

2025-2028 STRATEGIC PLAN



NEW LYNN

BUSINESS ASSOCIATION



Services | Retail | Hospitality | Community | Heritage

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WHAT IS THE NEW LYNN BUSINESS ASSOCIATION?

The New Lynn Business Association Inc is an incorporated society formed to support business in the town centre area (excluding LynnMall). The primary objectives are to provide a forum for business improvement, encourage economic development in the New Lynn town centre and promote the town centre to customers.

The NLBA is also interested in local economic development, urban regeneration and the social wellbeing of people in the area including town centre cleanliness, safety, accessible transportation, and good infrastructure. The Association lobbies for improved New Lynn town centre assets and infrastructure through funding from Auckland Council and its council-controlled entities.

The Association is funded through the Auckland Council Business Improvement District Policy as a partnership programme targeted rating system. The Associations guidelines for business practices and governance is outlined in the NLBA constitution rules (available on the website) and as required by the Auckland Council Business Improvement District Policy (May 2025). The elected voluntary executive committee oversees governance. Executives meet 10 times per year, with other meetings as required. An AGM of the membership/affiliates is held annually.

The Association is governed by a voluntary executive committee elected at the AGM by its membership. Membership are provided surveys and feedback opportunities to share their views and opinions on the work plan and strategic approach taken by the organisation. The members have the opportunity to vote on the targeted rate and budgets at the AGM. The membership is made up of property owners, tenants, associate members (non-voting) and owner occupiers in the business targeted rated area (BID) in New Lynn.

NLBA ACTIVITIES

The management co-ordinates an annual calendar of activities, events and placemaking that are approved by the AGM and by the executive committee. The executive committee may make changes to meet the organisations goals as per the constitutional rules.

Activities of the Association include and are not limited to: Networking events, events, advocacy, CCTV and safety projects, two major events (Christmas and one other), placemaking, investment engagement, social media, fundraising, ambassador programme, communications and relationship building with the membership in New Lynn. The Association provides its members with an annual work plan and encourages participation in NLBA activities.

THE THREE-YEAR STRATEGIC PLAN – OVERVIEW AND PURPOSE

What is the purpose of a strategic plan?

The strategic plan provides the NLBA and its members a guideline and framework to achieve the long-term goals. Including the direction, priorities and the allocation of association resources to bridge the gap between the current position and the preferred future position.

This strategic plan is developed based on feedback from the membership and management with the aim of achieving a common vision and to ensure everyone involved is working together toward a common goal.

The NLBA has developed a vision and positioning statement which was an objective of the Strategic Plan. This document clarifies the mission, vision and values of the organisation.

This will allow the NLBA to anticipate challenges, environmental changes and future opportunities. The aim is to enable the executive and membership to focus on proactive decision-making rather than reacting.

The three-year strategic plan is developed for the membership to give oversight, direction of the organisation and guidance to grow the organisation. This plan considers the impact of the economic environment and focuses on the ability of the executives and management team to quickly respond to market forces. Members contribute to the annual and strategic plans as do executive committee members.

This strategic plan considers timeframes, industry sector, location, market focus, the economic climate, trends, online shopping, competition, and the dynamics in the environment. It considers activities that work well, identifies improved event ideas, outlines new

ways of working, considers the effect of online shopping and reflects on feedback from membership. Strategically, some ongoing goals are to continue building long-term alliances and to advocate for improved infrastructure.

As part of the requirements of the Auckland Council BID policy and the NLBA constitutional rules, this plan aids in measuring progress and accountability alongside annual auditing, executive committee meetings and financial reporting.

Incorporation and Financial Overview

The Association was registered as an incorporated society, in 2010, established due to a council targeted rate funding policy (previous Waitakere City Council). The Association has been active in some form for over four decades (Rules of the New Lynn Businessmen's Association (Inc.) 1964). Now it is incorporated under the Incorporated Societies Act 2022.

The income stream for the organisation is based on the targeted rate funding, while some income comes from associate membership and sponsorship. Those, however, are relatively limited income sources. The income levels for 2025 – 2027 via targeted rates, and if approved by the AGM are as follows:

- 2025 – 2026 annual budget via targeted rates \$238,942.57
- 2026 - 2027 annual proposed budget via targeted rates \$248,500.28

Each year an annual budget is prepared and presented to the AGM. The annual budget and plan align to the NLBA Strategic Plan. Funding is also sourced by way of fundraising and is between 5-10% of income. However, this can vary depending on the project and funders decisions.

The NLBA contracts an administration manager and an advisor who work alongside the executive committee and members to identify opportunities and implement annual AGM approved work plans in the business improvement district area. The management team are contractors not employees.

The management/contract team works with the business community/membership and stakeholders to implement annual plans. The philosophy of the executive committee (governors) is to work collaboratively with members/affiliates and management to achieve best practice for its business and membership.

THE VISION FOR NLBA

A metropolitan New Lynn town centre. A town that is economically and socially responsive - a thriving place to work, live and socialise.

ASSOCIATION MEMBERSHIP TENANCY MIX BY PERCENTAGE

Category	% member by tenant
■ Retail (includes all general retail)	25%
■ Professional Services	21%
■ Government	3%
■ Food	24%
■ Worship	1%
■ Automotive	2%
■ Health and Wellbeing	24%



Services | Retail | Hospitality | Community | Heritage



EXECUTIVE SUMMARY

The executive has been diligent in their approach to best practice in governance. The organisation remains transparent, competent, and able to stand by the actions and plans implemented. We are a “working together, collectively going in one direction” team. Our work together is planned (yet flexible when needed), considered and draws on experience, institutional knowledge and resourcing.

In developing this plan, consideration was given to membership feedback, executive input and market dynamics.

The Association has approximately 243 tenant members and approximately 120 owners. For the tenancy mix, please refer to the summary of the retail/service mix which includes further details regarding the tenant member business categories.

The overarching approach outlined in this plan is that our organisational strategic approach is:

- To continue to follow the rules of the NLBA constitution aligned with Auckland Council policy relating to BID's.
- To lobby council and owners for betterment in the New Lynn area.
- To ensure our town centre is seen by the consumer as a clean, safe centre offering a wide range of services, food, a night-time economy and a solid business offer.
- To support our membership where needed and to be responsive to market forces.
- To implement plans, policies and projects where needed and to ensure that there are no political or external influences which change the direction and goals of the organisation.
- Great town centre promotions and activities.
- To ALWAYS have a “members first” philosophy.
- Events and placemaking that provide a lively, exciting and interesting experience for consumers.

The NLBA executives acknowledge that a strategic plan means little without review so the executive committee and management check-in and align to environmental factors such as the increase in online shopping, infrastructure changes as well as other external factors affecting growth in the centre.

The management, executives and members work as a team with the aim of supporting, growing, sustaining, and developing the retail and commercial sector. Together, we are a voice for advocacy and the betterment of growth in New Lynn.

THE ENVIRONMENT AND OBJECTIVES

The Auckland economy has faced some difficult economic times in the past few years and in the present, disposable income is challenging for consumers and business costs are high. Given the economic situation does impact shopping decisions, the New Lynn Business Association governors are vigilant in professional processes when implementing budgets, plans and projects.

This plan outlines a position that the governors of the NLBA membership and management are consistent on their member-first centric way of working – this is important to everyone as communications, transparency and member first actions produce good outcomes. This plan is aligned with the annual business planning process and outputs. The two documents go hand-in-hand.

For the period covering 2024-2025 the past strategic plan outputs were achieved. As an organisation we are pleased with the achievements and have made good progress in our aims and objectives to keep New Lynn as a thriving town centre. Progress indicators include: A new NLBA brand has been developed; finance review and new processes (reporting and process checks); NLBA Trade Area identification and considered approaches to promoting New Lynn as a place to do business and for consumers to visit use services and shop.

Given the unknown environment as outlined above, the strategic plan is developed to be flexible. Budgets that have been allocated, as noted, may require change to meet the environmental needs.

The availability of additional funds over and above the BID Targeted Rate are sourced through grants and fundraising.

Core strategic objectives for the three-year period are:

- **Objective 1** – Years one and two, includes a focus on New Lynn’s Night-time Economy via events, promotion and placemaking actions. As part of the Night-time Economy work, ensure that the NLBA Rules/Object 3.2 and 3.7 are implemented alongside any actions. This may include but not limited to, advocacy and activity/work programme actions necessary to support additional rate payer / Whau Local Board and Auckland Council funding to improve the town centre environment including but not limited to lighting, landscaping, signage, safety, public art, walkways, child & family friendly areas, and improved, well maintained Auckland Council assets in the town centre.
- **Objective 2** – Social media and business engagement via social media.
- **Objective 3** – One major event over and above the Grab-a-Deal and Christmas activity.

The objectives outlined for the next 3-year period are over and above the annual work programme undertaken by the association. Those annual plans and actions are interconnected to the long-term strategic goals. The annual work programme includes but is not limited to:

- Requirements under the Auckland Council BID policy and legal requirements under the constitution and Incorporated Societies Act including the AGM
- Administration and management – including insurance, accounting, training and reporting
- Communications and newsletters, including photography and videography
- Social media and media management
- Advocacy for externally funded town centre placemaking and asset improvement
- Networking, training, AGM and other member connectivity activities
- Shop Local – promoting Shop Local in New Lynn
- Merchandise giveaways (promotions and general giveaways) and branding projects
- CCTV and safety projects
- General events and promotions as determined by annual plans: For example, Mothers' Day, Grab-A-Deal, Christmas and Valentines Day events

STAKEHOLDERS

The key stakeholders are:

- Tenants in the BID area
- Property owners in the BID area
- Associate members
- Local government: The Whau Local Board and Auckland Council – the ratepayer
- Community and shoppers (consumers) in the New Lynn trade area
- Funders

THE STRATEGIC APPROACH TO DOING BUSINESS



THE STRATEGIC APPROACH

To always work within the guidelines of the NLBA constitutional rules and Auckland Council policy. Governance and management to consider the vision, mission and constitutional rules when undertaking actions for the membership.

Being SMART in our business goals and objectives

Specific	Measurable	Achievable	Relevant	Timely
Strategic goals are specific. The three specific strategic plan objectives align to other annual plans and the constitutional rules to support membership	Each activity undertaken is measured	The budgets and resources that are allocated to achieve goals	The purpose of a strategic goal is relevant to membership betterment and New Lynn BID success	Actions, activities and work programme outputs are managed in a timely way. The timing for events, placemaking and/or annual plan outputs meet consumer and membership timelines i.e. Christmas Nov/Dec and pack down in January

Accountability statement

The NLBA governors and management are accountable for best practice processes in their work. This team works together to ensure all who are involved in decision making are accountable and that good processes are in place to ensure best practice outcomes.

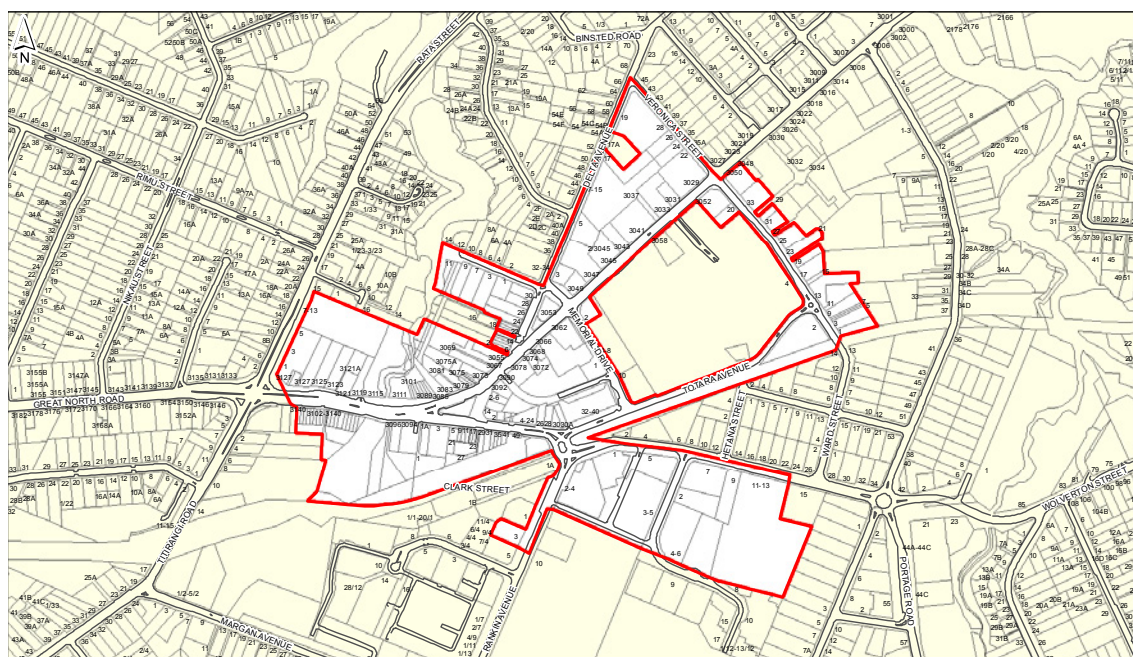
THE NEW LYNN “SHOPPING” AREA – TRADE AREA

To establish a sound understanding of the demographics of New Lynn and the Whau area, refer to <http://ecoprofile.infometrics.co.nz/Whau/PDFProfile>

New Lynn area map:



The Profile of New Lynn as outlined in Government statistics is: *New Lynn: Electoral Profile General Notes: Situated on the north western side of the Manukau Harbour, New Lynn was created as a new electorate in 2002. The electorate comprises the communities of New Lynn, Blockhouse Bay, Green Bay, Titirangi, Huia and out to Whatipu.*



Business Improvement District - New Lynn

Scale at A4 - 1: 7000

Date: 27 June 2012
Ref Number: SD330063

Published Name: \\Projects_Programmes\\Rates modelling\\mxd\\Targeted Rating Maps Auckland Council - Landscape.mxd



Monthly Newsletters



Networking Events

Your invitation to a FREE New Lynn Business Association **Networking Event Lunch** Join us for a special opportunity presented by the New Lynn Business Association assisting your business growth

Tuesday, 24 September 2024 | 12:00pm to 1:15pm
Hosted by Masashi Japanese Cuisine
3073 Great North Road, New Lynn

Topic: Your Business Success

Guest Speakers

- Business Mentors**
Michael Richardson & John Gandy
- Health and Income**
David Williams & Margaret Mulla
- MSA**
Michael Richardson & John Gandy
- Thomas & Co**
Michael Richardson & John Gandy
- Stone Vase Accountants**
Stone Vase

Please to this FREE networking event to meet and connect with 40 members.

RSVP at www.newlynnbusinessassociation.co.nz to secure your spot.

For more information contact: office@newlynnbusinessassociation.co.nz

NLBA MEMBERS FREE
The New Lynn Business Association is proud to host this networking event.

Services | Retail | Hospitality | Community | Heritage



Colouring Competition

LOVE YOUR INFRASTRUCTURE COLOURING COMPETITION

Four \$200 NEW LYNN SHOPPING VOUCHERS TO BE WON

Prize package is a New Lynn shop and tour comprising a \$200 NLBA shopping voucher for each category and a five minute NLBA presentation about caring for our infrastructure.

Age: 10-14 yrs | 15-19 yrs | 20-24 yrs | 25+ yrs

Place: 1st | 2nd | 3rd | 4th

NEW LYNN BUSINESS ASSOCIATION



Mothers Day Promotion

With compliments from members of the New Lynn Business Association

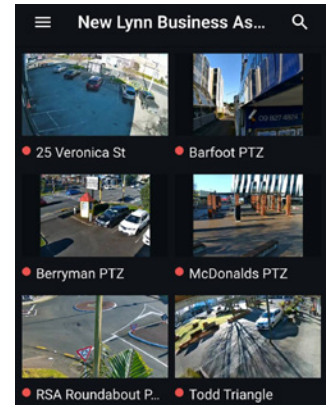
HAPPY Mother's Day

NEW LYNN
A great town centre

25 Veronica St, New Lynn, Auckland
Phone: 021 300 3010
Email: office@newlynnbusinessassociation.co.nz
facebook.com/newlynnbusinessassociation



CCTV Installation



Achievements of the association, projects and plans undertaken, relate to the objects of the association. The activities and actions implemented are conducted with a long-term goal of promoting the development and advancement of the commercial interest of businesspeople and business in the New Lynn town centre through co-ordinated and structured promotions and activities (object 3.3). The actions of the association also advocate for, representing the interests of, the members, in relation to the targeted rating area, before the council any central and local government (object 3.2 and 3.7). One project related to this object is the recent New Lynn Town centre asset and asset improvement survey (April 2025) which was mainly funded by council at the request of the NLBA with results including 691 pieces of useful information from customers, members and locals. This data and the results were presented to council with the aim to improve funding by council and the local board to improve the town centre and in turn the project resulted in funding allocations for the New Lynn town centre area for the residents and ratepayers. This work is a three year plan in conjunction with the Whau Local Board (ratepayer contribution to improvements) and the association. This has a potential value of hundreds of thousands of dollars of value being added to the area and will improve the area for not only the local businesses and customers but for local residents and visitors and achieve outputs of Objects 3.4, 3.5 and 3.6.

To achieve objects and strategic goals, the NLBA executive committee and management team work closely together. The goal of the work programme is always, to meet the objects and to have a member first philosophy.

NLBA SWOT ANALYSIS

Strengths

Advocacy

Skills and respect of members to get the job done

Connections with suppliers, supporters and the membership

Working alongside membership using the members first policy

Open minded approach to doing business

Always in support of the membership and governance team

Management skills

Listening to members and working alongside them to better the outputs of the NLBA

Strong membership business and strategic plans in place

Weaknesses

Funding

Volunteer support

No oversight on new businesses that are located in the BID area

The economic situation means there are limited new buildings being developed in the BID – this relates to the old Cambridge Clothing and other sites

Cost of goods and services to the association for promotions and projects

Flexible and positive governance/management team

Lack of a park and ride in the town centre

Slow action of local and central government to support small town centre growth

Opportunities

Night-time economy promotion and inclusion of engagement activities into the annual plans

Good working relationships between stakeholder's executive and the management team

Flexible and positive governance/management team

Positive opinion of the organisation via surveys and feedback

Membership first policy and approach

Advocacy through member and consumer feedback to local authority to enable them to have a full and reasoned understanding of the needs and wants of the community

Auckland Council and Whau Local Board advocacy and relationship building

Continually improve communications and events in the centre

Threats

High expectations based on revenue and resource limitations

Other BIDs who lobby for membership in the area

Food promotion competition

Limitations on resources

Maintenance of the town centre via Auckland Council

Societal, criminal and safety issues

The feedback from society that the cost of living is high

PARKING AND TRANSPORTATION

New Lynn is constantly growing. With the proposed growth changes to the Crown Lynn and Crown Lynn Park area, more people will be in the town centre. This future human growth means more traffic congestion and more demand for parking. **It is time for a park and ride to be seriously considered and for Auckland Council (AT) to analyse the impacts on the local economy and the missed opportunities.** Shopping malls have it right, they have substantial parking at the door. People operate in the easiest way possible. Additional parking should be offered to shoppers, not less parking and additional fees where there is parking.

NLBA ADVOCACY GOVERNANCE AND MANAGEMENT

Since the NLBA BID was formed through a Council policy in 2009, the following changes have been made to our legal entity, in 2010 the organisation was incorporated and in 2025 the NLBA applied under the LGA 2022 to update its status to an Incorporated Society which was approved and certification notified. Each year, fundraising activities take place to support the organisation. In the past few years funds raised have been toward CCTV projects, Christmas and survey work to evidence business and consumer feedback about improving the town centre council assets. The NLBA advocacy work and relationship building continues as this is one way to help improve the town centre and support the needs of business and the community.

The management and governance teams strive to improve the area, to support business, development, and to address issues in the business community to best serve the consumer. The Executive Committee aim for the best practice in governance. There is a strong voluntary base of business people, people who genuinely care for business and community success. This is an important and sometimes challenging aspect of the work undertaken.

The management and executive achieve much by being connected, strong in our resolve to improve the area, and we are developing effective relationships as a group. As a united team, we can collectively:

- foster a coordinated approach to addressing issues in the business community.
- help business and local people and community to be successful.
- work together with stakeholders to improve the environment in New Lynn.
- promote New Lynn via promotions and networking to develop relationships.
- be a voice for improved social and local economic development.

RELATIONSHIP WITH THE WHAU LOCAL BOARD PLAN AND AUCKLAND COUNCIL

The business association has an appointed local board representative on the committee. This process works when the elected member can share information and where they listen and action the needs of the association. Whilst it is not always possible for an elected member to support all the needs associated to council, a collaborative working relationship continues to be important as does a positive approach to management of the BID.

THE RETAIL ONLINE SHOPPING ENVIRONMENT

Online shopping, consumer demands for a wide variety of goods and services, specialist products, better pricing and door-to-door delivery all have an impact on the traditional retailing environment. The impact of the pandemic resulted in a surge of online shopping, habits that have now been established and these continue to grow.

NEW LYNN BUSINESS ASSOCIATIONS STRATEGIC OBJECTIVES

Objective 1 – Night time Economy (NTE) years 1 and 2. Review actions year 3 and lobby for town centre improved council assets (see page 7)

- Establish information and prepare a plan to promote the NTE
- Is the lighting sufficient in the town centre (this may need to be improved for NTE outputs)
- NTE activity promoting New Lynn centre and establishing a point of difference over and above other town centres
- An aim of safety and security measures meeting the wants of the business and consumer
- Promoting the diverse range of New Lynn NTE offering
- Consideration by the executive and management team to establish the best approach to marketing NTE
- Food coupon booklet developed as part of the NTE promotion
- Trading hours – NTE marketing to meet business opening hours
- Estimated budget to achieve the promotion of NTE
- Improve the town centre environment including but not limited to lighting, landscaping, signage, safety, public art, walkways, child & family friendly areas, and improved, well maintained Auckland Council assets in the town centre

Estimated budget up to \$10,000 (year 1)

Objective 2 - Social media and business engagement via social media to promote New Lynn as an attractive place to visit, work, live and play via events, and town centre actions

- Weekly outputs
- Pay a professional to be onsite and visit businesses to take videos and images then post up
- Contribution by membership
- Online promotion of the annual activities and events
- Some promotional giveaways to encourage public input to social media
- Influencers could be used however, may be problematic
- Make sure that what is available online is of actual interest to the consumer
- Do nothing that will have an adverse effect on membership

Proposed budget as a minimum allocation \$6,000 allocated in annual plans.

Objective 3 - To establish one major event in addition to Grab-a-Deal and Christmas

- Cost benefit analysis
- Fundraising plan to meet the proposed plans
- Inclusion of membership plan
- A review of the budget and other resources to achieve this event
- Doing something very different to attract the public
- Sponsorship
- Membership input as to the activity. Ensuring action doesn't conflict with the constitution

New budget up to \$18,000 - proposed fundraising and other income to be added if funds are secured

ACTION PLAN – STRATEGIC APPROACH AND MEASUREMENT

Objective 1 – Night Time Economy – promoting NLBA businesses, encouraging consumers to shop/visit and dine 6pm-10pm

Action	NLBA role	Timeline	Relationships	Anticipated outcome	Measurement
The Night Time economy marketing approach	Management planning	In line with the Food promotion and GAD	NLBA members	Increased turnover for NTE membership	Membership feedback
	Marketing plan		Customers	Public perception improvements	Consumer feedback
	Governance oversight		Associates	Supporting other outcomes such as lighting and safety	Participation levels
	Brief member survey to establish interest & participation		Property owners		Reporting to executive committee

Alignment to NTE is safety in the town centre

Improved public perception and safety	Advocacy	This is an ongoing part of the work output by NLBA	Police	Better town centre lighting	Lower crime statistics
	CCTV project		Auckland Council	Safety projects in place such as CCTV	Less complaints of crime
	Safety – A collective stakeholder role with NLBA/AC/police		Whau Local Board	Less crime and lower the perception that the town centre may not be safe	Lighting improved
			Parks – Council		Public feedback

Objective 2 - Social media and business engagement via social media

- promote New Lynn as an attractive place to visit, work, live and play via events

Action	NLBA role	Timeline	Relationships	Anticipated outcome	Measurement
Social media activity	Management planning	Monthly	Membership	Consumers provide positive information and feedback about New Lynn BID membership	Online feedback
Specials and incentives for consumers to participate	Oversight		Associate membership	Potential for sales based on social media posts	Memberships feedback
	Member participation				Membership participation

Objective 3 - To establish one major event (new activity) over and above Grab-a-Deal and Christmas

Action	NLBA role	Timeline	Anticipated outcome	Measurement
A major event such as a food oriented project that promotes the food offering in New Lynn	NLBA EC and management lead	Proposed for discussion – TBC with EC and members/management To be decided	A successful major event that has a point of difference that aligns to budget. An activity that membership and the public participate in. the event is to create turnover, brand awareness, interest from the local community	Member feedback Participation and attendance numbers A successful event as determined by the BID members and executive committee



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