

Rosebank 2030 business precinct plan

Productive, dedicated business areas
August 2008

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Contents

Foreword – Rosebank 2030	1	5 Rosebank 2030	14
Executive summary	2	5.1 Vision	14
1 A framework for Rosebank	4	5.2 Outcomes for the Rosebank Business Precinct	14
1.1 Auckland City Council Economic Development Strategy	4	6 Issues and opportunities	15
1.2 The Rosebank business precinct	4	6.1 Business growth and employment	15
1.3 What Rosebank 2030 is about	5	6.2 Transport – getting the precinct moving	16
1.4 Why have a business precinct plan for Rosebank?	5	6.3 Coastal environment for conservation and recreation	18
1.5 The business precinct planning process	5	6.4 Land use and economic activity	19
2 How has the precinct developed?	6	6.5 Quality of the business environment	19
2.1 History of the peninsula	6	6.6 Infrastructure for the future	20
2.2 Rosebank today	6	6.7 Sustainable business practices	21
2.3 Business structure	7	7 Implementation	22
2.4 Employment characteristics	8	7.1 Actions	22
2.5 People	8	7.2 Monitoring and evaluation	23
3 The Auckland economy	9	Related policies and publications	24
3.1 Economic performance	9	Glossary of terms	25
3.2 National and regional economic development agendas	9	Key organisations	25
3.3 Skills, training and education	9		
3.4 Transformation of the manufacturing sector	9		
3.5 Limits to sprawl	9		
4 Planning for the future	10		
4.1 Planning for Rosebank precinct	10		
4.2 Consultation undertaken	10		
4.3 Collaboration with Waitakere City Council	11		
4.4 Strengths, weaknesses, opportunities, threats (SWOT)	11		



Foreword – Rosebank 2030



The Rosebank business precinct makes an important contribution to Auckland city's economy and has experienced significant business and employment growth in the past decade.

This dedicated business area has reached a defining moment in its development and the time is right to set a clear direction for Rosebank's future, which capitalises on its competitive advantages and provides a framework for the area to reach its full potential.

The opportunity now exists to support the development of Rosebank in a way that will help support and nurture existing companies, attract new businesses to the area, create new jobs and employment opportunities for local people, encourage environmentally friendly production technologies and protect the land for industrial and commercial use.

At the same time, we must manage the business precinct's growth to safeguard the peninsula's unique coastal ecosystem and capitalise on the stunning views across the harbour to the CBD.

Auckland City Council has worked closely with the Rosebank business community to plan for the future of both the peninsula and its employment area. The council has consulted with members of the business community over the last 18 months to identify the issues, opportunities and challenges facing the precinct. Our aim is to create a quality environment for workers and businesses that will be internationally competitive for investment and as an export location.

This document articulates the feedback the council has received from the business community and other stakeholders, and Auckland City Council's aspirations for the area. The aim of the business precinct plan is to ensure the council, and all those who enjoy recreational pursuits, work, invest, or run a business in Rosebank, share a common vision for managing business growth on the peninsula.

Particular thanks are due to the Rosebank business community and other stakeholders who participated in the consultation process for providing the council with their feedback and contributing freely of their ideas.

Special thanks also go to the councillors, community board members, the business association manager, consultants and council staff for their contribution to Rosebank 2030.

A handwritten signature in black ink that reads "N. W. Raffills". The signature is written in a cursive, flowing style.

Councillor Noelene Raffills
Auckland City Council



Executive summary

Rosebank is the most significant dedicated business area in the west of Auckland city. It is a dynamic and highly successful production and employment zone with activity concentrated around the manufacturing, transport, and storage, wholesale, construction, and property and business services sectors.

Many Rosebank businesses are involved in the export and import industry; taking advantage of distribution links via the port, airport and major distribution hubs to both domestic and international markets. With over 8300 employees working in the precinct, Rosebank offers a wide range of employment opportunities for people in the Avondale and Waitakere areas.

The number of businesses and jobs located in Rosebank has grown rapidly over the past five years, reflecting both the strong national economy and the attractiveness of the Rosebank peninsula as a business location.

As business land in the city becomes increasingly scarce, we anticipate continued strong demand for commercial and industrial space in Rosebank. Given the fluid nature of technological changes, global market trends, national economic outlook and industrial structures it is difficult to predict the exact breakdown of sectors and services that will be located in Rosebank in 2030. It is therefore important for the precinct to have flexible land use structures in place for a range of business activities.

During development of this plan, the council and its partners investigated the scale of infrastructure required to service anticipated growth of business activities in the precinct.

The council has consulted with stakeholders on issues, options and opportunities, using a number of mechanisms, including focus group sessions, public presentations, feedback forms, submissions and face-to-face discussions with business association members.

Rosebank 2030 provides a vision for the Rosebank peninsula that seeks to:

- retain and grow the existing business base
- attract new high value-adding business investment and activity
- create an export hub
- provide more employment opportunities.

The vision for the precinct is that:

“Rosebank is an internationally competitive high value-adding export-oriented manufacturing and product development location.”

The council will work with service providers and stakeholders to achieve this vision. To do this, key outcomes have been identified.

Topic	Outcome sought
Business growth and employment	Further development and employment growth in the precinct through the retention and attraction of new businesses.
Network efficiency and safety	The local road network sufficiently caters for increased employment and freight movements within the precinct.
Land use and transport integration	Transport and land use are considered together to adequately provide for the future growth of the precinct.
Passenger transport	The business precinct has improved access to alternative modes of transport.
Coastal environment for conservation and recreation	The council's long-term goals of protecting the ecological corridor, enhancing the coastal character and connection, and providing better open space opportunities are achieved.
Land use and economic activity	Development in the precinct ensures the continuance of a strong manufacturing base while allowing supportive services to locate in the precinct. The interrelated functions between Rosebank and the Avondale and New Lynn town centres are recognised and supported.
Quality of the business environment	Rosebank is a high quality, attractive business precinct providing quality amenity and facilities for workers.
Infrastructure for the future	Continuous high quality infrastructure is provided that caters for future growth in the business precinct.
Sustainable business practices	The precinct environment enables businesses to implement sustainable business practices, while protecting the surrounding ecological assets.

These outcomes inform a high-level action plan to position the precinct for the future.

The Rosebank 2030 business precinct plan will guide a range of council policies, ensuring that the current and future business needs of the precinct are reflected across council activities.

1 A framework for Rosebank



1.1 Auckland City Council Economic Development Strategy

Auckland City Council's economic development strategy aims for the council to play a leadership role in growing an economy that delivers jobs, higher incomes and improved living standards for all Aucklanders.

The strategy seeks to foster a more productive economy that delivers high value-added solutions to global markets through innovative and creative means.

In order to achieve this goal, the strategy outlines three platforms for action:

- a globally and nationally connected economy
- skilled, adaptable and educated people
- productive, dedicated business areas and a strong CBD hub.

Auckland city's dedicated business areas make up a key component of the city's economic fabric. These productive places provide discrete locations for industry sectors away from residential populations and allow sufficient space for land extensive industries, such as large scale or niche manufacturing, distribution, storage or construction. They are areas that provide diverse employment opportunities for residents within the city and the region.

These areas also play a key role in the design, manufacture and preparation of products for export. As the city prepares its transition to a high value-adding, innovative economy, consideration must be given to the role that each of Auckland city's dedicated business areas will play in creating this future and how they will support economic development.

1.2 The Rosebank business precinct

Rosebank is a significant dedicated business area located on the western edge of Auckland city. It is a dynamic and highly successful production and employment zone with concentrations of activity in the manufacturing, transport and storage, wholesale, construction, and, property and business services sectors.

With over 8300 employees, Rosebank has already exceeded the employment growth projections for the precinct to 2021¹. With expected increases in employment density throughout the city's dedicated business areas, this figure will rise considerably. Rosebank is a key manufacturing location for Auckland city. Recent years have seen the relocation of a number of businesses from the CBD and CBD fringe to this area. Several of these are engaged in high valued-added manufacturing, distribution, product development and advanced business services.

¹ Auckland Regional Council, *ASP Model Employment Projections 2001-2021*.

With distribution linkages via the port, airport and other major transport hubs, a large number of Rosebank businesses participate in the export and import of products to domestic and international markets.

Changes in technology, global market trends, national economic outlook and industrial structures make it difficult to predict the exact breakdown of sectors and services that will be located in Rosebank in 2030. However, based on the precinct's competitive advantages, current level of activity and research and analysis undertaken, the council sees the precinct developing into a predominantly manufacturing and production technology area producing high value-added goods and services for local, regional and international markets.

1.3 What Rosebank 2030 is about

Rosebank 2030 is a plan to retain and grow existing companies, attract new business and generate more employment opportunities in the Rosebank business precinct.

The plan will provide the framework for the renewal and ongoing development of the precinct. It will foster an environment where businesses move towards high value-adding, innovative processes and products that contribute to a sustainable future economy for Auckland city and the wider Auckland region.

1.4 Why have a business precinct plan for Rosebank?

Based on current population growth projections, Auckland city will need to generate an additional 70,000 jobs by 2026². A share of these jobs will be located in business areas such as Rosebank and Penrose with the remainder in the CBD, CBD fringe and sub-regional centres. The employment target for Rosebank, at a floor area ratio (FAR) of 1:1, is an additional 10,000 employees by 2030³.

A key employment area within Auckland city, Rosebank provides 3 per cent of the city's total employment. In 2007, businesses on the Rosebank peninsula employed 8380 people. This is significant, as the area has now reached a critical mass in terms of employment density.

In order for the business precinct to fulfil its potential, we need to consider how to:

- improve public transport services
- ensure the efficient movement of goods and services
- provide necessary infrastructure
- make efficient use of land
- provide a higher level of ancillary services and facilities
- improve amenity and recreational space.

As employment in the precinct continues to rise, these issues will become more pressing. The Rosebank 2030 plan will enable the area to move towards being an internationally competitive, high performing business location.

1.5 The business precinct planning process

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

- research, analysis and scoping
- visioning and identification of issues and actions
- consultation
- adoption and implementation
- monitoring and evaluation.

Work on Rosebank 2030 began in 2006 and built on previous background studies on transport, economy and open space. The council has been fortunate to partner with the Rosebank Business Association (established 2003) to facilitate this process.



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

³ Incite (Auckland) Limited, *Business Development Potential Study: Rosebank*, November 2005.

2 How has the precinct developed?



2.1 History of the peninsula

The Rosebank peninsula has a long history as an economic centre. From mostly horticulture and market gardens origins, land use on the peninsula has changed to medium and heavy industry. More recently, the composition of the area has changed further to include lighter industrial and office uses.

The change of land use in the precinct has been encouraged by:

- the geography of the location, with the Whau River and the Waitemata Harbour bounding Rosebank to provide a discrete manufacturing environment
- the development of State Highway 16 at the northern end of the peninsula, which aided this transition by providing connections to the centre of Auckland city, the ports of Auckland and Auckland International Airport.

One of the legacies of this change is the large size of land parcels, many of which extend from Rosebank and Patiki Roads down to the Whau River or to the coastal waters of the Motu Manawa Marine Reserve.

The establishment of the Rosebank Business Development Community in July 2005 and its rating as a priority 1 area of change in the council's

growth management strategy has highlighted the important role that the Rosebank business precinct plays in Auckland city's economy.

The development of a business precinct plan for Rosebank will ensure that the future development of Rosebank meets the needs of existing businesses while maintaining and strengthening its competitiveness by attracting new high value-adding firms and talented employees.

2.2 Rosebank today

Rosebank is zoned Business 5 and 6, allowing businesses involved with medium to heavy industrial activities to operate there. The limited supply of this type of land in Auckland city, and in the west of the isthmus in particular, emphasises the importance of Rosebank as a key business location in the city.

Although Rosebank remains an industrial hub, commercial buildings catering to predominantly office activity have begun to appear in the area. Other businesses, such as transport and distribution, light manufacturing, automotive repairs and limited retail outlets that predominantly serve the business to business and the employee market, have followed.

Its central location and proximity to major transport routes has meant Rosebank has developed as a key distribution hub and a number of dedicated storage and distribution operators are now based on the peninsula, together with companies that carry out their own distribution activities. This sector is essential for enabling the efficient operation of Rosebank as a competitive business location.

Rosebank's unique industrial history has been influenced by its location on a peninsula bounded by a distinct ecological area. The nature of the physical environment has encouraged the development of a strong sense of community and collaboration amongst businesses. Key to creating this environment is the Rosebank Business Association, which offers networking opportunities to its members and takes an active role in addressing precinct wide issues such as security.

2.3 Business structure

Key facts regarding the business structure of the area include:

- the precinct has a total business land area of 193.7ha⁴. Approximately 14.3 ha is vacant business zoned land and 5.3ha is vacant potential land⁵
- there is 493,730sqm of monitored occupied floor space within the precinct⁶
- in 2007, the precinct had 8380 employees employed in 832 businesses, comprising 2.7 per cent of Auckland city's employment and 1.3 per cent of the region's⁷
- over the period 2001 to 2007, employment in Rosebank has increased by 19 per cent compared with 15 per cent in Auckland city as a whole
- the number of businesses in Rosebank increased by 21 per cent between 2001 and 2007, compared with a 27 per cent increase in Auckland city
- 77 per cent of businesses located in Rosebank employ less than 10 employees⁸
- the precinct is primarily a large commercial manufacturing business centre
- 21 per cent of businesses are manufacturing based and account for 50 per cent of total employment in Rosebank (refer to figures 1 and 2)
- property and business services account for nine per cent of total employment and 26 per cent of the total number of businesses in Rosebank (refer to figures 1 and 2)
- 56 per cent of all businesses export and 54 per cent import which demonstrates the important role the area plays in national trade⁹.

Figure 1: Industrial structure of employment in Rosebank (by Employee Count), 2007

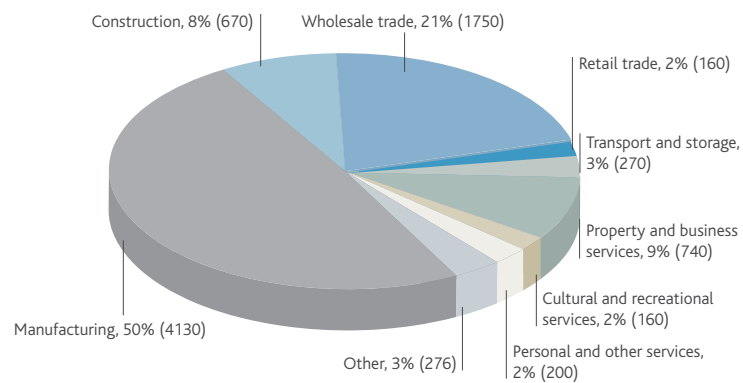
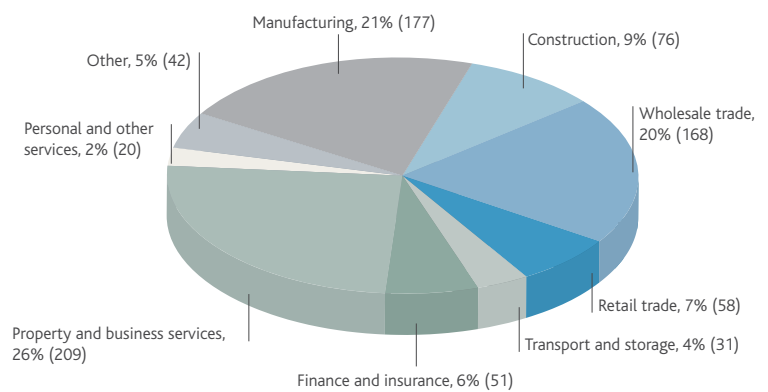


Figure 2: Industrial structure of businesses in Rosebank (by Geographical Unit), 2007



⁴ Market Economics Limited, *Rosebank Road and Roma/Stoddard Road Business Precinct Background Report*, June 2005.

⁵ CB Richard Ellis, *Business Property Market Analysis for Rosebank Precinct Plan*, April 2007.

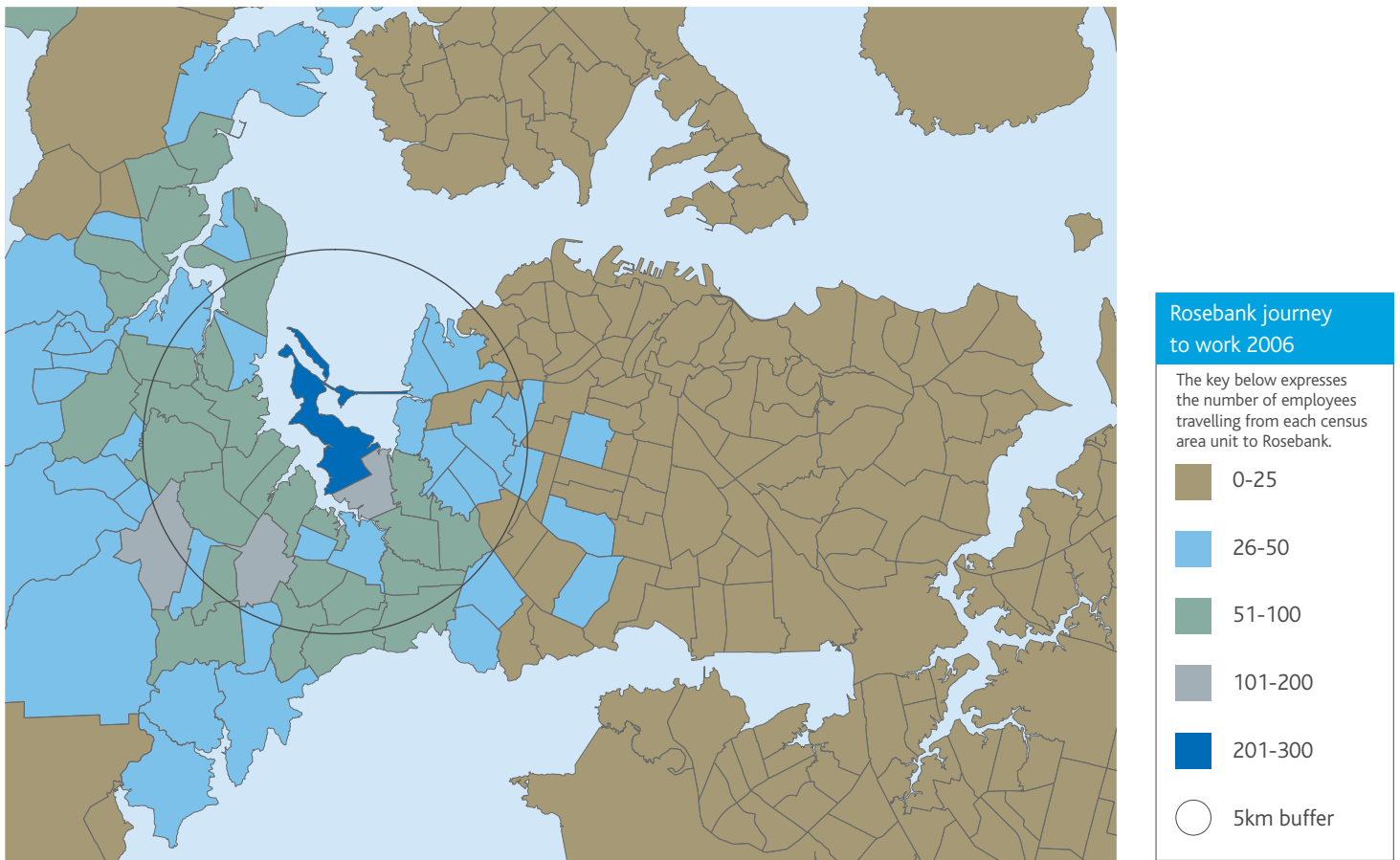
⁶ CB Richards Ellis monitors industrial units that are 500sqm and larger and therefore may not capture all industrial and office space within the precinct.

⁷ In 2007, Statistics New Zealand developed a new system of reporting the Business Demographic dataset with the information collected backdated to 2000. As a result of this change, employment figures and the number of businesses varies to that previously reported. However, employment and business number increases within Rosebank remain similar across both datasets.

⁸ Statistics New Zealand, *Business Demographic dataset*, 2004.

⁹ Market Economics Limited, *Rosebank Road and Roma/Stoddard Road Business Precinct Background Report*, June 2005.

Figure 3: Precinct journey to work origin (2006 census)



2.4 Employment characteristics

Rosebank is a key employment node for residents located within Auckland and Waitakere cities.

Key facts to note include¹⁰:

- 157,191 people reside within a 5km radius of the precinct
- the Rosebank business precinct draws just under half of its employment (49 per cent) from residents within a 5km radius of the business precinct
- the precinct's employment base draws heavily from residents in west Auckland
- the age profile of the catchment is similar to that of other regions, with 22 per cent being under 15 years, 68 per cent between 15 and 64 years, and 10 per cent over 65 years.

2.5 People

Between 1996 and 2006, the immediate population in the Rosebank Census Area Unit (CAU)¹¹ increased from 3930 to 4554. This is a total growth rate of 16 per cent over the 10-year period. People living immediately to the south of the business precinct can choose to work in the business area. They are also affected by traffic congestion along Rosebank Road due to vehicle and freight movements. The presence

of Avondale College with over 2500 staff and students is also a major traffic generator.

Relative to Auckland city, at the 2006 census Rosebank had:

- more residents of Pacific Island background (37 per cent of residents are Pacific Peoples) and a lower number of residents of European descent (33 per cent)
- a younger population with 25 per cent of residents under the age of 15 years, compared with 19 per cent in Auckland city
- more residents over 15 years (56 per cent) whose highest qualification was attained at secondary school compared with Auckland city (45 per cent)
- more residents who went to work in a private or company car, truck or van (66 per cent) compared with 62 per cent in Auckland city
- the same percentage of residents who used public transport to get to work (8 per cent)
- less residents in the labour force who are legislators, administrators and managers, professionals or technicians and associate professionals (38 per cent) compared with Auckland city (56 per cent)
- more residents in the labour force who are machine operators and assemblers, or work in other elementary occupations (26 per cent) compared with Auckland city (14 per cent).

¹⁰ Statistics New Zealand, *Census of Population and Dwellings, 2006*

¹¹ Statistics New Zealand, *Census of Population and Dwellings, 2006*

3 The Auckland economy

3.1 Economic performance

New Zealand has improved its economic performance materially over the past decade. Despite this, the country still has a per capita income 12 per cent lower than the OECD average. Auckland's GDP per capita is around 36 per cent less than key Australian cities. To close the gap internationally, we need to lift productivity.

3.2 National and regional economic development agendas

Nationally, central government's economic transformation agenda seeks to progress New Zealand to a high income, knowledge-based market economy, which is both innovative and creative, and provides a unique quality of life for all New Zealanders. Economic transformation for the country is comprised of five themes: growing globally competitive firms, world-class infrastructure, innovative and productive workplaces, Auckland as an internationally competitive city, and environmental sustainability. At both a city and regional level, Rosebank has a role in contributing to the outcomes of these themes.

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

Relevant objectives within the Metro Action Plan are to develop a skilled responsive labour force and increase Auckland's business innovation and export strength¹². These two objectives are of particular importance to Rosebank in terms of increasing its share and amount of higher value-added activity and strengthening its manufacturing and export-oriented activities.

3.3 Skills, training and education¹³

At both a regional and national level, the importance of human capital is recognised as a critical component in improving capacity for innovation and growth. Many businesses within the Rosebank business precinct encounter skills gaps and labour shortages, which prevent them from furthering the growth of their business. Closing this skills gap is crucial to ensuring that Rosebank remains competitive in the future in higher value-added, knowledge-based regional and national economies. This is important given the role of Rosebank in Auckland city's long-term economic success.

3.4 Transformation of the manufacturing sector

Manufacturing is undergoing a global transformation in the way goods are produced and the fundamental nature of the offerings available. New Zealand needs a competitive manufacturing sector as it underpins 63 per cent of our exports, which in turn employs 350,000 people¹⁴. The risk the country faces at this time is not the loss of all manufacturing, but rather, the inability to create high-value exports along with substantial employment, workforce skills and national capability.

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

If the Rosebank precinct is to achieve its vision as an internationally competitive high-value adding manufacturing location, then it must seek to implement the transformation agendas of the nation, the region, and the manufacturing sector itself.

3.5 Limits to sprawl

Business land in Auckland city is primarily "brownfield", which is located in mature industrial areas. In order to provide for employment growth in new value-added businesses, intensification of existing dedicated business areas is essential. Ensuring the future success and contribution of business precincts to the changing Auckland economy means that our precincts must undergo development and change to maintain and expand their competitive advantages within this new economy.

¹² Auckland Regional Council, *Metro Action Plan*, October 2006.

¹³ Unitec Business School, *Human Resource Strategies for Training and Education in the Rosebank Business Precinct*, July 2008.

¹⁴ New Zealand Trade & Enterprise, *Manufacturing +*, November 2006.

4 Planning for the future

The Auckland City Council's Growth Management Strategy (December 2003) identified a series of dedicated business areas that are able to provide for additional employment growth. Work is under way to develop plans for a number of these key business areas within the Auckland isthmus.

These plans will guide how key business areas will change and develop over the next 20 years. They will also identify infrastructure improvements such as roads, broadband access and power that will be needed as the areas grow and intensify. They may also propose appropriate zoning and controls designed to make the best use of available land.

4.1 Planning for Rosebank precinct

Rosebank is the first dedicated business area in Auckland city to have a business precinct plan completed.

4.2 Consultation undertaken

Extensive consultation with key stakeholders and the wider community was undertaken between 2004 and 2008 to develop the plan. Key components of the consultation included the following.

- Completion of a representative business survey of Rosebank Business Association (RBA) members in 2004. This identified the immediate concerns and future aspirations of businesses in the precinct.
- Regular attendance of RBA executive meetings by a councillor, community board member and council officer, allowing active discussion of matters affecting the business community and future strategic planning.
- Distribution of feedback forms for general comment in early 2007, with 40 businesses taking the opportunity to comment.
- An information presentation held in March 2007. The RBA executive also received presentations on the State Highway 20 proposed alignment, development of the Local Area Freight Management Plan, energy reliability and durability, and business development opportunities.

- Focus groups conducted from March to April 2007, with 60 business members and owners taking part. The subjects of discussion included: land use and development opportunities, sustainability and open space, transport, and services and facilities.
- Three planning and visioning exercises undertaken with the RBA executive, the wider business community and the council project team.
- From late August to mid-October 2007, consultation on the draft version of Rosebank 2030 took place. A total of 31 submissions and comment forms were received, including a key submission from the Rosebank Business Association and the Rosebank Business Development Community, representing over 550 businesses in the precinct.
- In March 2008, a working party of councillors heard verbal submissions in support of written submissions.

Based on the written feedback and submissions received, as well as the verbal submissions presented, council officers proposed a series of changes to Rosebank 2030. These changes have been endorsed by the councillors on the working party and have been incorporated into this document.



4.3 Collaboration with Waitakere City Council

Rosebank’s proximity to Waitakere city and the high number of employees the precinct draws from there, has seen Auckland City Council working collaboratively with Waitakere City Council to achieve optimal economic growth outcomes and ensure the complementary functions of the precinct and other surrounding town centres.

Auckland and Waitakere City Councils have a Memorandum of Understanding to work together on issues of importance to both councils and Waitakere City Council has been involved in the development of Rosebank 2030. It is envisioned that this cooperation will continue into the future.

4.4 Strengths, weaknesses, opportunities, threats (SWOT)

Throughout the development of Rosebank 2030, SWOT analyses have been undertaken with the RBA executive, council officers and the Rosebank business community. This has identified key areas of strength, weaknesses and opportunities for the precinct.

Key strength areas of the precinct are access to the motorway, the port and the CBD, diversity of businesses, current zoning, maturity of the precinct and proximity to the local labour force.

Identified weaknesses are the limited bus services and connection to rail links, limited land available for expansion, lack of services, facilities and recreational spaces serving the local business population and congestion along the peninsula.

Opportunities for Rosebank businesses exist in the redevelopment of older buildings with increased access to rear lots and the coastal edge, the attraction of high technology and value-added industries, increased accessibility resulting from the completion of State Highway 20 (SH20) and a potential connection to Span Farm in Waitakere city.

Threats to the future of Rosebank are the rising cost of land, development of other business locations, uncertainty over the impact of SH20 and changing industrial activities in the precinct.



Figure 4: Rosebank 2030 concept map

This concept map shows indicative ideas proposed for future land use and access improvements to manage change through the years to 2030. It is not site specific.

The Rosebank 2030 plan will not itself rezone any land; instead, it will provide a broad concept for how the business precinct will develop and provide recommendations on future land use in the area. This will help inform more detailed planning for the Rosebank peninsula and surrounding areas to feed into the Isthmus District Plan Review.

Hazardous waste / recycling facility

This area has the potential to provide a facility for businesses to drop off hazardous and recyclable materials for sorting, reuse or removal from the precinct.

Boardwalk

Large-scale industry

This area provides an environment for businesses and industry of significant size to locate in the precinct in an area which allows heavy industrial activities.

Improved public transport services

There are improved bus services along Rosebank Road with service links to Avondale and New Lynn providing greater access to the rail line and buses to the CBD and other areas of the region.

Potential services and retail/ wholesale activities

These are only appropriate when it is serving local businesses and employees and not selling to the consumer public. This may include business to business wholesaling, small-scale retail, facilities and services. These activities will be able to locate at various locations along Rosebank Road.

Improved access ways

In order to unlock the economic potential of back lots, there is the option to explore the development of improved access ways in the areas identified. This could take place through the consolidation of existing access points or through a requirement for new developments to provide a particular level of access to the lots and surrounding esplanade reserve. The option also exists to investigate potential road connections to a Whau River crossing from Waitakere city.

Interface

Ensure maintenance of an appropriate interface with adjoining residential land.

Span Farm Link

Waitakere City Council and the New Zealand Transport Agency are investigating a potential connection between the Rosebank business precinct and the Span Farm industrial area in Waitakere city. The council is working with them on these investigations.





Signature gateway sites

These sites are located at the main gateways to the precinct. There is an opportunity to develop these sites to give high profile and make a gateway statement.

Landscaping

Landscaping is undertaken to provide an visually attractive connection between the edge of the precinct and the motorway

Export cluster, cleaner production and business-to-business ancillary services

Rosebank is recognised as a successful export cluster which attracts firms involved in or seeking to begin exporting, providing companies with access to exporting knowledge and support networks. Businesses in the area use cleaner production technologies to reduce their environmental impacts and are lean manufacturers. Supportive advanced business services serving the local business community and employees are able to locate in close proximity to their clients.

A sustainable future

Much of the building stock is of an age where redevelopment is a viable option; this provides the opportunity to future-proof the precinct through sustainable building practices and encouraging the use of cleaner production techniques. The provision of improved public transport, cycle, and walkways for greater access to the precinct will also encourage a sustainable future for Rosebank businesses.

Potential development sites

These are areas throughout the precinct, where there is the potential for future development. These areas have been identified based on proximity to the coastal edge; views across the harbour; availability of underutilised land and the ability to intensify operations.

Open space

Connecting coastal reserves, creating better quality access and enhancement to the coastal environment will provide the precinct with a significant recreational and environmental asset. There is also potential to develop new sports facilities within the Rosebank peninsula to meet citywide demands.

Light industrial/ commercial

Businesses undertaking smaller scale activities are able to locate in the transition area between large-scale activities and adjoining residential areas. Appropriate interface between business and residential activities are maintained.

5 Rosebank 2030

5.1 Vision

Based on technical investigation, consultation feedback and analysis, the long-term vision for Rosebank is:
 'Rosebank is an internationally competitive high value-added export-oriented manufacturing and product development location.'

5.2 Outcomes for the Rosebank Business Precinct

The aim of the Rosebank 2030 framework is to guide and plan for future business growth and sustainability.

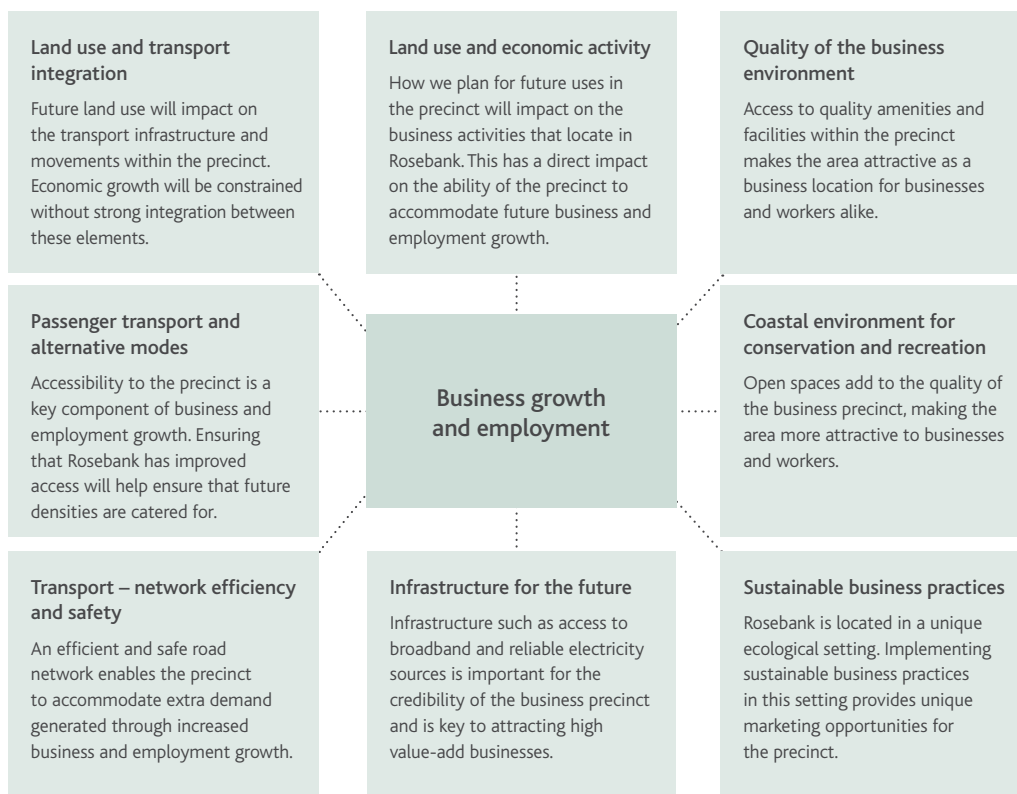
Rosebank 2030 is expected to help deliver the following outcomes.

- Further development and employment growth in the precinct through the retention and attraction of new businesses.
- The local road network sufficiently caters for increased employment and freight movements within the precinct.

- Transport and land use are considered together to adequately provide for the future growth of the precinct.
- The business precinct has improved access to alternative modes of transport.
- The council's long-term goals of protecting the ecological corridor, enhancing the coastal character and connection, and providing better open space opportunities are achieved.
- Development in the precinct ensures the continuance of a strong manufacturing base while allowing supportive services to locate in the precinct. The interrelated functions between Rosebank and the Avondale and New Lynn town centres are recognised and supported.
- Rosebank is a high quality, attractive business precinct providing quality amenity and facilities for workers.
- Continuous high quality infrastructure is provided that caters for future growth in the business precinct.
- The precinct environment enables businesses to implement sustainable business practices, while protecting the surrounding ecological assets.

These outcomes have been grouped in the next section under broad topic headings. Figure 5 illustrates how these elements contribute to business growth and employment in the precinct.

Figure 5: Elements supporting business growth and employment in Rosebank 2030



6 Issues and opportunities



6.1 Business growth and employment

Outcome sought: further development and employment growth in the precinct through the retention and attraction of new businesses.

Stakeholder comments

- There is minimal opportunity for expansion due to limited land for development.
- There is a need to protect the land for industrial use.
- Opportunities exist for:
 - further commercial development
 - transformation to premium business or light industrial area
 - more high technology and high value industries.

Discussion

Rosebank's history is of medium to heavy intensive industry dominated primarily by the manufacturing industry. Rosebank continues to remain an industrial hub. However, commercial buildings catering to predominantly office activity are developing in the area.

Office development and a higher component of offices in industrial buildings have been driven by increasing land prices (with developers seeking a higher rate of return to ensure the feasibility of development). New types of businesses have moved into the area, including wholesaling, transport and distribution, automotive repairs and limited retail outlets.

Business activity in Rosebank is currently low density in nature with much of the current building stock constructed pre-1980. As there is limited space for expansion, new development will require intensification of current operations.

The age of the current building stock provides the opportunity for redevelopment and intensification to occur as lower grade buildings are replaced.

National and regional documents envisage a future for Auckland where high value-added activities are a key component driving economic growth. In order for Rosebank to remain competitive, there is a need to address skills gaps and labour shortages within the precinct's businesses. In addition, there is a need to consider the extent to which export growth and support for existing exporting businesses will contribute to the precinct's economic growth.

Issues and opportunities

- Land availability: there is limited available and vacant land for development and expansion.
- Increasing land values: land values in Rosebank are rising and require a higher rate of return, which may make the precinct unaffordable as a business location or will attract higher value-added activity.
- Industrial structure: growth in office-based activities will have a significant impact on employment distribution in the precinct. This has potentially wider implications for the region given the scarcity of business 5 and business 6 zoned land.
- Training and skills: future business development will require the precinct's labour force to undertake training or upgrade skills to ensure a viable labour pool. There may be opportunities for the council to facilitate the development of relationships between Rosebank businesses and training providers to address known skills gaps.

6.2 Transport – getting the precinct moving

The Rosebank business precinct area has excellent links to transport networks such as motorways and major roads. There is also a cycle lane along Rosebank Road that forms part of the Regional Cycle Network. This cycle lane links in with the North-Western cycleway along State Highway 16.

The council is working with neighbouring Waitakere City Council and the New Zealand Transport Agency (NZTA) to investigate a possible Whau River crossing, which would improve access to the business precinct and the CBD. The council is also liaising with the New Zealand Transport Agency (NZTA) to achieve the best community, environmental and network improvements from completion of the Western Ring Route (the State Highway 20 Waterview connection).

Rosebank and Patiki Roads offer a complex network. As the main roads providing access to the business precinct from Avondale and State Highway 16 and an important freight route, they also serve local residential properties and the three schools located at the southern end.

Transport challenges and opportunities for the area include the ongoing need for the road to serve as both an important freight route and as a local road; addressing the low uptake of public transport by employees in the area; promoting alternative modes of travel to the private vehicle and the potential impact of the State Highway 20 Waterview connection.

Rosebank peninsula's topographical constraints also make any proposal to increase the road capacity problematic. The council's strategy is, therefore, to promote travel demand management measures through developing travel plans with schools and businesses in the area, to work closely with the Auckland Regional Transport Authority (ARTA) to look at improvements to the passenger transport network, and to investigate ways to improve freight movements.

Network efficiency and safety

Outcome sought: the local road network sufficiently caters for increased employment and freight movements within the precinct.

Stakeholder comments

- Rosebank Peninsula has good accessibility to transport networks such as the motorway; however, this has increased the level of through traffic, which has affected local traffic.
- Traffic congestion is a problem and with more traffic expected as a result of growth in the area, there is a need for better traffic network road management.
- There is a speed issue near the schools which affects child safety.
- The dropping off and picking up of schoolchildren has an impact on the traffic flows along Rosebank Road.
- There are poor pedestrian facilities in the area, in particular, a lack of safe pedestrian crossings. Safe pedestrian crossings are required at various intervals.
- Cycle safety needs investigation and some people are not aware of the new cycle lane along Rosebank Road as it is not signposted.

Issues and opportunities

- **Network capacity and congestion:** the ability of the existing road network to accommodate future traffic and transport demands is a concern. Consideration of opportunities to retain the existing district plan building line for road widening designations along Rosebank Road will be undertaken as part of the review of the isthmus district plan.
- **Pedestrian and cycling environment:** A Neighbourhood Accessibility Plan has started. This examines the quality of the pedestrian and cycling environment such as the location and quality of crossing points, footpath quality, trip hazards, road surface/hazards, and movement desire lines. Opportunities for improving cycling and walking facilities, such as appropriate pedestrian crossing points and clearly identifying the existing cycle lane along Rosebank Road, will be developed as part of this process.
- **School travel plans:** travel movement problems are a concern around the schools particularly at drop off and pick up times. Also of concern is the speed of passing vehicles on the safety of pedestrians. School travel plans have been completed with all three schools in the south of the precinct. School travel plans aim to reduce peak time traffic demand by working with students and parents to use transport alternatives to private vehicles. The council has also recently introduced 40km/h speed restrictions near the schools.
- **Workplace travel plans:** the introduction of workplace travel plans will provide the opportunity to reduce reliance on private vehicles to travel to and from work. The development of workplace travel plans for Rosebank began this year.



Land use and transport integration

Outcome sought: transport and land use are considered together to adequately provide for the future growth.

Stakeholder comments

- There is some concern about the impact of the State Highway 20 Waterview connection on motorway access and capacity.
- An additional bridge is needed across Whau Creek to link in with Hepburn Road and the Span Farm area.
- Vehicles entering and leaving properties slow other traffic as they block the road attempting to turn. Vehicle crossings are too narrow.
- Site access and egress for trucks is problematic. They often need to block the road while reversing on to or out of sites.

Issues and opportunities

- **State Highway 20:** the completion of the Western Ring Route (the Waterview connection) is still in its design stage. There is, therefore, a level of uncertainty over what impact the connection may have on the business precinct.
- **Accessibility to sites:** questions over the future changes or shifts in freight movement patterns in the city and region will need consideration as the business precinct changes. The review of the isthmus section of the District Plan provides the opportunity to review existing vehicle access provisions.
- **Additional network links with Waitakere city:** Auckland City Council is working with Waitakere City Council and the New Zealand Transport Agency (NZTA) on the feasibility of a crossing over the Whau River.

Passenger transport

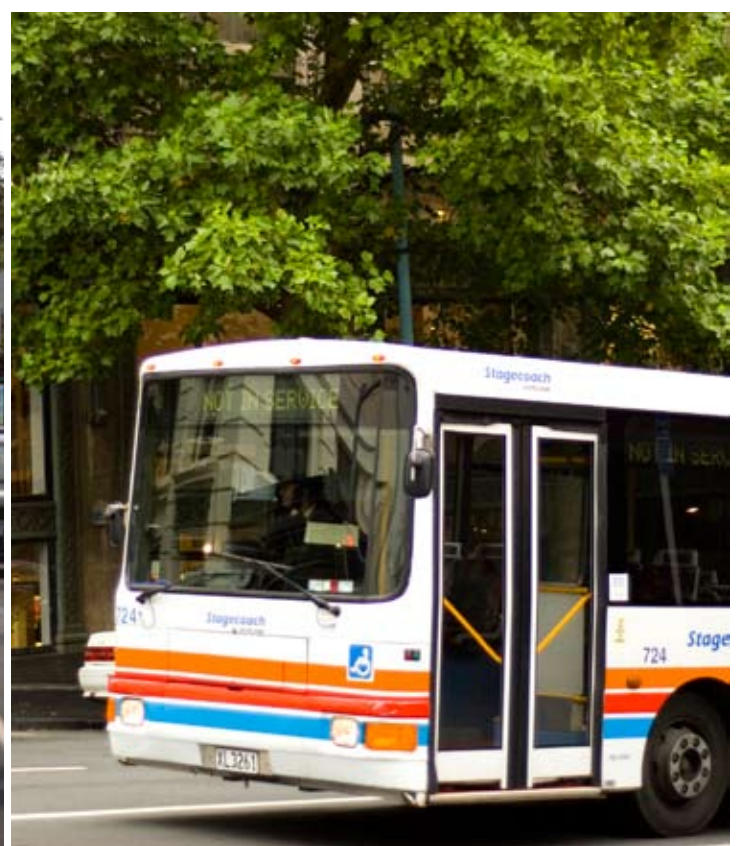
Outcome sought: the business precinct has improved access to alternative modes of transport.

Stakeholder comments

- There are poor bus services into the precinct, particularly during peak travel times.
- Better public transport is needed from Avondale via a feeder or shuttle service.
- Passenger transport facilities need to be improved with more bus stops, with seats and rubbish bins, along Rosebank Road.

Issues and opportunities

- **Passenger transport services and facilities:** concerns have been raised that the precinct has limited passenger transport services and facilities that directly support the local businesses and employment catchments. The council will continue to work with ARTA to explore options for improving levels of service. Technical investigations for the Neighbourhood Accessibility Plan will include an audit on the quality of business stops and the surrounding area.





6.3 Coastal environment for conservation and recreation

Outcome sought: the council's long-term goals of protecting the ecological corridor, enhancing the coastal character and connection, and providing better open space opportunities are achieved.

Stakeholder comments

- There are no nearby green areas for walking at lunchtime.
- There are opportunities to improve the precinct by developing green areas and walkways around the foreshore.
- The precinct is located around pleasant environmental surrounds.

Discussion

The open space resource of Rosebank is largely represented by the extensive but fragmented coastal reserves (predominantly esplanade reserves) that wrap around the peninsula. They vary in quality and accessibility, but collectively have significant environmental and recreational potential for the local and regional area.

Sea views and the relatively natural coastal edge environment have attracted office development to Rosebank. However, consultation indicates that the limited availability of open space in the area generally has little influence on business development.

The council's open space framework (Our Taonga) aims to deliver a series of open space outcomes for the city. These outcomes are being implemented through six action plans, the first two of which are the parks plan and the urban forest plan. The council is preparing the Coasts and Beaches Plan. Given the nature of the open space in Rosebank, the Coasts and Beaches Plan will be a significant policy document in determining the approach to acquiring and developing open space in the area.

Current standards of open space provision as set out in the long-term council community plan (LTCCP), is for a quality grade 3 open space within 800m of every resident of the city. This standard is currently under review.

The distribution of open space based on the LTCCP standard is adequate on the Rosebank peninsula, but the quality of these parks does not meet the threshold required. The council's long-term goals are to protect the ecological corridor, to enhance the coastal character and connection, and to provide better open space opportunities. These goals will be achieved through the planning process and improving the quality of the coastal reserves.

Rosebank has the potential to assist in meeting the citywide demand for sports facilities. Further investigation is required to determine what role Rosebank could play in meeting that provision.

Issues and opportunities

- **Esplanade reserve:** access to coastal reserves along the coast or from roads is limited and generally of poor quality.
- **Quality:** coastal reserves vary in quality; some have no facilities or access and suffer weed infestation.
- **Value of the coastal edge:** the coastal views and proximity to coastal reserves are seen as a desirable and attractive context for business office development. Development along the coast needs to consider the environmental context and values of the area.
- **Parks provision:** there are no parks provided within the central peninsula area. Many see additional park provision as desirable.
- **Security:** the local business association has raised security concerns. The council will incorporate security into the design of the coastal reserves to mitigate the potential impacts by applying CPTED (Crime Prevention Through Environmental Design) principles to open space development.

6.4 Land use and economic activity

Outcome sought: development in the precinct ensures the continuance of a strong manufacturing base while allowing for supportive services in the precinct. The interrelated functions between Rosebank and the Avondale and New Lynn town centres are recognised and supported.

Stakeholder comments

- There is potential for future development on vacant and under-utilised land.
- The precinct will move towards a mix of production and commercial or office industry.

Discussion

There are a number of matters that require consideration in proposed future land use changes in Rosebank. Currently, the area plays an important manufacturing role facilitated by the current district plan Business 5 and 6 zonings. Regionally, a future shortage of such manufacturing and industrial land is anticipated and the maintenance of Rosebank's manufacturing role, in a manner that meets future needs, is critical.

The future form of this manufacturing and industrial function may need to alter to ensure ongoing international competitiveness and functionality. This may also require the establishment of ancillary support activities.

The Rosebank peninsula is also becoming increasingly attractive as a location for business services, office and retail activities, which are not ancillary to existing manufacturing and industrial uses. We need to ensure these new business activities do not negatively affect nearby town centres, such as Avondale and New Lynn, or the traditional manufacturing and industrial role of the peninsula itself.

Moreover, future development in Rosebank should occur in a manner that ensures the most efficient and effective use of limited land. An obvious area for improving the efficient use of land would be to reduce the land area currently required for car parks.

Additionally, where more inert business activities establish in Rosebank, the effects of existing noxious and hazardous activities on these new businesses will also need to be carefully managed.

Issues and opportunities

- **Protection of business land:** the development of Rosebank needs to ensure the continued role of the precinct as a manufacturing and industrial resource for the Auckland region.
- **Future functions:** the future function of the Avondale town centre should not be compromised by competing activities established in Rosebank.
- **Reverse sensitivity:** as a wider range of business activities establish, there is a risk that existing activities will present hazards or cause adverse effects to these new activities.
- **Car parking:** more efficient methods of managing car parking demand and provision should reduce the allocation of land to this activity.

6.5 Quality of the business environment

Outcome sought: Rosebank is a high quality, attractive business precinct providing quality amenity and facilities for workers.

Stakeholder comments

- There are opportunities for:
 - careful, planned and attractive development
 - a high amenity business precinct close to the city
 - the development of a business hub with better facilities and services.

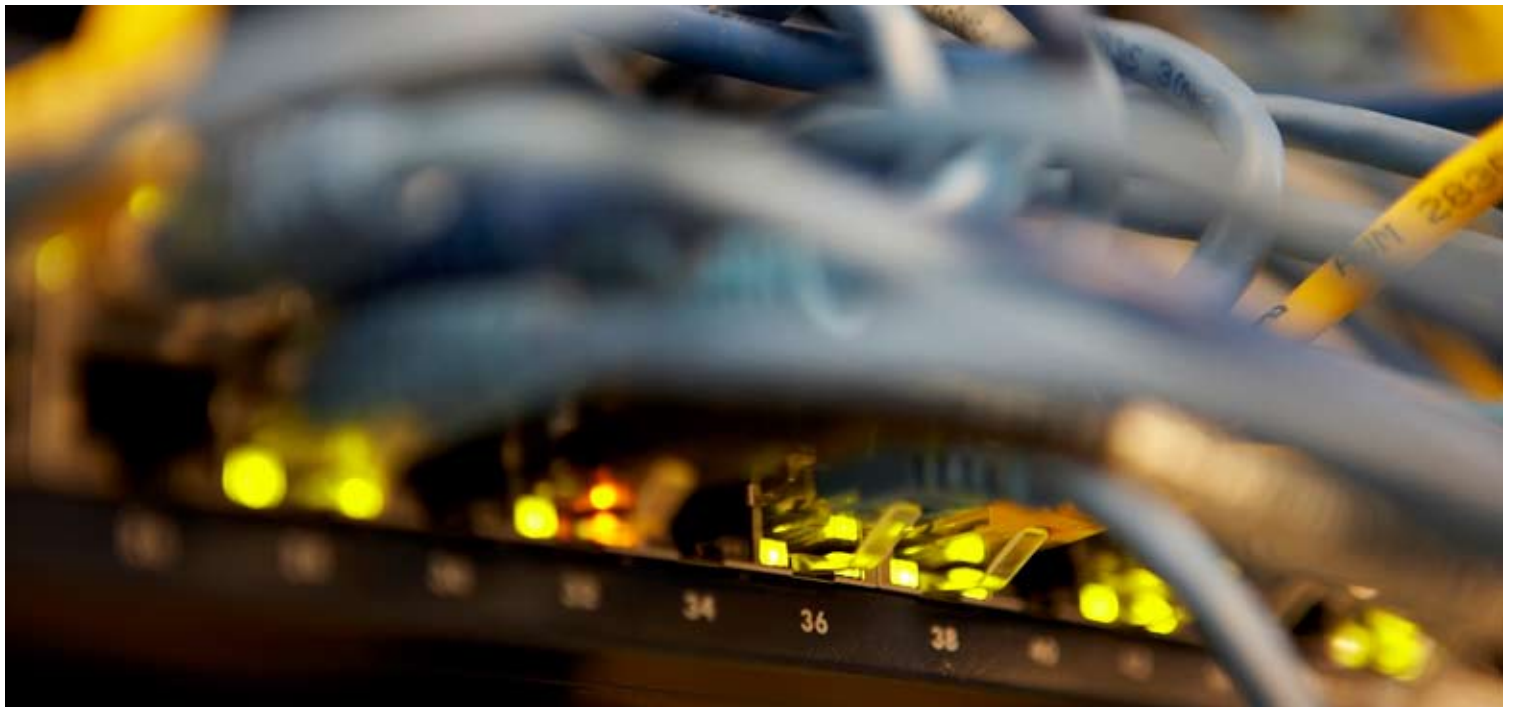
Discussion

Rosebank peninsula is situated in a highly visible location. It can be seen from the Northwestern motorway. Views from the motorway include an expanse of water, mangroves, coastal vegetation, older style warehousing and, more recently, low-rise office developments. Within the precinct, there are limited views of the Waitemata Harbour and Whau River. Where views do exist, they tend to be confined to 'glimpses' down private laneways.

Site and building appearance ranges from average to above average compared to Auckland city's other industrial areas. On-site landscaping covers the full spectrum, from none, to lush planting, with some maturing trees. Street trees are sparse in some areas and are generally not of a scale to positively contribute to visual amenity.

Issues and opportunities

- **Services and facilities:** Rosebank lacks sufficient services and facilities to support businesses and workers.
- **Improved street tree planting:** existing street trees are of average quality.
- **Views:** the views to Rosebank (especially from the motorway) and from within the Peninsula out to the water are under-capitalised.
- **Building and site appearance:** opportunities exist to improve the appearance of the area through improving on-site amenity and landscaping.
- **Security and graffiti:** the Rosebank Business Association works with a private security provider; vast improvements have been made but there are ongoing concerns around security and graffiti.



6.6 Infrastructure for the future

Outcome sought: continuous high quality infrastructure is provided, that caters for future growth in the business precinct.

Stakeholder comments

- Old phone and power infrastructure.

Discussion

The following comments should be taken as the general state of the utility infrastructure. More detailed site-specific situations should be checked with the relevant provider.

Electricity

Vector upgraded their distribution line capability through the area as part of the Rosebank undergrounding project carried out in 2003, reducing the need for further enhancements in the short to medium term. The same is probably true for connections from the street to individual premises.

Transpower NZ Ltd's ability to deliver sufficient energy into the region north of Otahuhu is coming under some pressure as a result of continuing regional load growth and the delay in gaining the necessary planning and investment approvals to allow Transpower to proceed with its transmission grid upgrade plan.

A new high voltage double circuit 220kV transmission system is currently being built. On completion of this project, the high voltage "ring" will be completed around the Auckland Isthmus. This will relieve pressure on the Otahuhu to Henderson double circuit 220kV lines, which is the major supply link north of the Isthmus. The link project is due for completion around 2010 to 2012 and will significantly add to the reliability and security of supply to the north of the isthmus.

Telecommunications

Major telecommunications service providers, during the Rosebank undergrounding project, upgraded their fixed line delivery capability either by upgrading existing fibre optic/copper cables or by inserting spare ducting to allow for new network capacity. Market forces will drive the increase in data delivery speeds as the wider broadband capability develops. Some commercial wireless services are available in

the area and this particular technology approach is likely to increase. Wi Fi and Wi Max wireless alternatives seem very suitable for the Rosebank Peninsula.

Gas

Gas is reticulated through the general area in the road reserve. Existing capacity should be sufficient to accommodate new industrial/commercial premises requirements. Some supply issues might occur if residential land was rezoned to industrial/commercial.

Water

The stormwater discharge from the area is mainly to the Waitemata Harbour via the Whau Estuary to the west and the Motu Manawa Marine Reserve to the east. Several areas within the precinct are predicted or reported to experience issues with the stormwater system being under capacity, however, these are mainly site specific.

In general, wastewater on the Rosebank Peninsula is gravity fed to the coast of the peninsula before being pumped (12 locations) to the Metrowater trunk wastewater network. Wastewater from the northern part of the peninsula enters the Watercare system via the Rosebank Branch Sewer before flowing into the Western Interceptor. The majority of the industrial land users are in the northern half of the peninsula and trade waste issues, if any, are likely to arise in this area.

Capacity issues for this particular utility network may become an issue with high-level growth but the demand is and will be monitored on a regular basis.

Issues and opportunities

- **Electricity supply:** ensuring the reliability of electricity supply to the precinct to avoid costly shutdowns.
- **Telecommunications:** ensuring that businesses, particularly those that are technology focused, have high quality access to broadband.

6.7 Sustainable business practices

Outcome sought: the precinct environment enables businesses to implement sustainable business practices while protecting the surrounding ecological assets.

Stakeholder comments

- There are waste disposal and rubbish collection problems in the precinct.
- Resource management requirements inhibit the quality of upgraded facilities.

Discussion

The Rosebank business precinct has the potential to be an exemplar of how high value-added manufacturing and product development industries can co-exist with nature and take responsibility for services such as waste management. This will only be achieved if the intrinsic value of the surrounding natural environments is promoted as an asset by creating opportunities for recreation and enhancing the wellbeing of workers. It will also require a commitment from both the council and the business community to take responsibility, undertake new initiatives and commit to working collaboratively.

Issues and opportunities

- **Waste management:** businesses are required to pay for council waste collection services through their rates regardless of whether they use this service. There is an opportunity to work with Rosebank businesses to arrange a contracted collection service within the precinct. There may also be scope to investigate potential changes to current council policy regarding waste management in business areas.
- **Hazardous waste collection:** significant cost savings and environmental benefits may be achieved through a collective approach to hazardous waste collection/disposal services.
- **Water efficiency:** the user pays system for water is only useful as a demand management tool where user charges go to the occupier. Currently, charges always go to the owner who is often not the user.
- **Energy efficiency:** often electricity is an insufficient proportion of costs for energy efficiency to be a major concern for an individual business, but collectively, enhanced efficiency can benefit businesses by reducing infrastructure costs, freeing up capital for investment and reducing greenhouse gas emissions from electricity generation.
- **Low impact design:** much of the building stock in the precinct is of an age where it will soon become viable to renew or refurbish these buildings. This presents an opportunity for businesses to incorporate new design techniques to further enhance the protection of the surrounding environment.



7 Implementation

7.1 Actions

The Economic Development group within Auckland City Council will coordinate the implementation of Rosebank 2030 with other business groups within the council. Many of the actions below are either ongoing or will begin within the next five years.

Topic	Outcomes sought	Actions
Business growth and employment	Further development and employment growth in the precinct occurs through the retention and attraction of new businesses to the precinct.	<ul style="list-style-type: none"> • Consolidate Rosebank as a key specialised manufacturing and product development location. • Regulate to create a Rosebank business zone to be applied to the business precinct. • Provide zoning to allow flexible mixed business activity, including business services where appropriate. • Influence and work with businesses and support agencies to foster economic and export growth within the precinct. • Investigate the economic benefit of additional roading access within Rosebank. • Implement the recommendations of the skills and training audit within the precinct as appropriate.
Network efficiency and safety	The local road network sufficiently caters for increased employment and freight movements within the precinct.	<ul style="list-style-type: none"> • Investigate options for improving efficiency and safety issues within the business precinct, for example: <ul style="list-style-type: none"> - traffic lights at Timothy Place - widening the Patiki roundabout - looking at options for improving pedestrian and cycling facilities, such as clearly identifying the existing cycle lane along Rosebank Road and looking at any appropriate pedestrian crossing points. • Implementation of the school travel plans completed for Avondale College, Avondale Intermediate and Rosebank Primary. • Undertake a neighbourhood accessibility plan with the aim of improving choice of travel mode and safety.
Land use and transport integration	Transport and land use are considered together to adequately provide for the future growth of the precinct.	<ul style="list-style-type: none"> • Work with other parties such as Waitakere City Council and the New Zealand Transport Agency on future transport infrastructure proposals. • Review the completed local area freight management plan for Rosebank, which highlights issues and opportunities for the area and implement recommendations as appropriate. • Work with ARTA in implementing the Workplace Travel Plan programme and encourage firms in the Rosebank business precinct area to undertake and adopt business travel plans. • Review existing district plan building line for road widening designations as part of the isthmus district plan review to determine their need or appropriateness. • Consider opportunities to improve vehicle access to unlock development potential of rear lots.

Topic	Outcomes sought	Actions
Passenger transport	The business precinct has improved access to alternative modes of transport.	<ul style="list-style-type: none"> • Work with ARTA to improve levels of service and infrastructure. • Undertake an audit of the quality of bus stops and their surrounding environment for safety and ease of access.
Coastal environment for conservation and recreation	The council's long-term goals of protecting the ecological corridor, enhancing the coastal character and connection, and providing better open space opportunities are achieved.	<ul style="list-style-type: none"> • Auckland City Council continues to obtain esplanade reserves or strips through the planning process or voluntary agreement or "willing seller" for recreational use while taking into account security concerns of the business community. • A coasts and beaches plan will be developed in 2008 to guide the development and protection of the city's coastal reserve. This will provide guidance on the priority and programming of works for Rosebank peninsula.
Land use and economic activity	Development in the precinct ensures the continuance of a strong manufacturing base while allowing supportive services to locate in the precinct. The interrelated functions between Rosebank and the Avondale and New Lynn town centres are recognised and supported.	<ul style="list-style-type: none"> • Develop changes to district plan provisions through the district plan review which clearly identify the future business function of Rosebank and the appropriate level of control needed for ancillary and non-ancillary (to manufacturing) activities within the precinct. • Undertake sufficient investigation and modelling to consider interrelationships between Avondale, Rosebank and New Lynn. • Address car parking rules to make more efficient use of the land within the Rosebank business precinct. • Identify and manage hazardous activities to ensure the safety of all persons within the precinct.
Quality of the business environment	Rosebank is a high quality, attractive business precinct providing quality amenity and facilities for workers.	<ul style="list-style-type: none"> • Ensure compliance with and enforcement of existing on-site amenity controls. • Investigate the strengthening of existing on-site amenity controls to improve site appearance from road frontages and coastal edge. • Facilitate premium land use along the CBD facing coastal edge. • Explore opportunities to improve the visual connection between the business precinct and the coastal environment. • Investigate the opportunity to acquire gateway sites for redevelopment.
Infrastructure for the future	Continuous high quality infrastructure is provided that caters for future growth in the business precinct.	<ul style="list-style-type: none"> • Continue liaising with utility providers to ensure that future demand for utilities is sufficiently provided for.
Sustainable business practices	The precinct environment enables businesses to implement sustainable business practices, while protecting the surrounding ecological assets.	<ul style="list-style-type: none"> • Facilitate access to the Energy Efficiency and Conservation Authority (EECA) commercial and industrial building advisors. • Work with businesses to establish communal waste, reusables, recyclables, and hazardous waste collection facilities. • Review council policy on waste management within the city's business precincts, including Rosebank.

7.2 Monitoring and evaluation

The Economic Development group will be responsible for monitoring and evaluating the implementation of Rosebank 2030 biannually.

Related policies and publications

Economic Transformation Agenda¹⁵

This was developed by central government with a view to “progress New Zealand to a high income, knowledge-based market economy, which is both innovative and creative, and provides a unique quality of life to all New Zealanders”. The strategy is underpinned by the premise that increased productivity generates increased incomes.

www.med.govt.nz/templates/StandardSummary____22996.aspx

Auckland Regional Growth Strategy: 2050¹⁶

The purpose of the Regional Growth Strategy is to ensure growth is accommodated in a way that meets the best interests of the inhabitants of the Auckland Region. The strategy provides a vision for what Auckland could look like in 50 years time with a population of two million.

www.arc.govt.nz/auckland/aucklands-growth/regional--strategies_home.cfm

Auckland Regional Economic Development Strategy¹⁷

The Auckland Regional Economic Development Strategy establishes a long-term vision and direction for the region's economy. It provides a vision for the Auckland region to become an internationally competitive, inclusive and dynamic economy.

www.arc.govt.nz/economy/economic-development/strategy-for-auckland-regional-development.cfm

Metro Project Action Plan¹⁸

The Metro Project Action Plan integrates existing and new regional activities into a single transformational economic delivery plan that reflects international best practice.

www.arc.govt.nz/economy/the-metro-project

Auckland Region Business Land Strategy¹⁹

The Auckland Region Business Land Strategy is a sub-set of the Regional Growth Strategy. Its purpose is to provide a strategic framework that enables Auckland local government to plan and provide for sufficient, appropriate business land in the Auckland region to accommodate future business growth to 2031.

www.arc.govt.nz/auckland/aucklands-growth/publications_home.cfm

Auckland Regional Land Transport Strategy 2005²⁰

The Regional Land Transport Strategy maps the way forward for the region's transport system over the next 20 years. The strategy envisages a mix of investment in key roading corridors, development of rail rapid transit on the isthmus and the busway on the North Shore, supported by complementary bus services. The early implementation of travel demand management measures that are designed to influence the pattern of demand for transport rather than adding to the transport network is also a key element of the strategy.

www.arc.govt.nz/transport/regional-land-transport-strategy-2005

Auckland City: Growth Management Strategy²¹

Auckland is the nation's economic engine and Auckland city is a magnet for the region – for work, education, entertainment and living. To ensure the future wellbeing and prosperity of the city, Auckland City Council adopted the Growth Management Strategy in 2003. The document is a blue print for change within the city and addresses how, where and when change within the city's communities is likely to occur.

www.aucklandcity.govt.nz/growthstrategy

Auckland City Council Economic Development Strategy²²

The economic development strategy seeks to foster a more productive economy, delivering high value-added solutions to global markets by being innovative and creative, with Auckland City Council taking a leadership role in growing an economy that delivers jobs, higher incomes and improved living standards for Aucklanders.

www.aucklandcity.govt.nz/economy

Auckland City Freight Strategy²³

The freight strategy aims to provide a balance between the economic benefits of freight movements and the environmental and social costs of freight activities.

www.aucklandcity.govt.nz/council/documents/freight/default.asp

Auckland Passenger Transport Network Plan 2006-2016²⁴

This plan demonstrates how the Regional Land Transport Strategy will be achieved by 2016. It sets directions and priorities for developing the network to 2016, including detailed plans for a rapid transit network, a quality transit network and local and targeted transport services to support the development of Auckland as a successful, modern city.

www.arta.co.nz/publications-projects/test/publications.html

Sustainable Transport Plan 2006-2016²⁵

This sets out the ten-year programme for improving walking and cycling and for developing travel plans with schools, workplaces and neighbourhoods.

www.arta.co.nz/publications-projects/test/publications.html

¹⁵ Ministry of Economic Development, *The Economic Transformation Agenda*, 2006.

¹⁶ Auckland Regional Council, *Auckland Regional Growth Strategy: 2050*, November 1999.

¹⁷ Auckland Regional Council, *Auckland Regional Economic Development Strategy*, October 2002.

¹⁸ Auckland Regional Council, *Metro Project Action Plan*, October 2006.

¹⁹ Auckland Regional Council, *The Auckland Region Business Land Strategy*, October 2006.

²⁰ Auckland Regional Council, *Auckland Regional Land Transport Strategy*, November 2005.

²¹ Auckland City Council, *Auckland City: Growth Management Strategy*, December 2003.

²² Auckland City Council, *Economic Development Strategy*, September 2008.

²³ Auckland City Council, *Auckland City Freight Strategy*, 2003.

²⁴ Auckland Regional Transport Authority, *Auckland Passenger Transport Network Plan 2006-2016*, November 2006.

²⁵ Auckland Regional Transport Authority, *Sustainable Transport Plan 2006-2016*, February 2007.

Glossary of terms

Advanced business services: services that provide support for knowledge-based industries and innovative product design and production, for example, financial and business services, scientific research, consulting engineering services, information management, computer services, business administration, employment placement and industry training.

Ancillary retail and services: activities that support the businesses and employees located in Rosebank. These do not include large scale format retailing or retail and service activities whose primary target market exist outside of the business precinct.

Business intensification: business intensification is an increase in density over the current density of businesses or employment in the Rosebank business precinct.

Business-to-business services and employee facilities: services and facilities located in the precinct primarily catering to business and employee needs.

Cleaner production: the employment of techniques to reduce the need for raw materials, energy and the amount of wastes generated. These techniques may include the use of recyclable materials, the use of less hazardous substances and the use of renewable resources.

Dedicated business areas: areas zoned specifically for business activity and providing high employment. Areas where specialised business activities tend to cluster and there is a high level of collaboration and networking between firms.

Development contributions: monetary contributions towards the cost of growth that are charged on new developments at the time of the granting of resource or building consents.

Energy efficiency: changes in energy use that result in an increase in net benefits per unit of energy. This may include increased production levels for the same amount of energy or reduced use of electricity and other fuels while maintaining output through improved technology and other measures.

Export cluster: a group of companies and related organisations engaging in export activity that collaborate to grow their business.

Flexible mixed business activity zones: zones within dedicated business areas where ancillary and supportive advanced business services serving businesses in the precinct are able to locate.

Hazardous materials/waste collection facilities: locations where businesses are able to take hazardous materials and waste from the precinct for management or removal.

High value-added: value-added is the increase in value of a product upon exiting the precinct; it is the value of the output minus the value of all the inputs such as intermediary or raw products and labour. High value added products are those where the net increase is large. These typically include those that have a high component of research and development or have achieved their value-added status through marketing and symbolic value.

Large-scale industry: industrial activities that are land intensive and may also be heavier in nature.

Lean manufacturing: business initiatives that aim to reduce waste in manufactured products; this is not just from the product and production processes themselves, but also throughout the whole supply chain process.

Light industrial/commercial: industrial activities that are smaller in scale.

Recycling facilities: locations where businesses are able to take recyclable materials from the precinct for sorting and removal.

Retail: the sale, lease or rental of new or used products to the consumer public.

Key organisations

AucklandPlus
www.aucklandplus.com

Auckland Regional Council
www.arc.govt.nz

Auckland Regional Transport Authority
www.arta.co.nz

Chamber of Commerce
www.chamber.co.nz

Committee for Auckland
www.aucklandnz.org

Department of Conservation
www.doc.govt.nz

Economic Development Association of New Zealand
www.edanz.org.nz

Employers and Manufacturers Association
www.ema.co.nz

Energy Efficiency and Conservation Agency
www.eeca.govt.nz

Envirosmart
www.envirosmart.co.nz

Invest Auckland
www.investauckland.com

Metrowater
www.metrowater.co.nz

Ministry of Economic Development
www.med.govt.nz

Ministry for the Environment
www.mfe.govt.nz

New Zealand Trade and Enterprise (NZTE)
www.nzte.govt.nz

New Zealand Transport Agency
www.nzta.govt.nz
www.sh20.co.nz

Rosebank Business Association
www.rba.org.nz

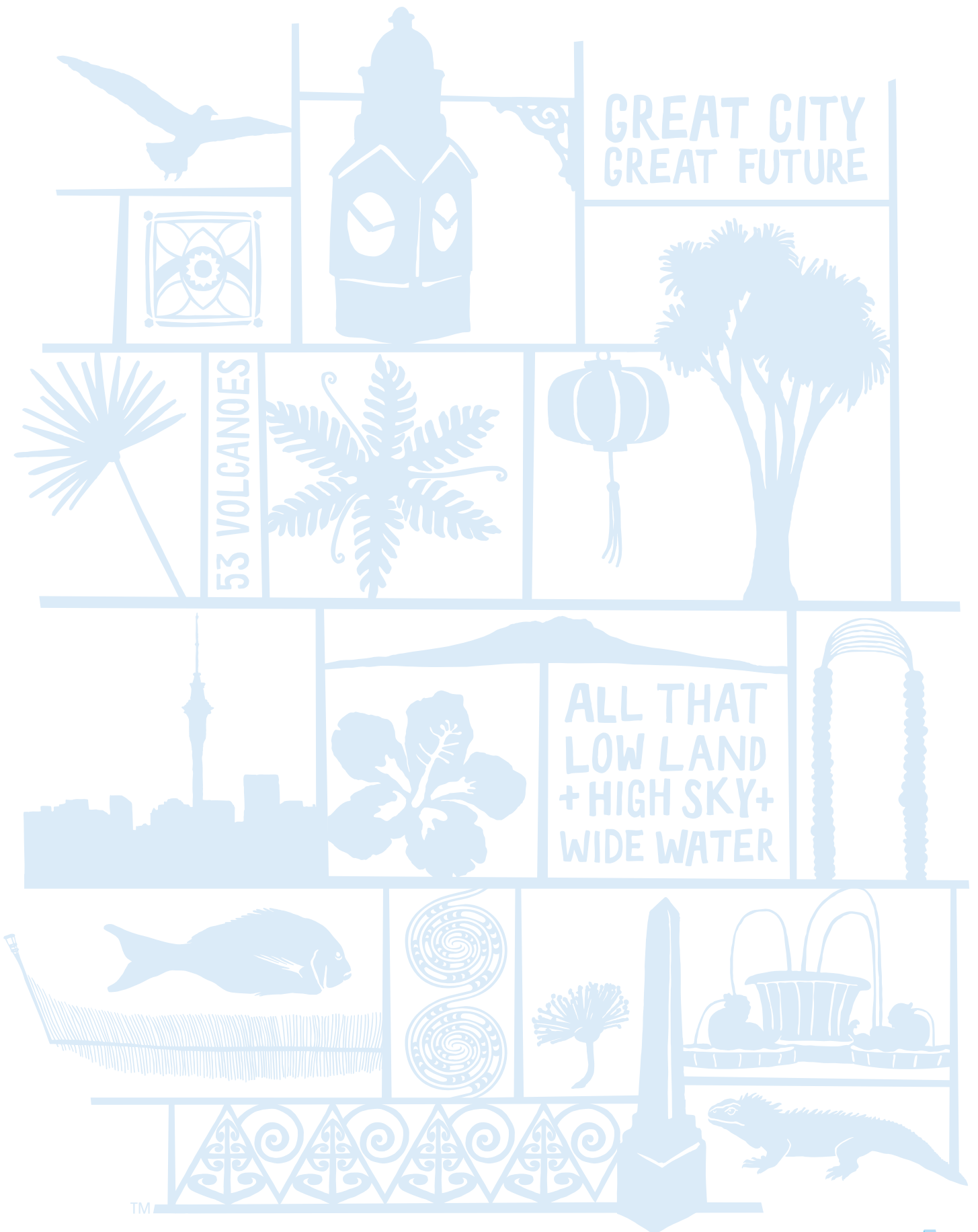
RENEW Resource Exchange
www.renewwasteexchange.org.nz

Unitec
www.unitec.ac.nz

Vector
www.vector.co.nz

Waitakere City Council
www.waitakere.govt.nz

WHK Gosling Chapman
www.whkgoslingchapman.com



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