

Pukekohe Business Association Strategic Plan 2014-24

Overview

This is the strategic plan for Pukekohe Business Association (PBA) in its role as manager of the Pukekohe Business Improvement (BID) programme. This programme is funded from the commercial rate collected in Pukekohe by Auckland Council. The work of PBA-BID is independent of the Council although PBA works in association with Council - especially ATEED and the Franklin Board - as appropriate.

A ten-year perspective has been taken to ensure that longer-term strategic options are considered and also to acknowledge the huge changes that are underway in the context of business in Pukekohe.

PBA strategies are 'alive' in the sense that they are always subject to review and may be modified from time to time as new information and fresh perspectives emerge.

The sections that follow are:

- Situation and Context
- PBA Vision for Pukekohe
- PBA Purpose
- PBA Capabilities and Capacity
- Core Strategies.

Situation and Context

This section summarises current PBA perspectives of the key external influences on Pukekohe business through to 2024.

1. Influences of Global Change

Business in Pukekohe will be influenced by huge change over the next ten years. Some of this will come from global sources, including

- Sharp increases in energy costs, especially oil prices.
- The direct effects of climate change – both negative and negative - especially on food production patterns, and on New Zealand's export markets and competitors.
- The global economy, especially its financial markets, becoming more erratic because it is slow to adjust to the forthcoming continual shocks of energy prices and weather events.

2. Influences of the New Zealand Economy

- The overall effects on New Zealand of the influences from global changes are to
 - increase the cost of business (especially through oil/gas prices and the cost of capital),
 - make importing more risky,
 - make international markets less stable,
 - provide new export market opportunities for highly adaptable and resilient businesses.
- The global influences of oil prices and greater riskiness of trade shift the New Zealand economy gradually towards a more inward-facing orientation – *reduced* reliance on international trade and more emphasis on *production for local markets*. This re-stimulates aspects of the manufacturing sector and also encourages more local production and marketing of fresh produce.

3. Regional Influences

- Pukekohe is increasingly exposed to conflicting regional influences. One of these is the strong policy of integration of Franklin with Auckland City, which regards Pukekohe as a satellite town. The population of Pukekohe is projected by Auckland City to double (to 60,000) by 2045. The same projections indicate 9,000 new jobs, which will maintain the current proportion of the Pukekohe workforce (30%) employed outside the town, mainly to the north. As a relatively small part of Auckland City, Pukekohe will continue to be obliged to strive to receive its due share of attention and resources.
- A counter influence over the ten-year period will be the combined effects of energy costs and climate change, which will substantially increase the value of Franklin as a food producing region. Franklin has natural advantages of soils and climate and has local core competencies in the sector. In Pukekohe, these competencies are extended to specialist supply, packing, processing, logistics and storage. This re-recognition of Franklin as a food producer will revise the Auckland City perspective that land is primarily for urban and industrial expansion. It will also lead to recognition of the need to provide for expansion of food processing/manufacturing and the business sectors that support food production. Hence, within the next ten years, Auckland City and Pukekohe will need to decide whether
 - Pukekohe is a satellite town of the urbanised City, that happens to have useful food-growing land around it – confirmation of the present view, *or*
 - Pukekohe is the business centre of an increasingly-valuable food producing region – a changed stance which will make more sense as the forces of change unfold.

4. Implications for business in Pukekohe

- General business conditions will be increasingly variable and challenging. Business opportunities will grow with the population, and also in niches that will open as a result of shifts in the economy. It will be sensible for businesses in Pukekohe to be highly **resilient to change** and to be managed in ways that are **innovative** and permit **rapid adaptation** to shifting conditions.
- The present stance of Auckland City will continue to develop for several years but this is likely to shift as the relative value of food production increases, with consequent policy settings that are favourable to food production and processing/manufacture.

PBA Vision for Pukekohe

In 2024, Pukekohe is a prosperous and lively town – a great place to live, work, shop, play, and conduct business. Along with growth in its population, it has deliberately retained a distinctive country feel. It is recognized as the business, commercial, and community hub of Franklin. People are drawn to it.

PBA Purpose

The purpose of the PBA BID is to contribute to attainment of this vision for Pukekohe through

- **Promoting Pukekohe as an excellent place to do business**, across all sectors.
- **Promoting the advantages of establishing businesses in Pukekohe**, and guiding interested parties to sources of information and advice.
- **Advocating** to Auckland Council specific policies, plans, and asset developments that are in the best interests of business in Pukekohe.
- **Providing Pukekohe businesses** with opportunities for **networking and sharing knowledge**.
- **Encouraging businesses to build and enhance particular skills**.

PBA Capabilities and Capacity

The PBA BID has sufficient resources to implement this plan.

Core Strategies

The PBA BID strategies to 2024 are centred around communication, promotion, and information. There are five core strategies:

Strategy 1: Promote Pukekohe as an excellent place to do business

The broad objective of this strategy is to attract more customers to businesses that are located in Pukekohe – across all sectors.

Promotion is aimed at priority groups and segments of households and businesses. It is based on the broad proposition that Pukekohe as an excellent place to shop, receive services, and conduct business. It also acknowledges publicly the achievements of Pukekohe businesses, and aims to enhance the public reputation of these businesses.

Promotions are undertaken through multiple channels and media, as appropriate for specific objectives and conditions.

Strategy 2: Promote the advantages of establishing businesses in Pukekohe

This strategy leverages off Strategy 1. It targets specific categories of businesses and investors for which Pukekohe is demonstrably attractive. To the core theme of Pukekohe being an excellent place to shop, receive services, and conduct business, it adds the advantages of location and local resource endowments and competencies, and also the living and recreational benefits for employees.

Promotions are undertaken through multiple channels and media, as appropriate for specific objectives and conditions.

Strategy 3: Advocate Auckland City policies, plans, and actions that improve the conditions for business in Pukekohe

This strategy consists of carefully prioritised engagements with agencies and parts of Auckland City - Franklin Board, ATEED, and other appropriate Council institutions – when opportunities arise through invited submissions and requests for dialogue. The priorities are:

- Ensuring availability of land suitable for expansion of light manufacturing and horticultural food manufacturing.
- Improved public rail services both north and south, including extension of electrification from Papakura to Pukekohe.
- Improved access to the separated retail clusters (town centre, and the ‘big box’ malls on Manukau Rd) for cars, pedestrians, cyclists, and public transport - thereby improving the cohesion and vibrancy of the retail sector.
- Reducing the congestion of Manukau Rd through integrated planning of roads, pathways for pedestrians and cycles, and landscape design to improve its attractiveness.
- Ensuring the cleanliness of the Town Centre.
- Improving the Town Centre CCTV security systems

To address these priorities, PBA will maintain a robust monitoring function and allocate appropriate resources to the processes of advocacy.

Strategy 4: Provide Pukekohe businesses with opportunities for networking and sharing knowledge

This strategy continues events and communications processes that enable the *people* of Pukekohe businesses to meet, consider and discuss matters of common interest, make contacts, and share information.

Strategy 5: Encourage Pukekohe businesses to build and enhance particular skills

This strategy prioritises building particular skills in Pukekohe businesses as the needs for them are apparent over time. The role of PBA is to *encourage* these developments. Current examples are:

- Encouragement of customer orientation and customer service through the Business Awards event. (The Business Awards also contribute to Strategy 1.)
- Working with landlords and retail businesses to improve the quality of customer experiences in the Town Centre.