



Mangere Bridge Village Business Association Incorporated Strategic Plan 2016 - 2025



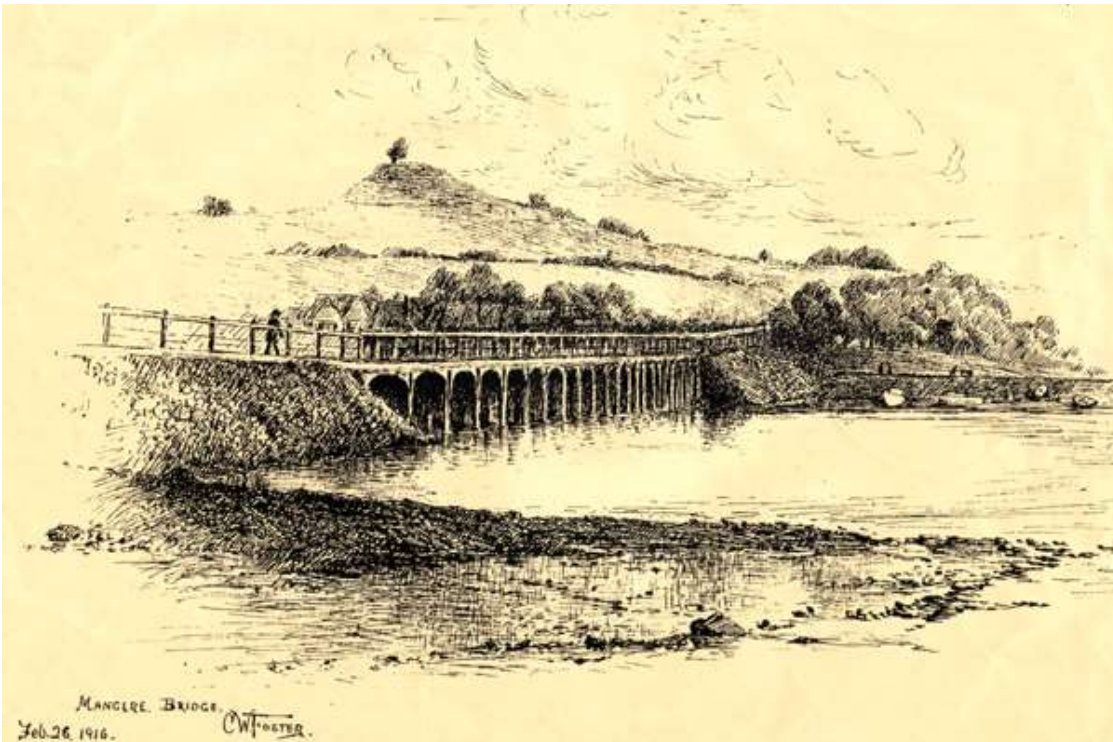


Prepared for

Mangere Bridge Village Business Association

by **Business Lab Ltd**

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Our priorities

Priority #1

Be an effective, efficient and sustainable Business Association that consistently delivers value to its members:

- Work collaboratively and in partnership with others to increase our impact
- Find and develop opportunities to enhance the Association's financial sustainability

Priority #2

Maintain and enhance the character, identity and appeal of Mangere Bridge Village:

- Ensure the Village is safe, clean, and well-presented
- Run and support local events that add value for businesses and create a vibrant village character

Priority #3

Support local businesses and strengthen the local economy:

- Promote what's on offer in the Village to the local community, visitors and tourists
- Encourage and support new investment into the Village



CHALLENGES

- **Financial sustainability:** Mangere Bridge Village Association is a small BID with under 50 paying members. Whilst it currently receives a top-up grant each year from the council, this may not continue indefinitely. The Association needs to leverage any opportunities to supplement its income and work collaboratively to maximise its impact.
- **New investment:** many of the buildings in Mangere Bridge are old and tired. Clean-up initiatives can make the best of what's there, but ultimately new investment by property owners will be required to keep the Village looking great. The Association can encourage and support property owners to invest, particularly with the benefit of the new Unitary Plan provisions.
- **Safety and security:** making sure business owners, employees, customers and the community feel safe is paramount. Proactively addressing antisocial behaviour, improving lighting and an effective CCTV system will make a significant difference.
- **Retail and service mix:** the Village would benefit from a greater diversity of retail options and additional services, particularly healthcare. This would prevent 'leakage' and reduce the need to travel as the local community would be able to meet a greater range of needs locally.



OPPORTUNITIES

- **Cycling and walking:** Mangere Bridge has a great deal to offer cyclists and walkers, with more and more people taking advantage of the great tracks around the coast and enjoy using the Village as a stopping point. The proximity of Ambury Farm, Otuatua Stonefields, the waterfront and Mangere Mountain provide unique drawcards for visitors.
- **Events:** the Village is already well-known for its great events. Working in partnership with other local organisations to host more flagship events, and making better use of the waterfront location would help build on the reputation that has been established, and draw more people into Mangere Bridge as potential customers.
- **Community spirit:** Mangere Bridge is a close knit community with a vibrant village spirit. Given its limited resources, the Association can usefully tap into the 'power of community' to support initiatives that bring people together and generate pride in the appearance and character of their Village. Several initiatives around waste have proven popular with a growing desire for zero-waste events and, perhaps ultimately, a zero-waste Village.
- **New development:** The new Auckland Unitary Plan enables multi-level development along the motorway side of Coronation Road. This could result in good-quality apartments above retail premises and add new vibrancy to the Village whilst also improving security with more 'eyes on the street'. The Association can explore ways to support and encourage investors to take advantage of the new planning regime in ways that will deliver short and long-term benefits.

IMPLEMENTATION PLAN

Priority #1

BE AN EFFECTIVE, EFFICIENT AND SUSTAINABLE ORGANISATION THAT CONSISTENTLY DELIVERS VALUE TO ITS MEMBERS

Priority initiatives	Timeframe	Key relationships	Measurement
<p>Annual strategic plan review</p> <p>Review the MBV Association’s Strategic Implementation Plan each year at the first meeting of the new committee elected at the AGM. The review should include reporting achievements, updating outstanding actions and assessing readiness for “Future initiatives”.</p>	June 2026 past completed New Plan required by 2026	<ul style="list-style-type: none"> • New Committee 	<ul style="list-style-type: none"> • Plan reviewed, updated and approved for implementation
<p>Membership feedback and satisfaction survey</p> <p>Carryout a membership survey annually to gain feedback from members on MBV’s initiatives and performance, and use it to raise awareness about the value MBV provides for local businesses. Share feedback openly at the AGM and feed into the Implementation Plan review.</p>	2025	<ul style="list-style-type: none"> • All members 	<ul style="list-style-type: none"> • Membership survey results
<p>Local Board relationship</p> <p>Actively develop a positive working partnership with the Local Board and identify any potential initiatives that can be run in collaboration with the Board for mutual benefit.</p>	Ongoing	<ul style="list-style-type: none"> • Local board members 	<ul style="list-style-type: none"> • Number of collaborative initiatives
<p>Raise profile of the Association</p> <p>Raise the profile of the MBV Association and awareness about its activities amongst local businesses and the wider community.</p>	Ongoing	<ul style="list-style-type: none"> • All members 	<ul style="list-style-type: none"> • Membership survey results

Priority initiatives	Timeframe	Key relationships	Measurement
<p>Partnership and collaboration</p> <p>Proactively identify opportunities to partner, collaborate and work together with other local organisations like Ambury Farm, Mangere Mountain Education Trust, the Boat and Yacht Clubs and South Harbour Business Association to achieve the objectives of the plan by sharing the work-load, costs and resourcing of initiatives. Investigate opportunities for shared services with South Harbour and Mangere Town Centre business associations to find cost savings and economies of scale.</p>	Ongoing	<ul style="list-style-type: none"> • Key partners 	<ul style="list-style-type: none"> • Number and performance of collaborative initiatives
<p>Increase targeted rate</p> <p>Develop a business case for increasing the targeted rate to support achieving the plan initiatives and canvas the views of local businesses to gauge support.</p>	annual increase recommended of 5% Annually	<ul style="list-style-type: none"> • All members 	<ul style="list-style-type: none"> • % member support for increased rate
<p>Increase revenue</p> <p>Identify and pursue any opportunities to generate additional revenue from major events or promotions to supplement the targeted rate.</p>	Ongoing	<ul style="list-style-type: none"> • Stakeholders / sponsors 	<ul style="list-style-type: none"> • Amount of additional revenue generated
Future initiatives	Timeframe	Key relationships	Measurement
<p>Have a voice in the Onehunga wharf development</p> <p>Establish a relationship with key people leading the Onehunga wharf development to stay up to date with the development and advocate for a coordinated approach that will foster the interests of Mangere Bridge businesses.</p>	2026	<ul style="list-style-type: none"> • Panuku Development 	

Priority #2

MAINTAIN AND ENHANCE THE CHARACTER, IDENTITY AND APPEAL OF MANGERE BRIDGE VILLAGE

Priority initiatives	Timeframe	Key relationships	Measurement
<p>CCTV</p> <p>Complete the work to implement an effective CCTV solution for the Village. Investigate any opportunities to collaborate with South Harbour or Mangere Town Centre Business Associations to reduce costs and investigate opportunities for sponsorship from key local stakeholders / businesses.</p>	Completed	<ul style="list-style-type: none"> • South Harbour Business Association • Mangere Town Centre Business Association 	<ul style="list-style-type: none"> • Incidence of crime
<p>Lighting</p> <p>Identify the priority hot-spots that need improved lighting to increase safety and security and advocate to the Local Board or relevant property owners for improvements.</p>	Completed	<ul style="list-style-type: none"> • Local Board • Property owners 	<ul style="list-style-type: none"> • Incidence of crime
<p>Safe, secure and welcoming</p> <p>Work with local businesses to develop a coordinated approach in addressing safety and security, and to ensure that local businesses collaborate to address and deal proactively with any antisocial behaviour.</p>	Completed	<ul style="list-style-type: none"> • Local Businesses • Police 	<ul style="list-style-type: none"> • Membership survey results
<p>Beautiful gardens and planted areas</p> <p>Advocate to the Local Board, Auckland Transport and the Council to improve the upkeep of the gardens, trees and plantings in and around the Village for which they are responsible. Investigate the idea of local community groups or people taking ownership of maintaining and improving gardens and planted areas, and initiatives sponsored by local businesses.</p>	Ongoing	<ul style="list-style-type: none"> • Local Board • Auckland Council • Auckland Transport • Community Groups 	<ul style="list-style-type: none"> • Membership survey results

Priority initiatives	Timeframe	Key relationships	Measurement
<p>Zero-waste Mangere Bridge</p> <p>Develop an initiative or campaign to raise the awareness of businesses about taking responsibility for waste and recycling. Encourage businesses to reduce their waste, promote recycling and avoid unnecessary packaging wherever possible.</p> <p>Continue with progress to make the market a zero-waste event.</p> <p>Actively seek opportunities for press coverage and PR as one of Auckland’s leading zero-waste communities to raise the profile of the Village.</p>	November 2025	<ul style="list-style-type: none"> Local businesses Zero-waste team 	<ul style="list-style-type: none"> Number of businesses actively supporting
Future initiatives	Timeframe	Key relationships	Measurement
<p>Upgrade Naomi and Bill Kirk Park</p> <p>Seek Local Board support to upgrade Naomi and Bill Kirk Park as a centre-piece for the village that is attractive and well used. Consider developing the theme of sculptures to showcase local culture and engage the local community in the project to co-create a park that has strong local ownership.</p>	2025 / 2026	<ul style="list-style-type: none"> Local Board 	<ul style="list-style-type: none"> Use of park

Priority #3

SUPPORT LOCAL BUSINESSES AND STRENGTHEN THE LOCAL ECONOMY

Priority initiatives	Timeframe	Key relationships	Measurement
<p>Parking awareness programme</p> <p>Advocate for improved signage to make finding convenient parking off the mainstreet easier. Develop an initiative to educate businesses about different parking options and encourage their customers and employees to use them.</p> <p>Investigate options with Auckland Transport to improve reserved parking options for disabled people and mums with prams, and advocate for improvements.</p> <p>Investigate options to provide more angled parking behind the shops on Coronation Road and between the roundabout at the bottom of town and waterfront on Coronation Road.</p>		<ul style="list-style-type: none"> • Auckland Transport • Local Board • Business members 	<ul style="list-style-type: none"> • Membership survey results
<p>Website</p> <p>Update and refresh the Mangere Bridge Village website to improve the profile of local businesses, events, and attractions like walking and cycling tracks. Connect the website content to other local attractions such as Ambury Farm.</p>	June 2024	<ul style="list-style-type: none"> • Website provider • Local businesses 	<ul style="list-style-type: none"> • Membership survey results
<p>Newsletter</p> <p>Co-create a single newsletter for the Village with other local organisations that combines the various current newsletters into one regular, vibrant and informative newsletter.</p>	Ambury Farm	<ul style="list-style-type: none"> • Other newsletter publishers 	<ul style="list-style-type: none"> • Membership survey results
<p>Events</p> <p>Continue to run and support the programme of events in Mangere Bridge. Design events with local businesses input to ensure they support the local economy as well as being fun occasions for visitors.</p> <p>Investigate options for making better use of the waterfront area for events and collaborating with the Boat and Yacht Clubs to establish new events at the waterfront that draw new people into Mangere Bridge.</p> <p>Work towards making all events in Mangere Bridge zero-waste events to develop the Village's brand as a zero-waste community.</p>	Ongoing	<ul style="list-style-type: none"> • Event sponsors • Zero-waste team • Boat Club • Yacht Club 	<ul style="list-style-type: none"> • Membership survey results

Priority initiatives	Timeframe	Key relationships	Measurement
<p>A place for cyclists</p> <p>Promote Mangere Bridge as a destination for cyclists and cyclist groups. Develop initiatives to raise awareness of the cycling trails on offer and design an event to attract new cyclists to Mangere Bridge.</p>	Ongoing	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
<p>Events Calendar</p> <p>Develop a coordinated online events calendar to showcase all events being run in Mangere Bridge.</p>		<ul style="list-style-type: none"> • Ambury Farm • Mangere Mountain Education Trust • Boat and Yacht Clubs • Local Board 	<ul style="list-style-type: none"> • Membership survey results • Event attendance
<p>Investor support</p> <p>Develop an initiative to support and encourage local property owners and new investors to take advantage of the new Unitary Plan rules to develop their properties by adding more flexible commercial space and apartments in the heart of the village.</p>	Ongoing	<ul style="list-style-type: none"> • Property owners • New investors 	<ul style="list-style-type: none"> • Number of improvement and development projects
Future initiatives	Timeframe	Key relationships	Measurement
<p>Flagship waterfront event</p> <p>Develop a major event that takes full advantage of the waterfront location, and which is carefully designed to provide good value to local businesses by connecting the waterfront area and the Village.</p>	2026	<ul style="list-style-type: none"> • Sponsors 	<ul style="list-style-type: none"> • Sponsorship • Attendance

Appendix

Association committee members

As at June 2016 the Mangere Bridge Village Association committee members are:

Pauline Anderson (Chair)	Bridge Rentals
Nick Baculich	Local Board representative
Michael Haddad (Treasurer)	Ruby Red
Justin Ng	Mangere Bridge Pharmacy
Marcella & Shane Howarth as alternates	Fresh Choice
Maria Mortimer & Isabella Nathan As Alternates	Mortimer Law
Lieng Kong	Phnom Phen

Mangere Bridge Village Manager: Secretary

Kate Adams

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