



**Strategic Business Plan
2009 – 2014**

December 2008





Prepared for Parnell Inc. by
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ASPIRE PLAN SUCCEED

Note: Name change to Parnell Inc.

Since this report was completed, Parnell Mainstreet Inc.'s name was changed to Parnell Inc. (July 2009). This document has been revised to reflect the association's name change

Table of contents

1. Vision	Page 4
2. Key objectives and strategies	Page 4
3. Challenges and Opportunities	Page 5
4. Competitive advantage	Page 7
5. Role of Parnell Inc.	Page 7
6. Guide to the Action Plan	Page 8
7. The Action Plan	Page 9
• Actions and initiatives to commence in Year 1	Page 9
• 2009 / 2010 progress chart	Page 17
• Actions and initiatives in Years 2 and 3	Page 19

Appendices

Appendix 1	Measuring progress	Page 20
Appendix 2	Background to the strategic planning process	Page 21
Appendix 3	Community profile and census information	Page 22
Appendix 4	Reference material	Page 23
Appendix 5	Parnell Inc. committee members November 2008	Page 24

1. Vision

The vision statement expresses a picture of what Parnell Inc. is working to achieve over the coming years.

Parnell is “the new old place”. It is marketed effectively as a thriving retail and hospitality centre and is the preferred central city location for up-and-coming businesses.

Parnell’s owner operated stores, its galleries and restaurants are renowned for providing a high-quality and unique experience in a setting that maintains an authentic charm. They consistently attract local and overseas visitors back to Parnell, time after time. For other businesses, the vibrant yet relaxed village atmosphere together with transport convenience and access to a full range of professional services makes Parnell an ideal central city location.

Parnell is an exciting place to visit and satisfies the curiosity and intrigue of its visitors with elements of delight and surprise.



2.
Key
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Objectives and strategies

These four objectives set out the areas in which Parnell Inc.’s efforts will be focused in working towards the vision. Each objective is supported by one or more strategies that explain how Parnell Inc. will seek to achieve them.

- 1. Increase recognition for Parnell Inc. as a valuable resource for member businesses**
 - Effective governance and management
 - Build relationships with members and strategic partners
- 2. Promote Parnell to existing and potential customers with a refreshed brand**
 - Research and develop a refreshed brand identity for Parnell
 - Effective marketing and promotion
- 3. Ensure Parnell’s physical appearance meets and exceeds customer expectations**
 - Enhance streetscape beautification
 - Work with others to protect Parnell’s important heritage
- 4. Ensure a convenient and appealing customer experience**
 - Improve accessibility and parking
 - Improve retail mix and customer experience

3. Challenges and Opportunities

The following key challenges and opportunities represent some key perceived issues that Parnell Inc. needs to take into account as it works towards achieving its vision. The challenges are issues that Parnell Inc. can seek to positively address and overcome. On the other hand, Parnell Inc. should attempt to leverage off all available opportunities to work towards achieving its goals. The strategic plan is designed to encourage this approach.

Challenges

- **Clear branding:** Parnell currently lacks a clearly and coherently communicated identity, brand and point of difference. Over recent years, Parnell's positive attributes have been overshadowed by perceptions that the town is boring, exclusive, expensive and a place for tourists to visit. The challenge now is to identify and redefine a brand for Parnell that distinguishes it from other central city suburbs and paints an attractive and alluring picture of a town that is a 'place to be'. Parnell is effectively competing with Newmarket, Ponsonby and Remuera for customers which makes it critical to be very clear about why customers should come to Parnell and to communicate that effectively.
- **Parking:** There is a commonly held perception that it's tricky, if not impossible, to find a convenient parking space in Parnell. This misperception is unhealthy as it provides a reason for customers not to visit. There are a number of parking options around the town centre that provide convenient locations to park and which could be better sign-posted. Parking along the main road could also be improved by providing better information about the flexibility of pay-and-display parking along Parnell Road.
- **Increasing rents:** With increasing competition from other town centres and more difficult trading conditions generally, increasing rents may well prove to be the final straw for many businesses. Building effective relationships with landlords and improving dialogue with tenants can play an important role in seeking to address this issue and is one that Parnell Inc. is very well placed to facilitate.
- **Retail mix:** Over recent years Parnell has experienced a growth of hospitality businesses resulting in what is seen as a deteriorating retail mix and lack of stores that draw in and cater for local residents. Parnell Inc. can play a valuable role in attracting new stores to locate in Parnell and work with landlords in an effort to ensure that identified market gaps are filled for the longer-term benefit of customers, the business community and landlords. Encouraging the sorts of shops that will enjoy strong support from locals is also likely to play a key role in ensuring a consistently vibrant town centre environment.



Opportunities

- **Strong local spirit:** As a well established business community in a suburb that retains a village-like feel, there is a strong local spirit in Parnell that will provide a valuable asset in creating its future. This local spirit is likely to be a valuable asset and play a key role in ensuring that local businesses can work together proactively with Parnell Inc. for Parnell's collective benefit.
- **History and heritage:** One of the key assets that sets Parnell apart from other central city areas is its unique history and heritage as Auckland's oldest suburb. Parnell enjoys the benefit of many heritage buildings that provide a fitting backdrop to a high quality shopping, entertainment and business location. Its history stands at the core of its identity and provides the context for linking a notable past with a successful and exciting future.
- **Existing retail strengths:** Parnell has particular strengths in the hospitality and fine arts sectors. There are a significant number of successful and well known restaurants that attract customers on their reputation alone. In addition, Parnell has a concentration of fine art galleries that sets it apart from any other area in Auckland.
- **Accessibility:** Parnell is arguably the most easily accessible central city suburb, well served by the motorway, the arterial road network and public transport. From both a business and customer perspective, this makes Parnell a very attractive option as most other suburbs struggle with increasing traffic congestion. With longer-term plans for a railway station in Parnell, the town centre is likely to remain a conveniently located and accessible location for the foreseeable future.
- **Nearby venues:** With the Vector Arena, the ASB Tennis Centre, and the Auckland Museum within walking distance, Parnell is well placed to capitalise on the large number of people that these venues attract. Working in partnership with the venues provides a real opportunity for Parnell to attract people either prior to or after attending the venue.
- **New businesses:** Parnell is an ideal location to establish a professional services or office based business. Rents and parking are cheaper than in Auckland's CBD and its location provides a convenient and accessible option for both staff and clients. Parnell offers a business neighbourhood with many key service businesses - like lawyers, accountants and insurance brokers - as well as a relaxed atmosphere with plenty of high quality places to eat and entertain.
- **Clustering businesses:** With a wide range of different businesses in Parnell there is the scope to have a number of different businesses working together to provide a seamless service with a shared focus. For example, a number of businesses could cluster together to meet all the requirements of someone getting married, from the ring to the honeymoon. This type of shared focus clustering could provide the opportunity for innovative marketing of many different businesses.



4. Competitive advantage

Parnell is the oldest settlement in Auckland with a history stretching back to the very beginnings of the city. A number of heritage buildings survive to tell the story of Parnell's past and these provide a significant attraction for visitors. As a suburb that has evolved through a journey of history, Parnell enjoys a physical charm that is often lacking in those newer suburbs that can feel a little sterile as a result of a more planned approach. This type of charm and village-like feel is almost impossible to replicate and so provides Parnell with an enduring advantage that other suburbs cannot copy, and which should be jealously guarded.

With the Port exit from the motorway now in place, Parnell is arguably the most easily accessible suburb in central Auckland by car. It is also well connected to the city and other nearby suburbs by the arterial road network and is well served by public transport. Convenient access is critical not only for customers but also plays a significant role in attracting businesses to locate in the area. In addition to the advantage of accessibility, Parnell is situated close to the Auckland Museum, Vector Arena and the ASB Tennis Centre – all of which attract a significant amount of people to within walking distance of the town centre. Making Parnell the place to go either before or after visiting those venues is an obvious opportunity.

In terms of current retail activity, Parnell has particular strengths in hospitality and fine art, and enjoys a strong reputation in those areas which brings people into the town from both near and far. Its local market and residents are generally people who are reasonably well off and, therefore, in a position to make high value purchases to support the generally more exclusive nature of the retail offering. However, the retail offer could be broadened to take better advantage of the possibility for the local market to make more regular purchases in their local town which could add further element of vibrancy and enduring economic support for local businesses. Parnell is well placed to create an environment that buzzes both day and night because of the opportunities presented by the mix of retail, business and hospitality sectors.

5. Role of Parnell Inc.

Parnell Inc. is uniquely positioned as an organisation that can work with the many players in the local business community, the council and other key stakeholders to improve the town centre as a retail, business and hospitality centre as well as a local community focal point. It can do this by building strong, effective relationships and by working to:

- facilitate a comprehensive and coordinated approach for tackling specific issues of local concern
- improve the physical environment and appearance of Parnell
- promote what the town centre has to offer to specific and targeted customer markets
- help local businesses become more successful, particularly during the current difficult trading conditions.

To fulfil this role effectively Parnell Inc. needs to have strong relationships with local business operators and work with them to ensure that everything is being done to attract an increasing number of customers who will use the town centre on an ongoing basis. In particular, the planning process recognised the need for Parnell Inc. to continue working effectively and persuasively with the council to ensure that opportunities for investment in the area are captured. Other key organisations that were identified as beneficial for Parnell Inc. to work proactively with include:

- Local land and property owners
- Developers
- Nearby venues and attractions



6. Guide to the Action Plan

In the Action Plan actions are grouped under strategic themes with commencement dates spread over the first 3 years of the plan's life. At the beginning of the second and subsequent years, Parnell Inc.'s ongoing work and performance should be thoroughly reviewed before committing to an updated Action Plan for the next year. By year 4 Parnell Inc. is likely to have a number of ongoing projects that will take up most of its time and resources. Accordingly, there are currently no new initiatives specified for years 4 and 5. A review at the end of year 3 will determine the Action Plan for year 4. A similar approach should be taken at the end of year 4. In this way, the Action Plan enables flexibility to take account of experience gained over time and to capture new opportunities as they arise.

Priority actions: Those actions identified during the planning process as priority actions are highlighted in colour on the Action Plan and in the 2008 / 2009 year progress chart.

Ongoing actions: Actions that are ongoing or recur on a regular basis are clearly marked by underlining in the "Timeframe" column of the Action Plan.

Action Plan overview

Flexibility: Actions in the Action Plan are not prescriptive. This allows Parnell Inc. flexibility, enabling it to be innovative in the way it undertakes initiatives.

Timeframes: The Action Plan proposes commencement dates for the year 1 actions. These should be kept under review by the committee to ensure that the town centre manager's work load is realistic and efforts are not spread too thinly. This approach will ensure that key initiatives, once started, are implemented successfully with visible results.

Relationships: Building valuable relationships will play an important part in helping Parnell Inc. work successfully toward achieving the four core objectives. The Action Plan identifies key relationships for each action but Parnell Inc. should look for opportunities to work with others wherever possible to help progress initiatives effectively and achieve the core objectives. For example, Parnell Inc. may benefit from identifying people and organisations that will sponsor or champion particular initiatives.

An ongoing tool: The Action Plan is designed as an ongoing tool to assist both the town centre manager and the committee. For the manager it provides an action or "to do" list of goals to achieve. For the committee it provides a means of monitoring the achievements and performance of the town centre manager and Parnell Inc. It is designed to assist the committee keep track of Parnell Inc.'s activities, what it is seeking to achieve and who it is working with.

Governance

The town centre manager will be responsible for implementing the Action Plan on a day-to-day basis. To work efficiently toward achieving the objectives Parnell Inc. will need an effective governance regime, with regular meetings and minutes that clearly record the future actions that are to be taken, by whom and by when. Implementation of this governance regime is the responsibility of Parnell Inc's chairperson.

Performance and evaluation

The Action Plan proposes some measures to help evaluate the work of Parnell Inc. towards achieving the four core objectives. These can be usefully supplemented by reference to other material, such as Auckland City Council's level 1 Key Performance Indicators. It is essential that, as an initial task, Parnell Inc. determines which measures it will use to evaluate the effect and success of actions in the Action Plan and how often data will be collected. Baseline measurements will then be established at the outset of the process to ensure that progress can be tracked over time. **Appendix 1** sets out a proposed format for measuring progress in this way throughout the life of the strategic plan.

7. Actions and initiatives to commence in Year 1

Objective 1

Increase recognition for Parnell Inc. as a valuable resource for member businesses.

Action – year 1	Timeframe	Key relationships	Measurement
Strategy: <i>Effective governance and management</i>			
Training and development Identify and attend relevant training events for committee members and management to ensure Parnell Inc. has the right skills and knowledge to achieve its objectives.	<u>Ongoing</u>	<ul style="list-style-type: none"> • Auckland City Council • Training providers • Committee 	<ul style="list-style-type: none"> • Number of useful courses attended • Satisfaction survey of Parnell Inc. performance
Annual review of strategic plan Carry out annual review of Parnell Inc.'s strategic plan to assess progress, update the plan and to set a detailed action plan for the 2009 / 2010 year	Complete by December 2009	<ul style="list-style-type: none"> • Planning consultant (if required) 	<ul style="list-style-type: none"> • Updated Action Plan in place by December 2009
Strategy: <i>Build relationships with members and strategic partners</i>			
Quarterly meetings with other Mainstreet / BID managers Meet with other key Mainstreet / BID managers in Auckland to achieve effective and efficient outcomes where working collaboratively on common issues is possible.	<u>Ongoing</u>	<ul style="list-style-type: none"> • Mainstreet / BID managers • Auckland City Council 	<ul style="list-style-type: none"> • Number of initiatives achieved through collaborative response
Landlord forum Organise and facilitate a regular forum event at which landlord related issues for Parnell businesses can be discussed and resolved.	First forum event held by April 2009, then <u>ongoing at regular intervals</u>	<ul style="list-style-type: none"> • Landlords • Local businesses 	<ul style="list-style-type: none"> • Number of events held • Satisfaction survey of Parnell Inc. performance • % change in vacancy rates
Communications Build on the current successful communications approach to ensure that all local businesses are aware of the benefits that Parnell Inc. delivers and to encourage active support of Parnell Inc. events.	<u>Ongoing</u>	<ul style="list-style-type: none"> • Local businesses 	<ul style="list-style-type: none"> • Satisfaction survey of Parnell Inc. performance
Complete website upgrade Work with website developers to complete the website redesign and upgrade.	Complete by February 2009	<ul style="list-style-type: none"> • Web service provider 	<ul style="list-style-type: none"> • Website traffic volumes

Action – year 1	Timeframe	Key relationships	Measurement
<p>Refresh business to business networking events</p> <p>Refresh these events to improve attendance and support. In particular, ensure events are relevant to and involve the professional service businesses, and that they cover topics that provide valuable information and resources for local businesses.</p>	<p><u>Monthly or bi-monthly events depending on demand</u></p>	<ul style="list-style-type: none"> Local businesses Relevant training providers 	<ul style="list-style-type: none"> Number of attendees at events Satisfaction survey of Parnell Inc. performance
<p>Collective purchasing</p> <p>Investigate the opportunity for collectively purchasing identified items for businesses that share common needs with the aim of achieving valuable cost savings.</p>	<p>Report initial findings to committee and any next steps agreed by April 2009</p>	<ul style="list-style-type: none"> Local businesses 	<ul style="list-style-type: none"> Satisfaction survey of Parnell Inc. performance
<p>Leverage relationships with key local venues</p> <p>Build relationships with key local venues including Vector Arena, ASB Tennis Centre and Auckland Museum to identify leverage opportunities and initiatives to attract more people to the town centre.</p>	<p><u>Ongoing</u></p>	<ul style="list-style-type: none"> Vector Arena ASB Tennis Centre Auckland Museum 	<ul style="list-style-type: none"> % increase in foot traffic Levels of response to promotions
<p>Ratepayers survey</p> <p>Conduct an annual survey of Parnell Inc. members to gauge their satisfaction with Parnell Inc.'s performance and achievement of the strategic plan objectives. Use the survey to collect information on the needs of local businesses to develop further networking and training events.</p>	<p><u>Annually</u> August 2009</p>	<ul style="list-style-type: none"> Local businesses 	<ul style="list-style-type: none"> Level of response to survey Satisfaction survey of Parnell Inc. performance
<p>Parnell wireless</p> <p>Continue implementation of initiative to provide wireless coverage throughout Parnell.</p>	<p><u>Ongoing</u></p>	<ul style="list-style-type: none"> Wireless provider 	<ul style="list-style-type: none"> Satisfaction survey of Parnell Inc. performance

Objective 2

Promote Parnell to existing and potential customers with a refreshed brand

Action – year 1	Timeframe	Key relationships	Measurement
Strategy: <i>Research and develop a refreshed brand identity for Parnell</i>			
Customer market research Undertake a customer (existing and potential) survey / market research to understand the real needs and wants of customers in Parnell. Identify any key gaps in the current retail and hospitality mix.	Survey complete by end March 2009	<ul style="list-style-type: none"> Local businesses Customers Market research provider 	<ul style="list-style-type: none"> % increase in foot traffic Satisfaction survey of Parnell Inc. performance
Confirm target market segments Building on the market research initiative, identify key target market segments that Parnell needs to focus on to achieve its strategic objectives.	Complete by end March 2009	<ul style="list-style-type: none"> Local businesses 	<ul style="list-style-type: none"> % increase in foot traffic Satisfaction survey of Parnell Inc. performance
Brand development Develop a refreshed brand, tag-line and collateral based on market research work and other relevant information. Approach Parnell-based agencies to assist with the work on a volunteer basis. Engage members and key stakeholders in the process where feasible.	Complete by end April 2009	<ul style="list-style-type: none"> Local agencies Local businesses Key stakeholders 	<ul style="list-style-type: none"> % increase in foot traffic Satisfaction survey of Parnell Inc. performance
Strategy: <i>Effective marketing and promotion</i>			
PR campaign Use a PR campaign to launch Parnell's refreshed brand. Seek volunteer assistance from relevant local PR agencies where possible.	Commence May 2009	<ul style="list-style-type: none"> Local PR agencies Relevant media 	<ul style="list-style-type: none"> % increase in foot traffic Satisfaction survey of Parnell Inc. performance
Advertising campaign Create new Parnell advertising campaign using new branding and market positioning. Identify ideal advertising channels to match target audiences and use volunteer assistance from relevant local advertising agencies where possible.	Commence May 2009	<ul style="list-style-type: none"> Local advertising agencies Relevant media 	<ul style="list-style-type: none"> % increase in foot traffic Satisfaction survey of Parnell Inc. performance Awareness of advertising
Business location campaign Promote Parnell as the place to establish your (small office) business: Parnell as the new place to be in business!	Commence May 2009	<ul style="list-style-type: none"> Local advertising agencies Relevant media Landlords 	<ul style="list-style-type: none"> Number of new businesses locating in Parnell % decrease in vacant office space

Action – year 1	Timeframe	Key relationships	Measurement
Business clusters Develop initiatives to promote identified unique business clusters (e.g. Wedding Central).	Launch first identified cluster by May 2009	<ul style="list-style-type: none"> Local businesses 	<ul style="list-style-type: none"> Level of response to promotions
Key local venues Capitalise on links to nearby venues through targeted marketing initiatives.	<u>Ongoing</u>	<ul style="list-style-type: none"> Key local venues Local businesses 	<ul style="list-style-type: none"> Level of response to promotions % increase in foot traffic
Flagship event The Parnell Festival of Roses – capitalise on this well known event to build its reputation and increase numbers attending.	<u>Annually – November 2009</u>	<ul style="list-style-type: none"> Local businesses Other sponsors Auckland City Council 	<ul style="list-style-type: none"> Number of attendees at event Level of local business support and sponsorship Satisfaction survey of Parnell Inc. performance
Other events Organise popular and well supported events that will bring people into Parnell such as Waiters Race and the Parnell Hill Sprint.	<u>Annually</u>	<ul style="list-style-type: none"> Local businesses 	<ul style="list-style-type: none"> Number of attendees at event % increase in foot traffic Level of local business support and sponsorship Satisfaction survey of Parnell Inc. performance
Heard Park events Develop initiatives that make better use of Heard Park as focal point for Parnell Road activities.	<u>Ongoing</u>	<ul style="list-style-type: none"> Local businesses 	<ul style="list-style-type: none"> Level of local business support and sponsorship Satisfaction survey of Parnell Inc. performance
Telecom payphone booth Create visitor information site in Telecom payphone booth. Renovate booth and develop visitor information materials.	Complete by May 2009	<ul style="list-style-type: none"> Telecom 	<ul style="list-style-type: none">

Objective 3

Ensure Parnell's physical appearance meets and exceeds customer expectations

Action – year 1	Timeframe	Key relationships	Measurement
Strategy: <i>Enhance streetscape beautification</i>			
SLIPs projects Work with Council to ensure planned improvements are scheduled and progressed – including SLIPs funding for street planter / seating upgrades and new pedestrian crossings.	<u>Ongoing</u>	<ul style="list-style-type: none"> • Auckland City Council • Community Board 	<ul style="list-style-type: none"> • Annual SLIPs funding spent on Parnell's main street • Satisfaction survey of Parnell Inc. performance
Lighting Implement initiatives that improve decorative and night lighting in key areas including the street, trees and shop windows.	<u>Ongoing</u>	<ul style="list-style-type: none"> • Property owners • Local businesses • Auckland City Council • Community Board 	<ul style="list-style-type: none"> • Number of initiatives successfully implemented • Satisfaction survey of Parnell Inc. performance
Public art Identify a public art initiative and obtain funding to implement.	Initiative agreed by December 2009	<ul style="list-style-type: none"> • Auckland City Council • Property owners • Local businesses • Community Board 	<ul style="list-style-type: none"> • Satisfaction survey of Parnell Inc. performance
Heard Park improvement Lobby council for functional and aesthetic improvements to Heard Park including, for example: shade sail, water feature, art works, improved seating, pedestrian crossing.	Improvements agreed with council by August 2009 for implementation	<ul style="list-style-type: none"> • Auckland City Council • Community Board 	<ul style="list-style-type: none"> • Satisfaction survey of Parnell Inc. performance
Street feature Investigate potential street features that will unify and add interest to Parnell Road and report to committee to determine next steps.	Report to committee with options identified by September 2009	<ul style="list-style-type: none"> • Local businesses • Property owners • Auckland City Council 	<ul style="list-style-type: none"> • Satisfaction survey of Parnell Inc. performance
Streetscape upgrades Pursue Auckland City Council for a commitment to invest in footpath and street upgrades for Parnell.	<u>Ongoing</u>	<ul style="list-style-type: none"> • Auckland City Council 	<ul style="list-style-type: none"> • Satisfaction survey of Parnell Inc. performance

Action – year 1	Timeframe	Key relationships	Measurement
Strategy: <i>Work with others to protect Parnell's important heritage</i>			
Plan for Parnell Work with Parnell Community Committee on its initiative to develop a unique plan for Parnell.	<u>Ongoing</u>	<ul style="list-style-type: none"> • Parnell Community Committee • Auckland City Council 	<ul style="list-style-type: none"> • Satisfaction survey of Parnell Inc. performance • Other outcomes as identified in the Plan for Parnell
Street signage Investigate possibilities for unique street signage consistent with branding work and Parnell's character, and report to committee with any concrete initiatives or next steps.	Report to committee with options identified by August 2009	<ul style="list-style-type: none"> • Local businesses • Landlords • Auckland City Council 	<ul style="list-style-type: none"> • Satisfaction survey of Parnell Inc. performance
District Plan review Work with other key organisations to ensure a collective District Plan review process and submission that represents the interests of Parnell's businesses.	As appropriate depending on District Plan review process	<ul style="list-style-type: none"> • Parnell Community Committee • Community Board • Auckland City Council 	<ul style="list-style-type: none"> • Satisfaction survey of Parnell Inc. performance
Community groups Work with relevant Parnell Community groups to protect Parnell's heritage.	<u>Ongoing</u>	<ul style="list-style-type: none"> • Relevant local community groups 	<ul style="list-style-type: none"> • Satisfaction survey of Parnell Inc. performance
Property owners Encourage property owners to highlight and preserve Parnell's special heritage and scheduled buildings.	<u>Ongoing</u>	<ul style="list-style-type: none"> • Property owners 	<ul style="list-style-type: none"> • Number of heritage buildings preserved / upgraded • Satisfaction survey of Parnell Inc. performance

Objective 4

Ensure a convenient and appealing customer experience

Action – year 1	Timeframe	Key relationships	Measurement
Strategy: <i>Improve accessibility and parking</i>			
Parking perceptions Change perceptions about parking in Parnell through marketing, communications, providing information and implementing improved signage.	Improved signage in place by November 2009. <u>Ongoing communications</u>	<ul style="list-style-type: none"> • Auckland City Council • Parking providers • Local businesses 	<ul style="list-style-type: none"> • Satisfaction survey of Parnell Inc. performance
Parking availability Investigate increasing public car parking spaces in Parnell – including use of Municipal Parking Reserve fund and public / private partnerships – and report back to committee to agree action and next steps.	Report to committee with options and next steps by end July 2009	<ul style="list-style-type: none"> • Auckland City Council • Community Board 	<ul style="list-style-type: none"> • Increase in number of parking spaces available
Alternative transport Promote and provide information about alternative transport options including public transport and other initiatives that will reduce the number of cars requiring parking in Parnell.	<u>Ongoing</u>	<ul style="list-style-type: none"> • Local businesses 	<ul style="list-style-type: none"> • Satisfaction survey of Parnell Inc. performance
Road improvements Continue and progress work on round-about for Parnell Road / Rise intersection, pedestrian crossings at Heard Park and Lower Birdwood Cres. and traffic light phasing at St Stephens Ave.	<u>Ongoing</u>	<ul style="list-style-type: none"> • Auckland City Council 	<ul style="list-style-type: none"> • Satisfaction survey of Parnell Inc. performance
Train station Continue and progress work on train station location and implementation.	<u>Ongoing</u>	<ul style="list-style-type: none"> • ARTA / ARC • OnTrack • Auckland City Council • Parnell Community Committee 	<ul style="list-style-type: none"> • Satisfaction survey of Parnell Inc. performance
Bicycle parking Continue and progress cycle parking initiatives with Auckland City Council.	<u>Ongoing</u>	<ul style="list-style-type: none"> • Auckland City Council 	<ul style="list-style-type: none"> • Number of cycle parks in place

Action – year 1	Timeframe	Key relationships	Measurement
Strategy: <i>Improve retail mix and customer experience</i>			
Work with landlords Build relationships with key property owners and facilitate discussion between landlords and tenants. Seek to attract ideal tenants and match with property owners and vacant premises.	<u>Ongoing</u>	<ul style="list-style-type: none"> • Property owners • Local businesses • Potential tenants • Commercial real estate agents 	<ul style="list-style-type: none"> • Satisfaction survey of Parnell Inc. performance • % change in vacancy rates
Local business referrals Foster referrals between local businesses with a “keep it local” campaign to get businesses supporting each other better.	Initial information and campaign by February 2009, <u>then ongoing</u>	<ul style="list-style-type: none"> • Local businesses 	<ul style="list-style-type: none"> • Satisfaction survey of Parnell Inc. performance
Consistent trading hours Hold discussions with local retail businesses about consistent trading hours to gauge support for more uniform opening times.	Report back to committee by end February 2009 to determine any next steps	<ul style="list-style-type: none"> • Local businesses 	<ul style="list-style-type: none"> • Consistency of opening hours
New retail tenants Identify retail market gaps from market research survey work and recommend ideal tenants for property owners to pursue with support from Parnell Inc. if required.	Complete by April 2009	<ul style="list-style-type: none"> • Landlords • Commercial real estate agents 	<ul style="list-style-type: none"> • Satisfaction survey of Parnell Inc. performance • % change in vacancy rates
Street safety Continue current initiatives and work with police to resolve any safety issues.	<u>Ongoing</u>	<ul style="list-style-type: none"> • Police • Local businesses 	<ul style="list-style-type: none"> • % change in foot traffic

2009 / 2010 year progress chart

Initiative*	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Objective 1 – Increase recognition for Parnell Inc. as a valuable resource for member businesses												
Training and development	Ongoing											
Annual review of strategic plan												
Meetings with Mainstreets / BIDs	Quarterly ongoing											
Landlord forum						Ongoing						
Communications	Ongoing											
Complete website upgrade												
Refresh business network events	Monthly or bi-monthly – as per demand											
Collective purchasing												
Leverage key local venues	Ongoing											
Ratepayers survey	Annually											
Parnell wireless	Ongoing											
Objective 2 – Promote Parnell to existing and potential customers with a refreshed brand												
Customer market research												
Confirm target market segments												
Brand development												
PR campaign												
Advertising campaign												
Business location campaign												
Business clusters						Ongoing						
Key local venues	Ongoing											
Flagship event												
Other events	Annually as organised											
Heard Park events	Annually as organised											

Initiative*	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Telecom payphone booth												
Objective 3 – Ensure Parnell’s physical appearance meets and exceeds customer expectations												
SLIPs projects	Ongoing as funding permits											
Lighting	Ongoing as initiatives are identified											
Public art												
Heard Park improvement												
Street feature												
Streetscape upgrades	Ongoing											
Plan for Parnell	Ongoing											
Street signage												
District Plan review	As required depending on review process											
Community groups	Ongoing											
Property owners	Ongoing											
Objective 4 – Ensure a convenient and appealing customer experience												
Parking perceptions												
Parking availability												
Alternative transport	Ongoing											
Road improvements	Ongoing											
Train station	Ongoing											
Bicycle parking	Ongoing											
Work with landlords	Ongoing											
Local business referrals												
Consistent trading hours												
New retail tenants												
Street safety	Ongoing as required											

* Highlighted initiatives are those identified as priorities in the planning process.

Draft strategic plan – Years 2 and 3

The Parnell Inc. should carry out a full review of its activities at the end of year 1 to assess performance and ensure that new initiatives in years 2 and 3 are informed by – and build upon – the successes and challenges of year 1. At that time, Parnell Inc.'s ability and capacity to take on further projects in addition to ongoing work from year 1 can be evaluated. Specific projects that have been provisionally identified to build upon the work in year 1 are set out in the table below. Actions in **red text** are priorities.

Objectives	Years 2 and 3 Continue year 1 actions and build on these:
<i>Increase recognition for Parnell Inc. as a valuable resource for member businesses</i>	<ul style="list-style-type: none"> • Keep committee fresh through recruitment of new, ideal members • Landlord issues forum – build on successes • Implement any supported collective purchasing initiatives and identify any potential new ones
<i>Promote Parnell to existing and potential customers with a refreshed brand</i>	<ul style="list-style-type: none"> • Follow-up market survey - review progress • Build on well supported and successful promotions / events • Review success of advertising in relevant media to attract target market audience • Build on work to promote Parnell as the place to establish your (small office) business
<i>Ensure Parnell's physical appearance meets and exceeds customer expectations</i>	<ul style="list-style-type: none"> • Review street improvements and identify any further works for SLIPs funding • Progress public art initiatives • Progress any agreed actions for a Parnell street feature • Work through plan devised by Parnell Community Committee • Implement any agreed guidelines for signage • Progress District Plan review submission
<i>Ensure a convenient and appealing customer experience</i>	<ul style="list-style-type: none"> • Progress development of new public car parking spaces in Parnell • Promote Parnell train station and work on creating good access to Parnell business area and domain • Create realistic customer expectations of Parnell's trading hours • Review retail market gaps and seek to attract ideal tenants – consider business retention and attraction programme • Continue to progress work on round-about, pedestrian crossings, traffic lights and cycle parking

Appendix 1

Measuring progress

This appendix sets out some suggested performance measures. Data for most of these measures will be available from existing sources, such as Auckland City Council, New Zealand Police, Statistics New Zealand and other such organisations. Where data is not available, the town centre manager will need to collect it at regular intervals as required.

These suggested measures can be supplemented or substituted by measures set out in other sources such as Auckland City Council's level 1 Key Performance Indicators.

Measure	2008	2009	2010	2011	2012
Foot-traffic / pedestrian counts at specified locations: <ul style="list-style-type: none"> • Location 1 • Location 2 • Location 3 					
Response levels to annual customer satisfaction survey					
Commercial vacancy rate as % change					
Reported crime as % change: <ul style="list-style-type: none"> • Property related crime • Crimes against people 					
% increase in number of parking spaces for shoppers					
Attendance by local businesses at Parnell Inc. events					
Number of business promotions organised by Parnell Inc.					
Response to promotions and events in terms of increased customers / business revenue					
Number of positive press releases / media articles promoting Parnell					
Response to annual survey of targeted ratepayers: business sector satisfaction with Parnell Inc.'s performance					
Number of training courses attended by Town Centre Manager / Committee members					

Appendix 2

Background to the strategic planning process

The Parnell Inc. retained BusinessLAB Ltd to develop its strategic business plan. The process involved three key stages.

Background research

As a first step, existing data, information, reports and council documents relating to Parnell were analysed to provide relevant background information. All documents that were referred to are listed in **Appendix 4**.

Initial interviews

Face to face interviews were carried out with a number of key people and organisations having particular knowledge and expertise about the key issues facing Parnell. The people interviewed included various council employees, local business operators, leaders of local community groups and stakeholder organisations with specific and relevant knowledge. Over 30 such interviews were carried out.

Group workshops

Two group workshops was held as part of the process with an invitation to business owners / operators, property owners, key council officers and other local stakeholders.

The purpose of the workshops was to start formulating a 5 year vision for the town centre, confirm and prioritise the key issues for the Parnell Inc. to focus on, and to identify the actions required to make that vision a reality.

Workshop Attendees

The following is a list of attendees at the two group planning workshops held on the 11th and 13th of November 2008.

Name	Organisation	Name	Organisation
Debbie Harkness	Parnell Inc.	Luke Niue	Parnell Community Committee
Callum Baker	Parklane Group	Tommy Leung	OSIM
Phillipa Pitcher	Parnell Trust	Dean Jolson	Zarbo Everyday
Richard Simpson	Ex councillor	Irma Oberholzer	Esquires
Louise Ross	Zlato	Max Birnie	Bentleys Drycleaners
Nicki Maud	Browse Gift Store	Greer Holmes	Rocco & Rouge
Sherryn Mehta	Mink	Viju Srinivas	Council
Max Birnie	Bentleys Drycleaner	Jennifer	Granduer Hair & Make-Up
Chris Taylor	Commercial Lawyer	Tarnya Mills	Granduer Hair & Make-Up
Cyril Dominikovich	Parnell Real Estate	Shona Loxton	Galtons
Anand Patel	Oh Calcutta!	Budi Zulbakri	Stylish Man
Henry Lu	Parnell Paper Plus	Susan Yip	Dunk
Budi Zulbakri	Stylish Man	Mumta Sami	National Bank
		Natasha Rmandic	National Bank
		Cyril Dominikovich	Parnell Real Estate
		Paul Sissons	The Bog
		Kai Nipaporn	Siam I am
		Sue Wyness	Macky Roberton
		Clare Mora	Essenze
		Hinu te Hau	Hobson Community Board

Appendix 3

Community profile and census information

The community profile for Parnell has been compiled from information obtained from Statistics New Zealand. Data used has been drawn from the 1996 and 2006 census surveys and covers Parnell East, Parnell West and Remuera West. Key information is as follows:

Community Statistics

- **Population:** 9,771
- **Households:** 4,116
- **Ethnic composition:** Euro 77.6%; Asian 11%; Maori 3.9%; Pacific 1.7%; Middle Eastern, Latin American, African 0.9%; Other 11%.

Changes in the demographic profile of the Parnell community are shown in the following table:

Statistic Category	Sub-category	1996	2006	Trend
Age	0 – 19 years	19.7%	19.2%	-0.5%
	20 – 39 years	40.6%	35%	-5.4%
	40 – 59 years	27.6%	30.6%	+3%
	60 – 79 years	10.1%	13.2%	+2.1%
	80+ years	1.9%	2.0%	+0.1%
	Totals	8,352	9,771	+16.9%

Appendix 4

Reference material

The following documents have been referred to in the process of developing this strategic business plan for the Parnell Inc. Where appropriate, this plan seeks to build on existing or previous planning documents and the initiatives to implement them.

- Parnell Inc. perception research report – 2008
- Parnell Inc. Meeting Agenda – 14th October 2008
- Parnell Inc. Meeting Agenda – 12th August 2008
- Jeneal Rohrback Parnell Brief – 2007
- Frank Report Parnell – July 2006
- Strategic Plan Key Goals – 2006
- Strategic Plan Final – 2004/5
- Strategic Plan Final – 2001/2
- Auckland Regional Council - Regional Growth Strategy
- Auckland City Council – Growth Management Strategy
- Auckland City Council – Economic Development Strategy
- Statistics New Zealand – 2006 census data

Appendix 5

Parnell Inc.

Committee members and Manager

As at November 2008, Parnell Inc.'s committee comprised the following members:

Rory MacDonald	(Chairperson) MacDonald Pilcher Partnership
Cyril Dominikovich	Parnell Real Estate MREINZ
Simon Glasgow	Movenpick
Sarah Hutchings	Orsini Fine Jewellery
Sherryn Lancaster-Mehta	Mink Cafe
Shona Loxton	Galtons of Parnell
Athol McQuilkan	Kilberry Associates
Sue Wyness	Macky Robertson
Hinu Te Hau	Hobson Community Board
Ken Baguley	Auckland City Councillor

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