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Making the Change

Strategy for Success

MANUKAU CENTRAL BUSINESS ASSOCIATION

**2012 – 2017
Strategic Plan**

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A Companion Document containing the following information accompanies this Strategic Plan:

1. Current State Research
2. Future State Research
3. Workshop Summary
4. Summary of Interviews
5. Key Issues
6. Map of proposed BID boundary
7. MCBA Executive Board for 2011-12
8. Research Reference List

I.0 Executive Summary

The essence of our strategy is the development of an attractive, innovative 'one-stop' destination: a destination that celebrates its Pacific influence, a place that is connected to its community, a commercial and cultural heart where business is successful. Our strategic plan creates a path towards achieving our vision for the Manukau CBD. Our challenge is to make it happen.

This new strategic plan builds on the success of the 2007-2011 plan. In our previous plan we launched the Manukau Central Business Association, and implemented a range of initiatives. We introduced an effective graffiti removal programme, and made huge improvements in safety and security in the CBD. We created a brand for the Centre. We promoted our place.

Our 2012 – 2017 strategy will be implemented in an environment of substantial change in the Manukau Central Business District.

In 2010 the Manukau Central Business District was absorbed into the governance arrangements of the new Auckland Council. The Council recently identified Manukau as a Metropolitan Centre in Auckland that will grow and cater to the expanding urban environment. Manukau is also included in the "Southern Initiative" area that will be a focus of social and economic intervention.

Central Manukau is transforming. With the recent arrival of AUT and impending arrival of MIT in the centre, tertiary institutions will have a considerable presence in the area. A new public transport interchange will connect Manukau with the rest of Auckland by both rail and bus. Hayman Park will be redeveloped into a natural and recreational space for those who live, work, study and play in Manukau. It is an exciting time.

The Manukau Central Business District currently has weaknesses that are limiting the potential of the area. It is a vehicle dominated space, and does not cater well to pedestrians. The town centre is non-traditional with an unusual business mix, and disconnection between points of interest. Urban design flaws attract antisocial behaviour.

As a united group of businesses and organisations, we have an opportunity to influence the direction of our centre. Our strategic plan is written on behalf of the Manukau Central Business Association for the businesses within the business improvement district. The plan revisits our 2007 – 2011 strategy, and incorporates the ideas we discussed at a stakeholder workshop. Other key businesses and institutions in the area were interviewed to determine their vision for Manukau, and how we might work together.

2.0 Our Vision, Our Strategic Objectives

2.1 Vision

A thriving people-friendly destination of choice which embraces progress, innovation, connectivity and cultural difference and supports business success and community engagement.

2.2 Strategic Objectives

Supporting Business

- Enhance business success through making Manukau CBD a one-stop destination of choice to access first class goods and services.

Embracing Community

- Celebrate our cultural difference and identity and foster community engagement and pride in Manukau CBD.

Enhancing Environment

- Create a connected people-friendly environment where everyone wants to come and nobody wants to leave.

Addressing Transport

- People come first; make the linkages with public transport, practical parking opportunity, and safe and easy cycling and walkability.

Getting Results

- Expand the BID boundary, engage the MCBA members and actively work together to realise the Vision.

3.0 Where Are We Now? – A Snapshot 2011

- 3.1** The Manukau Central Business District (CBD) is well positioned to grow its influence. The CBD is commercially strong, and is the administrative and retail focus for southern Auckland. It is identified in the Auckland Spatial Plan as a metropolitan centre and is the centre of the Mayor's Southern Initiative. The area hosts a significant Central Government presence including major court facilities, Police and Housing NZ facilities. A new AUT University campus has recently been established, and MIT's Business School is about to start construction in early 2012, fully integrated with the new underground Manukau Rail Station.
- 3.2** The CBD has strong transport infrastructure, with Auckland's motorway and southern arterial network confluencing on and at the Centre. Regional and sub-regional rail and bus networks likewise focus on the CBD.
- 3.3** Manukau is a national and regional brand, has a strong retail focus and is the home of the iconic Rainbow's End.
- 3.4** The CBD has weaknesses. It is overly car dominated, needs better 'linkages' between precincts and enhanced walkability, is largely a daytime centre, lacking a full range of 'town centre' activities and suffers from (diminished) anti-social behaviour which has impacted on its image. Likewise the CBD faces competition from other retail centres, as well as increasing challenges from the Auckland International Airport Limited for corporate offices and entertainment attractions.
- 3.5** The CBD nonetheless is packed with opportunities. It is situated in the middle of New Zealand's fastest growing population, noted for its diverse demographics, and is surrounded by three of the largest industrial areas in NZ - East Tamaki, Wiri and the Airport Precinct. The CBD is young, with an ability to reshape its urban fabric. The CBD will continue to grow. The challenge is how.
- 3.6** The Manukau Central Business Association is now well established. With changes to local government in Auckland, including the dissolution of the Manukau City Council and the loss of that institution's head office in the CBD, the Association now has an increased role in advocating and representing the CBD. It is the 'glue' that links the interests of business and services in the area to the Otara-Papatoetoe Local Board and the Auckland Council. A key challenge for the Association in its new Strategic Plan 2012-2017 is to expand its area of representation to cover all of the area commonly understood to be the Manukau CBD.

4.0 Where we have been – A Review 2007 – 2011

4.1 In May 2006 the Manukau Central Business Association (MCBA) was constituted as an Incorporated Society to represent the interests of the businesses in the CBD, to engender co-operation, focus on common issues and work towards agreed goals. The establishment of the MCBA was made possible by the establishment of a Business Improvement District (BID) programme. This programme provided the Association with an on-going funding source to employ professional management, and achieve key objectives such as improving safety and security.

4.2 A poll of all business and property owners in the Business District was held in December 2006 to establish the BID. Seventy nine per cent of representatives voted in support of the BID programme, which generated \$150,000 per annum for the MCBA through a separate rate on properties in the area. The MCBA also received an annual grant of \$25,000 from Manukau City Council (now disestablished), as well as an initial \$46,000 grant to assist in the establishment of the MCBA, including the employment of a part-time manager and to prepare a Strategic Plan.

4.3 A Strategic Plan was subsequently developed by the MCBA for the 2007-2011 period. The Plan identified the following vision statement;

“To be a safe, presentable and vibrant commercial centre. A centre that people visit as a destination of choice, at all levels of services provision”.

4.4 A pithy statement encapsulating the vision for the Manukau CBD was adopted as

“The New Heart of Manukau”

and a range of objectives were developed with a particular focus on certain objectives in the first two years. The overall objectives were:

- Employment of a Centre Manager, with associated administrative support.
- Establishing key benchmarking measures.
- Regular communication with stakeholders.
- Identifying all possible revenue streams.
- Improving safety and security in the Manukau CBD.
- Working with the Council on the city centre redevelopment strategy.
- Improving the entrance and definition of the CBD.
- Implementing a graffiti removal programme in conjunction with the Manukau Beautification Trust.
- Improving the appearance of the Manukau CBD.
- Encouraging ‘business to business’ opportunities within the CBD.
- Encouraging and improving movement around the CBD.
- Expanding the area represented by the MCBA.
- Attracting new businesses to the Centre.
- Developing a brand for the Manukau CBD.

- Creating a sense of arrival to the CBD.
- Increased promotion of current businesses.
- Develop an annual events calendar.

4.5 The implementation of these objectives was based on a concept of ‘key platforms’;

Establishing the Vision - ‘The New Heart of Manukau’ into the hearts and minds of key stakeholders as encapsulating the positive potential of the area, and to simulate new interest.

Working in Partnership with key alliance partners like the Council, Manukau Beautification Trust, NZ Police, Westfields and current and future developers and investors.

To Deliver on Promises, the principal one being the introduction of the Safety and Security programme.

A Focus on 3-4 Key Projects in the first two years, to ensure measurable initiatives were achieved.

Making a Visual Statement including signage and mobile security patrols.

Zero Tolerance of Crime in the area.

Communicating and Celebrating Milestones, including the establishment of newsletters, networking functions, press releases and reports to Council.

4.6 The MCBA has been remarkably successful in implementing many of the objectives outlined in the Strategic Plan. Some have been completed in their entirety, such as the employment of an Association Manager and the establishment of an office, together with regular contact with members and stakeholders. Others remain on-going ‘works in progress’ such as improving movement around the CBD. Especially impressive has been the graffiti removal programme, the second highest priority project identified in 2006, and the initiatives associated with improving safety and security in the Manukau CBD. This latter objective was identified by 72 per cent of participants in the 2006-2011 Strategic Plan as being of highest priority. A range of reports (CCTV feasibility, CPTED) and initiatives (security patrols, police liaison, information packs) have been prepared and undertaken in the five year period, resulting in an overall reduction in reported crime. In the period October 2008-September 2011, for example, reported crime in the Centre reduced by 16 per cent (NZ Police, 2011). Shoplifting was the most commonly reported crime. Likewise most reported crime occurred during the day, with twenty per cent of crime committed between 9pm and 6am. Nonetheless antisocial behaviour remains an issue for the Centre, and the comparison of Town Centres, across the former district of Manukau City Council (May 2010) indicates reported crime statistics for the Manukau CBD between June 2007 – December 2009 as being 4 times the average level of crime across all centres. In this period, reported crime in Manukau fell 2 per cent, whereas more recent figures (as indicated) show a much greater reduction.

4.7 One objective has not been achieved, notably the expansion of the original area of the BID. It had been intended to expand the area to include the eastern side of Great South Road, the Manukau Supa Centa and the Westfield Mall by way of a poll in 2009. Governance changes to Auckland local government precluded this possibility and it is now intended to be canvassed in the 2012-2017 Strategic Plan. This proposed expansion is reflected in the following map.

The current Business Improvement District boundary, and the proposed extended area is outlined in the following map



5.0 Where we are going – Our Plan 2012- 2017

5.1 Vision

A thriving people-friendly destination of choice which embraces progress, innovation, connectivity and cultural difference and supports business success and community engagement.

Explanation

This is a time of opportunity and change and we intend to embrace it. Today's decisions will profoundly influence tomorrow's options. Our Vision acknowledges that there is strength in our unity and there is strength in our cultural identity that is uniquely Manukau. We don't wish to blindly duplicate what is offered elsewhere and neither do we wish to be limited by barriers created by past decisions or by existing infrastructure. Our Vision is for the next 5 years and beyond.

It means acknowledging our strengths and recognising our unique characteristics. We are a rapidly growing community. We intend to embrace change and celebrate difference and our own identity. We must be united by redefining the Business Improvement District boundaries and responding to our people and their needs. We have a young and talented population and exceptional new educational facilities in development. We must forge alliances and support our people by providing employment opportunities. We have a unique opportunity to lead change and future-proof our social and economic success. We must grasp our own future through realising our vision and achieving outcomes which test us, but which together build identity, unity of purpose, and the practical realisation of our aspirations in the business community.

There are challenges to address. Our membership base and boundary needs to be expanded to link with our aspirations and provide the foundation to move forward. The Auckland Council needs to invest in Manukau. Manukau is identified as a Metropolitan Centre but has not been given priority for growth and development over the first 3 years of the Auckland Plan. We must be a leading advocate for Manukau, engage with stakeholders, break through barriers and be a business and community advocate to realise our Vision.

5.2 Delivery of the Vision

5 Strategic Objectives support the Vision:

- **Supporting Business**
- **Embracing Community**
- **Enhancing Environment**
- **Addressing Transport**
- **Getting Results**

Each Strategic Objective is supported by actions and measures for its implementation. The Strategic Plan is supported by a *Companion Document to the Manukau Central Business Association 2012-2017 Strategic Plan*. The Plan acts as a blueprint for the activities of the MCBA and the supporting annual plan and budget allocation decisions.

I. Supporting Business

Strategic Objective 1

Enhance business success through making Manukau CBD a one-stop destination of choice to access first class goods and services.

Reasons

Manukau CBD is on the cusp of even greater opportunity. Huge growth in tertiary education service, transformational changes in transport connectivity and access, and other opportunities are there to foster Manukau CBD as a live, work and play destination of choice. Manukau CBD has many advantages and yet continues to function as a daytime centre with image problems associated with safety and being people unfriendly. It has a segmented retail market. Manukau CBD must embrace its unique identity and community and provide the best range of goods and services to support its community. It must also have a key role to train and support its community, particularly youth, and their productive employment.

Manukau CBD needs to become the economic, social and cultural hub of its community. It needs to entice others in and retain those who are here. It needs to be a destination of choice that provides for its youthful population and has strategically positioned itself to embrace growth and support enduring and future-proofed business success.

Action 1.1

Promoting a business mix of goods, services and attractions to make the Manukau CBD a one stop venue of choice, by:

- Attracting a broader range of retail and entertainment offerings
- Supporting people-friendly environments, including cafés and restaurants associated with attractive public spaces

- Preparing and implementing events and festivals plan, in association with the Otago-Papatoetoe Local Board and Council, to attract people to the CBD
- Attracting personnel and professional services that support the wider Manukau community
- Advocating for a substantial increase in accommodation in the Centre, including guest and hotel facilities suitable for surrounding businesses
- Establishing a tourist information facility and encourage tourism links to the Centre.
- Supporting the national Te Araroa Walkway routing past the MIT campus and through Hayman Park.

Measures

- Numbers of increased retail and entertainment facilities over 2011 baseline
- Preparation of an events and festivals plan
- Numbers of events and festivals per year, including bicultural and multicultural celebrations
- New accommodation facilities developed in Manukau CBD
- Establishment of a tourist information service
- Te Araroa Walkway established through the CBD

Priority: High

Action 1.2

Foster business collaboration and collective purpose through communication and networking between businesses and organisations, by:

- Linking MIT, AUT and other educational providers to business to enable the development of work skills opportunities and employment
- Providing business network opportunities through regular engagement
- Working with the Auckland Tourism Events and Economic Development (ATEED) on business and economic development opportunities for business in the CBD

Measures

- Numbers of student placements into work skill opportunities and full time employment in the CBD
- Regular networking opportunities sponsored by MCBA

Priority: Medium

Action 1.3

Promote the CBD, by:

- Initiating marketing and promotion campaigns, using the 'Manukau Now' brand
- Partner with key agencies and the community to enhance branding opportunities
- Leverage 'brand Manukau' (Manukau Now) off high profile businesses in the CBD

- Undertake regular analysis of customer needs and preferences to support promotional activity

Measures

- Number of marketing and promotion campaigns initiated by MCBA
- Joint promotions between MCBA and key businesses and community agencies
- Community awareness and enhanced satisfaction with CBD

Priority: Medium

Action 1.4

Ensure community safety, including:

- Implementation of measures to combat crime, promote community safety and prevent property damage
- Collaborate actively with community safety organisations, including the NZ Police
- Monitor crime statistics to underpin support for appropriate interventions
- Support 'shared services' provision of private security in the Manukau CBD
- Installation of security cameras in locations supported by CPTED studies

Measures

- Reduction in crime statistics for CBD
- Improvements in public perception of safety

Priority: High

Action 1.5

Advocate for effective management of compliance costs imposed on business, by:

- Regular meetings with the Otara-Papatoetoe Local Board and the Auckland Council
- Advocating to central Government on costs negatively impacting business

Measure

- MCBA member satisfaction with compliance costs imposed by governmental agencies

Priority: Medium

2. Embracing Community

Strategic Objective 2

Celebrate our cultural difference and identity and foster community engagement and pride in Manukau CBD.

Reasons

Manukau CBD services a growing population which is younger than average and more multi-cultural. Unemployment levels are higher than the national and regional averages, particularly for youth, and their educational attainment is low. Nearby are areas of high deprivation. There are many families with children and there is a high Polynesian population. Most Manukau CBD consumers are local (c.80%) and the majority of consumers have below average spending power.

Our Vision is to become a people friendly destination of choice and to embrace cultural difference. Cultural diversity makes the Manukau CBD distinctive and is a significant strength that can form the foundation of our identity. The local population is also our primary customer. High priority must be given to meeting their needs if a vibrant and successful city centre is to succeed. Emphasis must also be given to their engagement and participation in the local economy, including training and employment. Also important are lifestyle opportunities including recreation and entertainment.

The greatest strength of the Manukau CBD is the population which supports it.

Action 2.1

Promote community ownership and pride in the Manukau CBD, by

- Supporting the provision and development of public places where people may choose to gather
- Sponsoring public art and sculptural expression throughout the CBD
- Working with MIT and AUT to develop art, cultural and recreational opportunities in the CBD
- Fostering community spirit through bicultural and multicultural events in the CBD
- Promoting a 'Pasifika' feel and brand that reflects the unique positioning of the Manukau City Centre in southern Auckland

Measures

- Community satisfaction with the CBD
- Numbers of events held in the CBD
- Creation of public art and sculpture in the CBD
-

Priority: Medium

Action 2.2

Develop Hayman Park as a focus of pride and public celebration for the community, by:

- Redeveloping the Park as a welcoming, exciting and safe place
- Creating a Park where visitors can run, ride and relax

- Creating space nearby for events such as markets, art installations, performance events and processions
- Providing walking and cycling facilities that link the adjoining CBD precincts through the Park
- Integrating the development of the MIT Campus into the Park, both physically and by encouraging joint MIT/Council oversight
- Working with the Otara-Papatoetoe Local Board and Council on the Hayman Park Master Plan, and its implementation
- Rejuvenation of the waterways through Hayman Park as an ecological corridor

Measures

- Master Plan for Hayman Park completed
- Timetable agreed with Otara-Papatoetoe Local Board and Council on the implementation of the Master Plan for Hayman Park

Priority: High

Action 2.3

Foster a Manukau CBD that is welcoming for children, youth and families, by:

- Ensuring facilities and amenities are attractive, well maintained and safe
- Recreational and entertainment opportunities aligned with the needs of youth and the demographics which use the Centre
- Antisocial behaviour in public places is avoided
- Social service agencies are linked and active within the Centre
- Public toilets are provided throughout the Centre in convenient and safe locations and are serviced to a high standard

Measure

- Customer satisfaction surveys indicate improvement on convenience and safety indicators

Priority: High

3. Enhancing Environment

Strategic Objective 3

Create a connected people-friendly environment where everyone wants to come and nobody wants to leave.

Reasons

A thriving destination of choice is distinctive and attractive. People want to live, work and play there. People want to visit and linger. When they leave they want to return. They reflect on the good experience they have had and recommend it to others. They get what they need and go away satisfied.

Against that, attention to the aesthetics of the urban form and functionality in the Manukau CBD is generally low. It is not a people-friendly, family-friendly or young people-friendly environment. Decisions to date have emphasised provision for cars. Cars must still be provided for but not at the expense of the sustainable and competitive business future of the Manukau CBD.

Transformational change is urgently required to future-proof the Manukau CBD. The Centre must cater for a young, growing population, for changing preferences, and for dramatically improved public transport. Students are an increasing presence and will have different needs that need to be met.

Innovative urban design principles need to be creatively applied to make the Manukau CBD a destination of choice. Decisions today must be progressive to anticipate changing needs and to respond to customer preferences. Design decisions need to be environmentally sustainable. Creation of attractive public spaces, much greater connectivity, and support of cycling and walking in balance with vehicular use is required. Environmental revitalisation will foster economic success and social cohesion.

A quality environment will also attract and support quality and successful businesses. The CBD is replete with excellent plans. There is a need for integration and implementation.

Action 3.1

Support and initiate transformational change to the physical environment that is consistent with the vision, by:

- Advocating for the implementation of 'The Manukau City Centre Built Form and Spatial Structure Plan (2008)' by Australian architects Randles Straatveit
- Advocating for the implementation of the 'Manukau City Centre Public Domain Manual (2009)' by Boffa Miskell
- Advocating for the implementation of the 'Crime Prevention Through Environmental Design (2008)' by Harrison & Grierson
- Supporting the Puhinui Integrated Catchment Plan preparation and implementation
- Integrating the above plans into a comprehensive Spatial Master Plan for the Manukau Central Business District, within the context of Otago-Papatoetoe Local Board Spatial Plan and Southern Initiative
- Supporting the development of a conceptual visual plan for the Manukau CBD which is aspirational, provides focus and helps generate stakeholder interest and buy in.

- Supporting linkages to the Telstra Clear Pacific Events Centre and the Manukau Sports Bowl
- Agreement with the Otara-Papatoetoe Local Board on a Capital Expenditure Programme for the Centre over the next five years

Measures

- Progress measured against the objectives contained in nominated reports
- Development of a comprehensive Spatial Master Plan for the Manukau CBD
- Precinct plans developed and implemented
- Capital Expenditure programme for Centre agreed with Otara-Papatoetoe Local Board

Priority: High

Action 3.2

Creation of a sense of arrival and entrance to the Manukau CBD, by:

- Constructing visual sculptural statements, expressing a 'Pasifika' feel, at each major transport entrance
- Maintaining and enhancing the appearance of the CBD from the two motorways on the Centre boundaries
- High quality visual amenity associated with the entrance statements
- Use of banners, regularly refreshed, reflecting the 'Manukau Now' brand

Measures

- Sculptures and associated visual amenity improvements constructed at transport entrances to CBD
- Community reaction and satisfaction

Priority: Medium

Action 3.3

Ensuring public and private spaces are maintained to a high standard, by:

- Actively maintaining the graffiti programme in the CBD in partnership with the Manukau Beautification Trust
- Litter facilities and cleaning programmes are provided by key stakeholders including town centre owners and the Council
- Buildings, gardens and lawns are well maintained

Measures

- Graffiti measure counts are low and decreasing over time
- Litter counts are low and decreasing
- Building and facilities are visually attractive through regular maintenance

Priority: High

4. Addressing Transport

Strategic Objective 4

People come first; make the linkages with public transport, practical parking opportunity, and safe and easy cycling and walkability.

Reasons

Private vehicles and parking dominate the Manukau CBD. Connectivity and walkability are generally poor. Parking is typically in front of businesses. The CBD is divided by large busy roads that are difficult to cross. “Shared space” as a concept has very limited use, cycling is generally difficult and unsafe, permeability is poor, and linkages are not people friendly.

A major new Railway Station and Bus Interchange is due to be opened in February 2012. 600,000 train passengers are projected to use the train station and 1.2 million people to use the bus station annually. Many of these people will not have cars and will need to be better catered for than current infrastructure allows.

Action 4.1

Support transport options which are integrated, safe and user-friendly, by:

- Promoting a bus loop or shuttle service which links the various precincts with the CBD
- Advocating for a longer term option of a light rail facility within the CBD
- Advocating for car parking facilities that are available for the general public, including all day stay
- Supporting the development of a Park and Ride facility associated with the Public Transport Interchange on Davies Avenue
- Promoting Superstop bus facilities within the CBD transport network
- Working with transport authorities on the promotion of rail and bus access to the Centre
- Working with Auckland Transport and Council on a Comprehensive Town Centre Parking Plan for the Manukau CBD

Measures

- Implementation of a bus loop or shuttle service within the CBD
- Car parking facilities available for public use, including all day stay
- Parking effectively managed in the CBD

Priority: High

Action 4.2

Enhance public transport interconnectivity between the community and the CBD, by:

- Working with Auckland Transport and Local Boards on bus routing and timetables to and from the Centre, especially off-peak and weekends

- Involvement in the proposed rail connection to the Airport

Measure

- Increased number, and satisfaction levels, of visitors to Centre travelling by public transport

Priority: Medium

Action 4.3

Advocacy for the implementation of a dedicated cycle network and enhanced walkability, by

- Implementing the pedestrian and cycling strategy contained in the Boffa Miskell (2009) Public Domain Manual

Measures

- Identified pedestrian and cycleway improvements physically constructed
- Investigation of 'shared road/pedestrian' spaces within CBD

Priority: Medium

5. Getting Results

Strategic Objective 5

Expand the BID boundary, engage the MCBA members and actively work together to realise the Vision.

Reasons

The MCBA is set up to achieve the Vision, support its members and foster business success in Manukau CBD. It will achieve this by providing leadership, forging linkages and realising business opportunities as it works to implement this five year strategic plan.

MCBA is here to add value to its members as an advocate on their behalf. It can represent a wider strategic view than would any individual member and it presents the genuine opportunity for integrated and collective action for the benefit of all.

One of its first priorities is to address the BID boundary. For the MCBA to be effective it must be operating on behalf of the community of interest that comprises the Manukau CBD as it is perceived, and with a boundary that has integrity based on business and community criteria.

This five year Strategy acts as the blueprint for the MCBA. It provides for integrated action and will be supported by annual plans and budget which will direct what is to be achieved in any one year.

Funding is a critical matter that will vary through the life of this plan particularly if the BID boundary is successfully expanded. Annual funding allocations are therefore an annual planning matter in support of this Plan. Funds will be allocated annually through this process with the intent to have the greatest effect in implementing this Plan.

Action 5.1

Expand the BID area to reflect the Manukau CBD 'community of interest' by

- Adopting the 2012-2017 Strategic Plan
- Working with the Otara-Papatoetoe Local Board and Auckland Council to poll business and property owners to extend the BID area

Measure

- Successful poll of business and property owners to expand the BID boundary

Priority: High

Action 5.2

Effective leadership provided by the Manukau City Business Association, by:

- Active advocacy of the Manukau CBD
- Implementation of the Strategic Objectives of the 2012-2017 Strategic Plan
- Annual allocation of resources against Strategic Objectives

- Formalised and on-going relationships with Local Boards, Council and Council CCOs
- Advocacy for a Spatial Plan (including growth strategy) for the Manukau CBD
- Involvement in the Mayor's Southern Initiative
- Foster partnering with and between key governmental and non-governmental agencies
- Provision of services to members, including regular networking opportunities

Measures

- Public and community profile of MCBA
- Satisfaction of members in Association 's performance
- Relationships with other BIDs, Otara-Papatoetoe Local Board and Auckland Council

Priority: Medium

Action 5.3

Monitoring of progress, by:

- Reporting on Strategic Plan objectives at MCBA Board meetings
- Reporting on progress to the Association's AGM
- Updating the Strategic Plan if significant changes occur to wider 'environment'
- Providing opportunity for membership input and feedback
- Measuring progress and celebrating success

Measures

- Monthly reporting to Board on Strategic Plan progress
- Reporting to Association's AGM
- Community and customer satisfaction surveys

Priority: Medium

6.0 Conclusion

Our strategic intent is to realise our Vision and to move forward with our community. Our Strategic Plan is a commitment to embrace change, support business, acknowledge cultural difference, and to provide leadership. It is not intended to gather dust on the shelf. Rather, the MCBA will be active advocates for its implementation with the full support of its members.

It is an inclusive Plan. The BID boundary requires realignment and expansion to reflect the Manukau CBD as it is perceived and understood by its community. There are new communities of interest in the CBD, particularly through the growth in the education sector. It is also a culturally diverse and youthful community. There must be something in it for them. This Plan supports that aspiration.

There are barriers to overcome. The existing infrastructure does not serve business or the community well and must be addressed. Innovative decisions now that promote the sustainability, integrity and connectivity of the urban form will deliver a functional and future-proofed Manukau CBD. The purpose is to support successful business and the diverse community that it serves. This Strategic Plan provides the foundations of a Vision, Strategic Objectives and Actions to deliver better outcomes for all. We are determined to deliver on that promise.