



MINUTES: Parnell Inc. Committee Meeting

28 July 2015

Jubilee Building, 545 Parnell Road

Welcome: Paul Spackman

Apologies: Martyn Hamilton, Kelvin Ricketts

Attendees: Paul Spackman (Chair), Committee Members: John Bardebes, Rebecca Foley, Jason Galea, Dana Johnston, Hamish Lewis

Parnell Inc. General Manager: Cheryl Adamson, **Office Manager:** Barbie Jones

The minutes from the June 2015 meeting were approved. Moved by Jason Galea, seconded by Paul Spackman, all agreed.

1. Mainstreet conference, Sydney, 21-24 July

Cheryl provided feedback on the Mainstreet Conference in Wollongong, Australia, that she attended the week before and thanked the committee for the opportunity, saying she learned a lot and felt it confirmed the direction of several upcoming strategic initiatives planned for Parnell. The conference was hosted by International Council of Town Centres & Mainstreet Australia and had the theme 'creating livable and loveable places'.

The delegates were a combination of council employed staff (town/city planners as well as consultants working for city councils), variations of business associations, plus external consultants who served both council and business associations. From Auckland, she had met 4 delegates from Otahuhu BID, 2 from Mangere BID, 2 people from Auckland Council, in the City Transformation and Urban Planning departments. The speakers (NZ/Australian and many International) were of high quality.

The over-riding theme of the conference was how people experienced 'places' (cities, public places, malls), how people interact in spaces and what makes people love places. There were several presentations around Place & Destination branding with international best practice examples of the process as presented by a range of speakers including international place making consultants, downtown precinct managers, urban designers, town planners and retail developers. Cheryl then presented a few slides on the common consensus of the basic process, commencing with stakeholder engagement.

- of great importance is planning an authentic engagement strategy, with a representative stakeholder group that will go on the journey with you
- then a place audit of perceptions and aspirations with relevant target audiences using the tools devised in the engagement strategy- examples were shown



- as well as auditing and understanding the offer – this would be aligned to the leasing GAP analysis
- from all the feedback the next step would be to establish the vision – ‘a city without a theme is a place without a destiny’
- then develop your brand proposition from your vision, and use this to brief the logo and test it
- finally sell the story using your vision and brand proposition of what the future holds

Cheryl closed by recapping on the previous Parnell presentation on the 5 strategic pillars, noting that her learning's confirmed this was headed in the correct direction.

Discussion followed: Paul mentioned about his Havelock North visit and their Business Association via which they have relaunched Havelock North with 'Love the Village' branding. Rebecca said that there is more to love about Parnell than Queen Street. John asked Cheryl what she personally sees as our positive advantages e.g. proximity to transport, heritage? Historically Parnell had been regarded as a destination place but current retail is not optimal. Cheryl responded that in her view the biggest deficiency is in the tenant mix and the lack of core convenience, which means we are losing an average of 4.5 shopping trips per week, per person, who either work or live in the area.

Paul agreed with John that discussion needs to start around what Parnell means to different people. What are the values that define Parnell? He felt he would like some thought leadership around this. The engagement would hopefully provide feedback from a range of stakeholders, retail to commercial workers, property owners, office businesses in Parnell – and funnel down to define more clearly what Parnell represents today.

John asked if we are going to try to change Parnell to what we think it should be or what we want it to be. Jason said we have to reposition the brand, as we no longer represent just a retail area. Cheryl responded that a vision would encompass an aspirational change, but it needed to be authentic and not out of the realms of what people would believe or relate to.

Paul agreed that Cheryl's comments about perceptions and reality. He noted that within the working group we want to form for this project, thought leadership is needed, but the participants should not assume they would ultimately get the branding work as an outcome.

Hamish suggested a questionnaire using an online survey. Cheryl confirmed that all the examples she had seen included both face-to-face interaction as well as online tactics such as surveys and social media. She said the engagement campaign would probably be encompassed in 2-3 words or a catchy phrase in order to stimulate response.

John asked if we had any figures on the composition of our membership base (retail versus commercial) as this may determine some of our direction. Cheryl said that perhaps CBRE would have these figures and would investigate.

Dana arrived at 4.25pm

2. Budget Presentation

Cheryl commenced a presentation of a draft budget using the published budget in the ballot pack as a starting point. She pointed out that at the time of going to ballot, the objective was to illustrate increasing the member services hugely while limiting an increase in operating costs. She highlighted that her



presentation included both real budget requirements plus allocations in certain areas for potential spend.

The following areas were addressed: -

- **Security Plan**, current surveillance and future CCTV deployment, plus highlighting the extra follow up required by the office.
- **Advocacy and Representation** allocations as most of this was reactive and could not be accurately predicted.
- **CRM & Membership Communication** highlighted as a large component as it involves every bit of communication with our members. Feedback on CRM software, Annual Report, e-newsletters, printed newsletters, business website listings and consolidation of the database were all tabled.

Dana asked of we had looked at what Craig Meeks offers. Cheryl responded that Sugar is one of the CRM options we are assessing.

- **Business Development and Networking**, including B2B business showcases as per the current format plus some ideas of other networking formats. Examples of entrepreneurial development examples sourced from the conference were also presented, such as the small bars initiative in Sydney, plus presentations on Pop Up Shops.

Dana said historically there is no doubt that gentrification of places is often initiated by creative people.

- **IT and Website** costs were tabled within the framework of highlighting the office was working with limited resources. General subscription costs plus data storage and security were discussed as well as the anticipated move of the website hosting to a cloud based solution. Cheryl commented that our costs on digital are well in line (and below) other BIDs of the same size.
- **PR & Publicity** recommendations were presented for online and traditional PR. Cheryl noted that we have deficiencies in this area due to time constraints primarily, making much of our response online and social media response reactive. A recommended proposal from Net Branding was presented for online PR and allocations tabled for traditional media. .

Cheryl presented for approval an online publicity proposal by Net Branding at a cost of \$1725pm and discussed the elements included in this offering. Dana asked if we have approached Contagion for a quote. Cheryl responded that Net Branding have delivered fantastic service on our website for limited costs and she would like to work with them as they have proved to be a loyal supplier and we needed support in terms of lack of resources in the office. John noted that it is also desirable that we get more traditional media like the article in The Herald we had on Parnell earlier this year. Rebecca confirmed if the price included writing the press release. Cheryl confirmed this and said a monthly meeting would be held to set the concept. Most agreed the price was very good. Dana commented that best to have right people for the job rather than loyalty but if they can perform this is super cheap. Paul reminded everyone that we need to also keep ourselves a bit restrained until we have done the repositioning of the brand. Once we are positioned to re-launch the Parnell brand image/story that's when we have to put the accelerator on in terms of PR. John asked if one story a month was not too ambitious. Cheryl explained that there are times in the year where major promotions such as décor would be the story, so we are probably looking at 8 stories a year, not 12. Jason stated that we needed to keep things going and that the rebrand be kept separate. Cheryl agreed and said there was money set aside for opportunistic/tactical press releases. Dana felt it should be the same people even if they are paid a higher retainer. Cheryl agreed that in the long term this is right, but at the moment this is unaffordable for what we are trying to do and sees this as something more adhoc.

- **Brand Repositioning** budget was presented in terms of potential options on the process steps and what part was outsourced versus what would be done internally. She noted that she had some local companies who had expressed an interest in strategic facilitation and would be happy to present at the next meeting. Paul said he would like discussion amongst the committee on₃



this issue to reach consensus before we brought in anyone to present. He said it is very important to get it right. All expressed an interest in being included in this discussion. Dana offered to host meeting on Tuesday 11 August at 12.30pm at 24 York Street.

- **Category & Group Promotions** had been redefined slightly to say that we actively market leading categories of retailers that drive visitation to Parnell e.g. Hospitality, Décor, Galleries, then Christmas as part of this budget category. Discussion included the reminder of our bulk radio allocation with Mediaworks and suggested allocations for main promos. An update was provided for Textures of Parnell and Cheryl congratulated Barbie for her efforts in selling this. Dana confirmed strength of Denizen as a publication.

John questioned this spend in terms of budget proportion. Cheryl said this should be evaluated in 2 ways. Firstly the proportion of membership, but then an understanding that retail/hospitality drives visitation via which the whole area benefits - and the proportionate spend needs to be balanced. Artweek and especially White Night were proven promos but we need a good hospitality promotion, which Dana had offered to spearhead. Dana said he anticipates getting feedback from everyone but there is no deadline at this stage. Cheryl mentioned that there is no restraint in time of year, nothing is set in concrete, except what we have allocated in the budget.

Christmas – Cheryl recapped on previous meetings and decisions not to do an event nor have the Christmas tree. She highlighted potential challenges with The Village garlands. As instructed she presented a budget focussing on lighting and pole banners and added a publication suggestion. Costs for pole banners included new sites in the new member area along The Strand and St. Stephens Ave. She presented examples with no logo, anticipating the rebrand and the meeting agreed this was the way to go. Following a meeting with Paul and Deco Lights, Cheryl presented potential trees that could be dressed with fairy lights and suggested subsidised costs to landlords as per the cost schedule. Their interest would need to be canvassed. This would leave some funds for “Christmas Cheer’ activation as previously suggested by Dana.

Cheryl asked for an approval of the banner budget of \$15,769 and said we need to decide if we are going with the banners today as a discount applied if we ordered in August. This was agreed and approved by Paul with instructions to proceed to design.

Rebecca said we should consider if having 2 pages in the Denizen might be more effective than a publication. This would be investigated.

Paul asked for clarity on the budget for fairy lights. Cheryl said that the intention was that we would subsidise the amount suggested, but would have to ask landowners if they wanted lights and would take on the long term responsibility of power etc. Jason asked for clarity as to who the lights would then belong to.

Cheryl explained that we have no planned activities of significance that can be repeated annually. She reported that the Lantern Festival is potentially coming to the Domain, which would be advantageous for Parnell. In this regard she presented a concept for Chinese Zodiac Signs as an ideal complement to the lantern festival, but stated it would need seed funding from an external source as well as allocation from our budget.

- **Generic marketing** allowance was a new category and included 20% of our radio contract as generic spots, which would promote Parnell in general and not a retail promotion. Other limited allocations were presented including the future requirement for some printed collateral following the brand repositioning.
- **Tourism marketing** included limited budget to conclude the contract with Insider TV as well as discussion around an APP or web interface in Chinese.
- **Public community project** ideas were tabled for discussion.
- **Administration costs** Cheryl mentioned had no surprises other than rent review increase of 15%. Rebecca said not all tenants in that development had an increase and Paul and Jason have not heard back from request to see valuation. Cheryl agreed to follow up. Cheryl mentioned that,



ballot pack considerations for personnel had not included costs to company such as Kiwisaver and this needed to be adjusted.

Discussion/questions on presented budget:

Various discussions ensued. One of the concerns that Jason brought to the table is that we do not have any fighting money or surpluses – and the question asked if we need to work towards having a surplus? We also do not have any allocations towards legal costs/our own governance. Cheryl has not included any extra income but feels we will could get some. We are going to battle to keep up with all the initiatives and she does require all the out-sourced help that she has asked for. It was noted that we manage without an ad agencies to reduce costs, we generate our own content, we use student help where possible but we do need some adhoc help. She said is going to get a comparative cost for Décor promotion to see what costs would be if we were not doing a so much internally.

Jason raised the point that no extra allowance had been put aside for capital costs of CCTV and we need to see a projection for future years. Paul suggested that Cheryl do a 3-year projection for discussion. Dana suggested we combine certain areas of recommended allocation to focus on some objectives. John asked if we could carry over budget not spent into future years. Cheryl and Paul responded that this can be done to a certain point and if there was justification.

Paul suggested that Cheryl note the budgeted versus discretionary spend on a spreadsheet and then send for review by the committee. Cheryl agreed, saying that this meeting was the initial presentation and all she needed agreement on was Net Branding and the Christmas pole banners.

Moved: Paul moved that all IT expenditure be approved (some of which is already happening), that we continue any programmes and costs we are already working with. We commit to Net Branding for 6 months and approve the flags as new initiatives. Seconded: John, all agreed.

Paul noted that the budget needed approval at the next meeting pre the AGM and final adjustments are being made to year-end so this can be sent to the auditor so it is ready for the AGM on 1st Oct.

3. Executive Committee & Working Groups

Cheryl said she needed to know tonight who is standing down and who is to remain. Rebecca is standing down. Hamish, Dana, John, Jason staying. Cheryl suggested that nomination forms are completed ASAP.

Paul said we desperately need new members on the committee, particularly with AGM approaching. He wants strong, interesting people on the Committee including some from Carlaw Park, St Georges Bay Road areas. Various suggestions followed. Cheryl said she would definitely approach Jeanette Paine from the Museum. Paul said he wants to involve their security person, Peter Fillet, on our security working group.

Working groups paper was tabled as available for them to read and put forward recommendations.



4. AGM Prep

Cheryl said invites (email and post) would go out Thursday 3rd September.

Jason asked what the AGM covers. Paul and Cheryl said we would need to talk about what we present at the next meeting.

5. Security appointment and contract - progress

Cheryl reported on this in the budget presentation.

6. Council Matters and AT

Cheryl said that roading works on Parnell Rise have commenced. She said there are frustrations on Parnell Road because of lane changes from St Stephens to Ayr street, with feedback being placed on the Neighbourly website by concerned users.

AT Parking Management Plan – Cheryl reported that AT have indicated they can only start this in 2016.

7. Dropbox etiquette/procedures

Cheryl mentioned that some 2014 files in Dropbox have been deleted by members and should not be. She is going to allow people a week to download anything they have not from 2014 and she will then delete all 2014.

Paul closed the meeting at 6.15pm
Next meetings 25th Aug and 29th Sept
AGM 1st October, 5.30 for 6