

ONEHUNGA BUSINESS ASSOCIATION

STRATEGIC PLAN

2020-2023





INTRODUCTION

Where we are today

Onehunga is on the cusp of awakening into an incredibly exciting future.

It's streetscape, mix of retail, services and commercial businesses are evolving to meet the current and future needs of its community.

Onehunga will be transformed by some major residential, commercial and townscape projects on a scale we have not seen before.

This is a "once in a generation" chance to best influence the outcomes these major projects will have on Onehunga for future generations to come. It is of utmost importance that OBA best prepares and positions itself to drive the vision, direction and conversations that will shape Onehunga's future state.

Where we wish to go

We need to be a key influencer and stakeholder in the decisions that affect Onehunga's current and future development projects.

This is an exciting time. Success will allow the organisation to maximise the benefits and outcomes each development will have on us.

Our work will have inter-generational impacts that will fundamentally change the "look and feel" of Onehunga. It will deliver a new Onehunga. One filled with new and exciting retail opportunities, prosperous business and thriving entertainment experiences, both day and night for us all to enjoy.

We look forward to OBA playing its part in driving an exciting future for Onehunga.

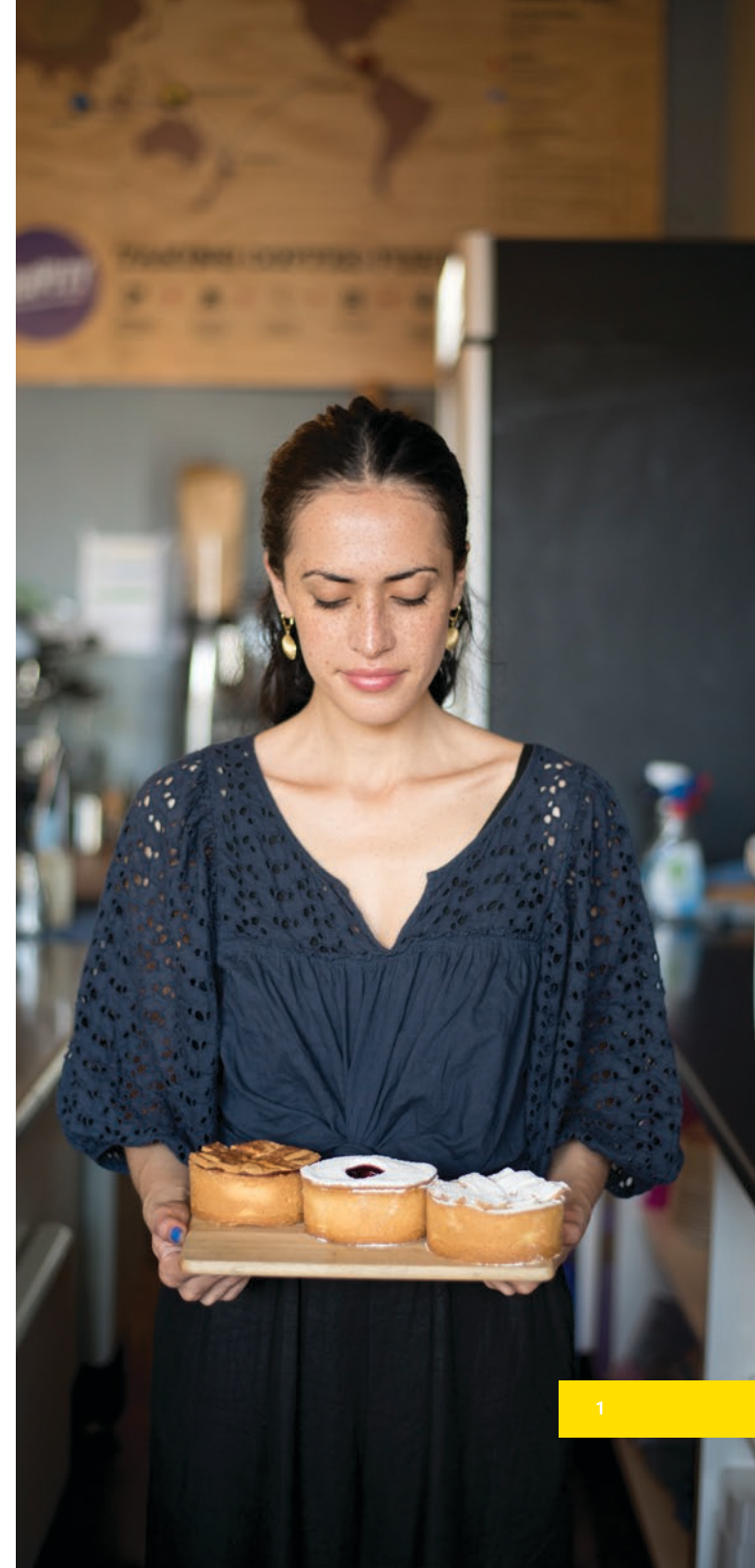


Peter Gibson
President OBA



Amanda Wellgreen
Town Manager

For more info about the Onehunga Business Association, please go to www.onehunga.net.nz. This Strategic Plan has been prepared by OBA in conjunction with Elevate Capital Partners, a strategy, M&A, investment, commercial and innovation advisory business. For more information about Elevate Capital Partners, please go to www.elevatecp.co.nz





01>

STRATEGY DETERMINATION

High level review of the process we have followed

We have followed a logical **thought process** involving **many participants**

01

Desktop Research and Member Survey

Desktop research of key strategies adopted by other BIDs and other documents, reports and materials relating to Onehunga.

Surveyed OBA members and key stakeholders across 'current state', 'future state' and strategic considerations.

02

Board Workshop

Board workshop pulling together key findings of desktop research, member surveys and key strategic themes of Auckland Mayor, Council's 2050 Plan and Local Community Board.

Board assessment of 'current state', SWOT, key developments and imagining the 'future state'.

03

Key Themes & Interviews

Focused discussions with limited set of key individuals operating a range of enterprises in Onehunga.

Key themes from Phase 1-2 summarised into a series of key strategic themes and then socialized with OBA management and engaged OBA stakeholders.

04

Strategy Formulation & Feedback

Key strategic themes either reinforced based on Phase 3 outcomes or updated or refined based on feedback given.

Core strategic plan formulated and presented to OBA for review, feedback, refinement then endorsement by OBA Board.

OUR STRATEGY FORMULATION HAS BEEN BROAD

Our strategy has been developed by considering multiple lines of thought and provocation.



WE ARE ON THE CUSP OF MAJOR CHANGE

Onehunga is benefiting from significant investment across a number of strategic and transformational projects. They will impact our town centre and community and change the face of Onehunga for generations to come.



WE HAVE ONE CHANCE TO GET THIS RIGHT

We need to make sure we get the decisions around **foundational investments** right

We need to make these investments the “**best they can be**” for our stakeholders

And we need to ensure they are sustainable and “**fit for purpose**” for our future generations to come



02>

KEY MOVES SHAPING ONEHUNGA

Investments and projects causing change



Onehunga will benefit from **planned investment** into major projects at levels we have not seen before

Residential

Continued investment into residential market and home improvement.

Changing demographic mix and the gentrification of Onehunga continues to bring increased wealth into the community, and spend in the towncentre.

Townscape

Onehunga is categorised as a high priority town centre for urban redevelopment by Panuku / Auckland Council. Key stakeholders are currently developing options to rejuvenate / redevelop the mainstreet (North - South connection) and laneways (East - West connection) to improve amenity values and business linkages.

Infrastructure

Major infrastructure works will re-shape Onehunga and attract visitors and associated business activity not envisaged before i.e. airport rail link, wharf redevelopment.

Retail

Countdown's planned new supermarket will improve everyday shopping options for local residents and nearby suburbs. Improved amenities and upgrading of other retailers surrounding the existing site may occur. Proposed redevelopment of Dresssmart will be a major drawcard for a refreshed Onehunga and the 'mainstreet' will continue to benefit from new and revitalised retail stores providing increased retail options.

Mixed Use / Residential Intensification

A number of significant, upmarket, architecturally inspired mixed use and residential developments are altering the resident population, physical streetscape and community demographic. Young / young family residents are likely to spend locally, especially in the F&B and entertainment space and local everyday need stores.

Lifestyle/ Entertainment

Commercial investment into wharf and new F&B precinct will further extend and drive Onehunga's entertainment offering to its community and surrounding suburbs. Planned investment will help build on new and existing F&B establishments, add choice and variety to help build Onehunga into an exciting day and night destination for meeting friends, family and work colleagues.

Commercial Newbuilds & Redevelopments

Commercial property owners and developers foresee changing demographics and begin to redevelop or invest into new commercial premises across a variety of building types. Investment currently occurring across apartment, retail, entertainment, business and industrial use.

WE ARE ON THE CUSP OF SOMETHING GREAT

Entertainment · Everyday needs · Major retail · Revitalisation ·
Urban redevelopment · Water and recreation



MAJOR DEVELOPMENT PROJECTS

Laneways



Springs Development



Wharf Regeneration



Dress-Smart Redevelopment



Main Street Rejuvenation

Residential Developments





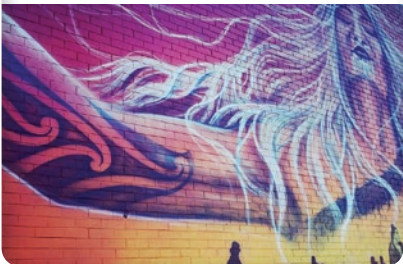
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WHAT DO WE MOST CARE ABOUT

THE THINGS WE MOST CARE ABOUT

VISUAL AMENITY

- Image / beauty
- Green space and water
- Connect the town up
- Safety and security
- Clean and inviting



RETAIL AND F&B

- Night and Day
- Unique, quirky, variety
- Everyday needs
- Location and precincts
- Quality offerings
- Brand and image



STRONG ECONOMY

- Sustainability
- Successful businesses
- Busy with 'hustle and bustle'
- Magnetic
- Featured attractions, industry & film
- Integrated transport
- Civic services



COMMUNITY AND ENGAGEMENT

- Form the vision
- Engage in masterplan
- Connected thinking
- Sense of belonging
- Heritage and culture



... And we can distill them in to **six core** themes that are “front of mind” as we form up our strategic priorities



Transformational

One-time intergenerational projects that are “mission critical” foundational investments that will “unlock” & enable our future vision for Onehunga. These need to be done right, done well and connected to our masterplan.

Brand and Image

Focused effort on brand, image and aesthetic alignment to our future vision and brand / market positioning as a destination, towncentre and community. Core amenity values (visual and physical) to be maximised.

Promotion and Curation

Promotion of “destination Onehunga” to its customers (locals, everyday needs, retail / F&B) and visitors (tourism). Careful curation and stewardship of the retail and hospitality offering, alongside brand and image is required to facilitate delivery of our future vision.

Civic Amenity and Services

Drive civic amenity options and outcomes for Onehunga. Ensure fair share of regionwide services for businesses and towncentre, including greenspaces, safety, security and cleanliness. We can play a key role in facilitating and delivering connect thinking on Onehunga’s future based on a strong human centric design focus.

A Resilient OBA

Ensuring OBA is well equipped to influence the future of Onehunga. This includes the right skill sets, is future focused, is not spread too thinly, prioritises work based on strategic outcomes, and fights its cause.

Sustainability

We value our greenscape and connections to the water. We look to build Onehunga sustainably across social, economic and environmental factors.

04>

OUR FOCUS AREAS FORM OUR STRATEGIC PRIORITIES & WORK PROGRAM



OUR STRATEGIC FOCUS AREAS FORM OUR STRATEGIC PRIORITIES AND PLAYBOOK

Future Enablement

Building OBA's capability and resilience to better plan, drive and advocate our vision, and deliver on our strategic priorities.

Spearhead major development and 'special' projects to maximise outcomes for Onehunga.

Continued advocacy and communication is necessary to bring stakeholders on our journey.

Enlargement of BID boundary.

Destination Management

Drive the evolution of Onehunga's CX through effective management of the destination, including cultural and heritage.

Focus on improving key outcomes around vibrancy, brand, 'look & feel', strategic fit / relevancy of retail & F&B offering, 'hustle & bustle' and evening appeal.

Destination Marketing

Re-branded and revitalised marketing and promotion to drive customers and visitors to Onehunga.

Core focus around daytime retail experience and connections from East-West and North-South + Wharf.

Nighttime emphasis around F&B offering and range of bars & eateries. Tourism has a role to play here if done differently.

Civic Services & Amenities

High levels of community & civic engagement to drive connected thinking.

Strive for 'best in class' services, public transport, gateway entrances, mainstreet and outcomes to drive a strong local economy.

Improved visual amenity, aesthetics & landscape design provides for improved visitor experiences and attraction benefits.

A “Directional Blueprint” we might follow that aligns to our **changing neighbourhoods** and **transformational projects** impacting our potential “Future State” for Onehunga

Town precinct

Extend retail and F&B precinct

Residential

Opens up Gloucester Park for better use

Commercial / Corporate precinct & parks

Wharf to Walk 'high line'

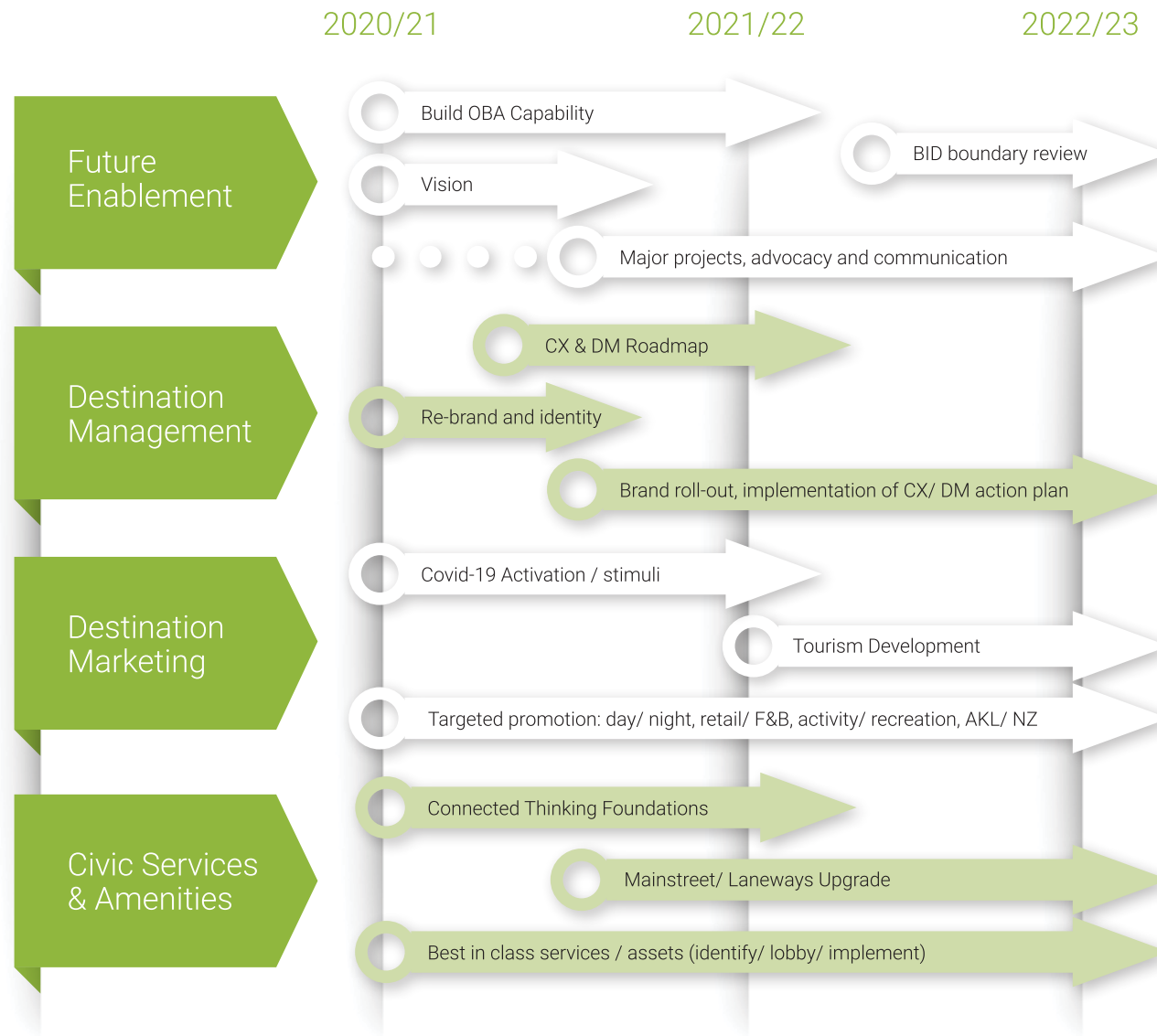
Industrial precinct

Concentrate industrial business to industrial precinct, but thoughtful inclusion of re-developments that are appropriate for the project.

Commercial / Corporate precinct & parks



Our phased work program shows our prioritised work streams above BAU





This strategy was developed with the support of Elevate Capital Partners.

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