs are and plan how to get there. This programme has been developed collaboratively by Ministry of Education, education providers, industry groups and individual businesses in local areas. Papakura High School has adopted the Youth Guarantee scheme.
Youth Connections	Youth Connections' vision is to have all young people either working and earning, or learning and training. Its goal is to ensure that every young person has a plan and a direction to help them reach their potential. It targets young people who are not involved in education, employment or training. In Papakura this project is supported by Hugh Green Foundation, Papakura Local Board, project managed by Auckland Council organisation (CDAC) and delivered by Papakura Marae (2 year contract from 2013).