



THE SPACE TO BE

STRATEGIC FRAMEWORK

PLANNED SHORT, MED AND LONG TERM
STRATEGIC INTERVENTIONS FROM THE
REINVIGORATE PARNELL BLUEPRINT



INTRODUCTION

Parnell holds a rich and unique position in the history of New Zealand. The original occupants, Mana Whenua, resided here for some 1,000 years before the arrival of the first settlers. Shortly after this, in the 1840's, Parnell was established as Auckland's first suburb where it developed as an affluent precinct with a thriving business community.

From its strategic location on the shores of the Waitemata, and with superb views over Auckland, Parnell has witnessed significant change in the Auckland inner city environment. It has also observed very real change within its own precinct, particularly since the heydays of the 1970's and 80's when Parnell was home to; a picturesque village, New Zealand's first weekend shopping experience, cool bars and restaurants, big spending advertising agencies, visitors/tourists and the like.

Parnell has remained a sought after and affluent suburb of Auckland with all the benefits that come with being in close proximity to the CBD. It boasts multiple attractions both geographical and as part of the built environment. However the development of new precincts such as Britomart, the Viaduct and Wynyard Quarter posed significant competitive demand over the past 6 years, as have other districts with more trendy hospitality, night life and retail experiences.

Notwithstanding this, some good progress has been made by the Parnell Business Association and the local business community. In the 2014/15 year the Parnell Business Association successfully completed an expansion of the Parnell Business Improvement District (BID) area. The outcome is a stronger voice for Parnell and better funding, whilst also adding some new challenges in terms of connectivity of the expanded area.

2015 and 2016 saw a major rejuvenation of Parnell taking place, with a number of new restaurants, cafés and bars (mainly in the Parnell Rd area), several new stores along

The Strand and new developments underway in St Georges Bay Road and elsewhere. These changes are happening because it is becoming increasingly recognised that Parnell is a great place to do business.

The Parnell Business Association has been very active in helping to promote that image and led an initiative to reposition Parnell and from this identify how Parnell can continue its transformation back into a vibrant, thriving, liveable and successful precinct.

In 2015 Parnell Business Association commissioned a comprehensive report entitled; Reinvigorate Parnell Blueprint prepared by Susan M Warren, Destination Brand Strategy and Marketing Consultant, January 2016. The report identifies a series of recommendations, on specific areas that can now guide decisions on what sort of place the people who have an interest in Parnell want it to be and how to support a refocused brand identity for Parnell..

Strategic Framework

The Reinvigorate Blueprint document incorporated recommendations that provide the blend of vision, place branding, strategic development advice plus a guide for long term planning. This in turn has informed the outline of the following Strategic Framework which prioritises the actions articulated into projects to be addressed over three timeframes; 1 - 3 years, 3 - 5 years and 5+ years, all of which are aligned to the 5 Strategic Pillars that drive the delivery of services from the Parnell Business Association.



THE PARNELL BUSINESS ASSOCIATION GOAL IS FOR PARNELL TO BE THE MOST SOUGHT AFTER AUCKLAND CITY FRINGE PRECINCT IN WHICH TO DO BUSINESS.

Over the next 5 years, the Parnell Business Association will aim to:

- Grow total spend in Parnell by 7.5% per annum and increase the number of transactions in Parnell by 10% per annum (as measured by Marketview);
- Retain the attraction of Parnell by keeping commercial occupancy rates above 95%
- Ensure Parnell's growth is supported by a safe and secure environment, at or better than, existing levels.

Our strategic framework is divided into 5 key areas of activity and measured by comparative market demand.

STRATEGIC FRAMEWORK



1. ATTRACTORS

IDENTIFY, DEVELOP AND PROMOTE THOSE ATTRACTORS THAT ARE DISTINCTIVE TO PARNELL.

The objective is to invest in excellence in those products, services and experiences that relate to business interests, investors, workers, the lifestyles of local residents, along with visitors (tourists: local and international), all of whom will contribute to Parnell being a great place to invest, work, live, shop and visit.

Recommendations for attractors

- Use Parnell's geography as its distinctiveness, with attractors such as signed pathways and routes, digital way-finding, and work to lobby for improved ways to get around the precinct.
- Encourage the development of a diversity of destination restaurants, cafes, bars and pubs.
- Build on the design cluster and the themes that shaped the earlier positioning of Parnell as The Creative Quarter.
- Consider distinctive 'destination retail', convenience retail and branded retail that can position Parnell to attract shoppers.
- Respect the built environment, develop pedestrianised spaces, authentic design, and maybe grow the sense of the "village on the hill".
- Engage with Mana Whenua to celebrate Aotearoa, encourage the Te Aranga design principles across urban planning and the natural environments within the Parnell precinct and The Domain.
- Consider what attractions are required to attract young people back to Parnell in the medium to long term

1-3 Years	3-5 Years	5 years or more
<p>Current Attractors</p> <ul style="list-style-type: none"> • Continue to use the current drawcard categories within the tenant mix (décor, galleries) and use those to promote and strengthen the clusters • Develop signature events that support the destination appeal and become synonymous with Parnell, e.g. Chinese New Year • Celebrate and co-ordinate all the other attractors to Parnell including destinations such as The Rose Gardens/Cathedral/Museum into the Parks and wayfinding initiatives (refer infrastructure) 	<ul style="list-style-type: none"> • Continue to develop category promotions & signature events that promote drawcard categories and create destination appeal. 	
<p>Future Attractions - Built Environment/ Pedestrian Space, Village on the Hill/Te Aranga design principles <small>*Note, this depends entirely on the progress of the items under infrastructure</small></p>	<ul style="list-style-type: none"> • Once formal planning is in place and funding is approved for various items listed under infrastructure, (including pathways, wayfinding, station, mana whenua attractions etc.) use these as a major promotional opportunity for Parnell 	
<p>Future Attractions – destination retail and hospo</p> <ul style="list-style-type: none"> • Present the Gap Analysis to landowners with the long-term objective of inspiring them to seek out ‘destination retail’, convenience retail and branded retail that can position Parnell to attract shoppers. (refer tenant gap analysis) • Use the Gap Analysis and best drawcard examples (e.g Woodpecker, 46 & York) to encourage landowners to seek out a diversity of ‘destination’ restaurants, cafes, bars and pubs to stimulate more visitation to Parnell 	<ul style="list-style-type: none"> • Continue to refine and review the Gap Analysis (wish list) to enhance the tenant mix in Parnell and present to landowners from time to time • Continue to promote distinctive and destination retail and hospo 	

<p>Auckland Museum</p> <ul style="list-style-type: none"> • Continue to forge our relationship with Auckland Museum as one of the prime attractors to Parnell • Seek ways to leverage their visitation both practically (refer shuttle in infrastructure) as well as via collaborative partnerships wherever possible 		
<p>Attract young people back to Parnell – define what age group we refer to as ‘young’ and how this fits in our demographic demand, current and future (refer Target Audience)</p>		

2. COMMERCIAL ENTERPRISE & PROPERTY INVESTMENT

IDENTIFY AND INVEST IN COMMERCIAL ENTERPRISE THAT WILL SUSTAIN THE LONG-TERM GROWTH AND REINVIGORATION OF PARNELL AS A GREAT PLACE TO INVEST IN OR DO BUSINESS IN.

The objective is to support a collaborative and vibrant business precinct, encouraging businesses that are capable of flourishing in changing times, that are forward looking to attract a new generation of entrepreneurs.

Recommendations for commercial enterprise

- Undertake a tenant gap analysis. Build on existing commercial enterprises that are currently sustaining and driving economic growth in Parnell.
- Position Parnell for entrepreneurs and high-end quality long-term businesses as a desirable location and create an Investment Prospectus that describes the benefits for commercial enterprise to locate in Parnell.
- Use major developments, both private sector residential and mixed use, plus the public sector, as catalysts for further commercial investment and enterprise.
- Support commercial enterprise that builds on Parnell's fame for its design cluster, as well as other clusters that act as attractors/drawcards – e.g. galleries.
- Position Parnell as a dynamic hub for digital startups and new technology enterprises.
- Educate business on sustainable transport options, encouraging public transport use over bringing in cars.
- Consider how to capture spend generated from education markets which are typically young people.
- Seek opportunities to increase funding for Parnell Business Association via sponsorship of events or investments in projects.



1-3 Years	3-5 Years	5 years or more
<p>Tenant Gap Analysis</p> <ul style="list-style-type: none"> • Conduct interviews with leading brokers on tenant mix in Parnell • Collate anecdotal and dip stick research to date on what our target audience is looking for • Support limited formal research (Marketview) with demographic research on current target market and related support • Outline a Gap Analysis and present to landowners with the long-term objective of inspiring them to seek out ‘destination retail’, convenience retail and branded retail that can position Parnell to attract shoppers. (refer tenant gap analysis) • Use the Gap Analysis and best drawcard examples (e.g Woodpecker, 46 & York) to encourage landowners to seek out a diversity of ‘destination’ restaurants, cafes, bars and pubs to stimulate more visitation to Parnell • Create a ‘wish list’ of ideal tenants to supplement the mix and present to landowners highlighting importance of a sustainable tenant mix for the target audience. Need to include ‘destination retail’, convenience retail and branded retail that can position Parnell to attract shoppers • Establish relationships with leading brokers promoting Parnell as a desired location 	<p>Continue to refine and review the Gap Analysis (wish list) to enhance the tenant mix in Parnell and present to landowners from time to time</p>	<ul style="list-style-type: none"> • Review progress and tenant mix



<p>Category Promotions</p> <ul style="list-style-type: none"> • Support commercial enterprise that builds on Parnell's fame for its home décor/design cluster, as well as other clusters that act as attractors/drawcards – e.g. galleries, via promotions that highlight the offering • Seek opportunities to highlight great architecture and design opportunities, perhaps via competitions • Identify opportunities to highlight developing clusters (e.g. hospo), whether via promotions, awareness or publicity 	<ul style="list-style-type: none"> • Continue to develop signature events/promotions to promote drawcard categories • Ongoing 	
<p>Prospectus</p> <ul style="list-style-type: none"> • Create a Parnell prospectus that could be used for both leasing and investment, highlighting relevant information to attract both business and investment to Parnell 	<ul style="list-style-type: none"> • Continually review and update 	
<p>Publicity</p> <ul style="list-style-type: none"> • Use major developments, both private sector residential and mixed use, and the public sector, as catalysts for further commercial investment and enterprise by highlighting their choice to invest in, or do business in Parnell 	<ul style="list-style-type: none"> • Ongoing 	
<p>Start ups, shared space, entrepreneurs</p> <ul style="list-style-type: none"> • Identify if it would be viable to position Parnell as a dynamic hub for digital startups, new technology enterprises, shared space and entrepreneurs – and the potential benefit of this message • If positive - develop a strategy as to how this could be achieved • Report on findings and review next steps 		

<p>Funding and Sponsorship Opportunities</p> <ul style="list-style-type: none"> • Identify opportunities for funding from Auckland Council, AT, other CCO's and WLB to support the aims and objectives of Parnell Business Association • Identify opportunities for business support of initiatives to support the aims and objectives of Parnell Business Association • Outline potential opportunities for sponsorship of Parnell Business Association whether related to general or specific initiatives and debate merits and strategy accordingly 	<ul style="list-style-type: none"> • Ongoing 	
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3. INFRASTRUCTURE

MAKE PARNELL ACCESSIBLE, LEGIBLE AND LIVEABLE (IMPLIES INCLUDES SAFETY) FOR LOCALS AND VISITORS.

The objective is to make it easy to get to Parnell, park, get around, and enjoy (implies includes safety) the public realm with:

- different transport modes: bus, train, car, on foot, on cycles
- new transport modes: tram, shuttle, travelator, cable car
- encourage the development of parking capacity
- connect up the different areas within the overall destination
- address the public realm (pedestrianised and green people friendly shared spaces)
- define precinct pathways and integrate with pedestrianised spaces
- good way-finding signage
- easy travel: day passes and maps

The role of Parnell Business Association working with local stakeholders, is to influence transport decisions, parking provision, and support the delivery of a public realm, in particular with pedestrianised and people-friendly shared spaces.

Recommendations for infrastructure

- Lobbying to influence transport decisions, parking provision, and support the delivery of a public realm must be a top priority.
- Make 'connecting up' every part of Parnell a major focus for planning.
- Make connecting Parnell to the City/Spark arena part of this planning and support initiatives that will reduce/mitigate the negative impact of Ports Auckland on Parnell and The Strand.
- Use the Parnell Train Station as a major game changer, addressing how to transport people up from the station to Parnell Road, and across into The Domain (see Special Projects Parnell Station Appendix J).
- Ensure bus routes serve every part of Parnell; in particular the 703 and others to service the growing St Georges Bay Road area.
- Address transport packages especially to encourage visitors to make day visits to Parnell, with a multi-mode day pass.
- Have clarity on the outcome Parnell wants from the Auckland Council parking study and lobby for improved parking churn to support businesses.
- Increase pedestrianised people-friendly shared spaces.
- Improve signage for roads, and walking. Address signage and way-finding and the provision of information points or services, print and digital, for a more legible destination.

1-3 Years	3-5 Years	5 years or more
Connecting up Parnell - Make it easy to get to and around Parnell with different modes of transport		
<p>Parnell Station & Links</p> <ul style="list-style-type: none"> Apply pressure to Auckland Transport and KiwiRail to ensure opening of Parnell Station as a priority Investigate opportunities for community/heritage or Museum presence in station building, in order to benefit community and visitors 	 <ul style="list-style-type: none"> Enhance 'destination' offering of Parnell Station and links to The Domain, Museum and Parnell with attractors to stimulate patronage, with the objective of making Parnell Station a great tourist attraction, an essential and well utilised facility for local Aucklanders' and one of the main hubs for visits to attractors 	
<ul style="list-style-type: none"> Work with Summerset Group to enhance how their development integrates with station and the public realm Together with AT and other stakeholders, plan the best pedestrian route into the village that would encourage the development of retail down certain designated laneways off Parnell Road Investigate alternative means e.g. travelator/cable car to transport commuters into Parnell village – taking note of weather protection 	<ul style="list-style-type: none"> Table for this to be included in a 'Precinct/Area Plan' designed and adopted by Auckland Council Implement wayfinding (see below) 	<p>Table for this to be included in a 'Precinct/Area Plan' designed and adopted by Auckland Council.</p> <p>Implement wayfinding (see below)</p>
<ul style="list-style-type: none"> Pressurise for funding for an accessible and safe pedestrian friendly link from Parnell Station to Carlaw Park, via edge of The Domain (ACParks and WLB/AT) Understand potential safety issues and plan accordingly Press AT for bridge over Stanley Street to Uni to be funded 	 <ul style="list-style-type: none"> Implement relevant wayfinding and security if necessary 	

<ul style="list-style-type: none"> • Promote pedestrian friendly links from Parnell Station into The Domain and up to The Museum • Understand potential safety issues and plan accordingly 	<ul style="list-style-type: none"> • Implement relevant wayfinding and other 'storytelling' options • Use this as a major promotional opportunity for Parnell 	
<p>Parking and cars</p> <ul style="list-style-type: none"> • Manage the limited parking resource available in Parnell business precinct to optimise business needs. • Undertake the Parking Management Study with AT to assess shortcomings and undersupply • Push for implementation of the outcome by AT to restrict all day commuter parking and free up parking for business use • Share parking limitations with all landowners, encouraging them to plan for staff parking or PT needs • Encourage the use of new APPS (Parkable/Park Bubble) to alleviate and share parking and make more parking available 	<ul style="list-style-type: none"> • Reward 'green' cars with priority spaces • Offer and market the 'shuttle' as a connector between PT and various areas of Parnell 	



Walking the Parks of Parnell

- Optimise the marketing of the current guided/self guided walks in Parnell, including current stakeholders such as Parnell Trust, Parnell heritage etc.
- Assess marketing (digital and print) required for this purpose to create further awareness for local residents, Parnell employees and tourists for all parks and walks in Parnell. Encourage healthy lifestyle options using the inner parks for lunchtime walks as well as the longer recreational walks
- Assess upgrading (infrastructure, safety, wayfinding) requirements for small parks and walkways in Parnell such as Scarborough Reserve, Gladstone to St Georges Bay Rd, Ngahere Terrace, tunnel and other links to The Domain, Augustus Steps
- Within the framework of assessing potential upgrades to our parks, incorporate any opportunities to address kaitiakitanga, environmental issues, and enhancing the environment for generations to come.
- Lobby for WLB and Council support to formalise ideas into Precinct /Area plans
- Lobby for other third party funds to support concept
- **Fraser park** – assess additional potential for Fraser Park activation

- Use this as a major promotional opportunity for Parnell



<p>Heard Park – (future)</p> <ul style="list-style-type: none"> • Present ideas to upgrade Heard Park as the 'heart and soul' of Parnell including opening out Woodpecker Hill, adding infrastructure and art, having an activation strategy • Lobby for WLB and Council support to formalise ideas into Precinct/Area planning docs • Lobby for funds to support concept <p>Heard Park – (current) – seek an activation strategy for Heard park in favourable weather.</p>	  	
<p>Upgrade St Georges Bay Rd</p> <ul style="list-style-type: none"> • Arrange a meeting with stakeholders in St Georges Bay Road to discuss merits of lobbying for an upgrade of the street • Co-ordinate between architects and AC till formal planning status of Precinct/Area plan achieved • Lobby for funds for upgrade 	 <ul style="list-style-type: none"> • Follow implementation and use upgrade to further promote Parnell 	

<p>Wayfinding –</p> <ul style="list-style-type: none"> • Following the approval of the new Parnell brand and positioning statement, collate ideas for innovative wayfinding that brings together the objectives of connecting the various precincts in Parnell, connecting the parks and pathways, incorporating storytelling of the multifaceted history of Parnell. • Assess if this could be enhanced with sculptures or carvings as part of the storytelling • Seek possible designs for wayfinding programme (will include physical signs, maps and digital options such as web and apps, plus potential information points) and present together with relevant signage criteria for AC /WLB approval • Source external funding 	<ul style="list-style-type: none"> • Once funding is obtained, implement relevant wayfinding and other ‘storytelling’ options • Use this as a major promotional opportunity for Parnell 	
<p>Easy Travel – day passes and maps</p> <ul style="list-style-type: none"> • Highlight benefits of AT Hop day pass for PT commuters • Once we have achieved minimal connectivity around Parnell (Parnell Station open and possible shuttle around Parnell), to investigate option of a day pass/ day package to enhance tourist patronage around the district 		

<p>Crime and Security</p> <ul style="list-style-type: none"> • Continue to maintain Parnell as liveable, safe, easy to get around and enjoyable • Continue with on foot and mobile monitoring, while assessing effectiveness. Adapt or change accordingly • Commence with deployment of CCTV as promised in BID expansion campaign and assess after 2 years • Encourage landowners to participate by investing in CCTV, or enhancing current systems, (especially those that are strategically placed), so that we are able to access external cameras as part of the overall system 	<ul style="list-style-type: none"> • Continue with integrated security plan comprising elements of on foot, mobile monitoring and CCTV surveillance, assessing and adapting as required • Add to CCTV network as Parnell Station comes on line, linking insecure walkways, links to The Domain and Museum etc. • Encourage landowners (especially the likes of Summerset), to help secure certain external areas via strategically placed cameras • Continue to encourage landowners to invest in CCTV, (especially those that are strategically placed), until we build a comprehensive system 	<ul style="list-style-type: none"> • Continually assess, review and upgrade where required, so that Parnell remains a liveable, safe, easy to get around and enjoyable community within Auckland.
<p>Parnell Precinct or Area plan – formalise infrastructure ideas for parks, laneways, upgrades, station etc. into a visual or digital interpretation that can be used to excite and market Parnell under the umbrella of the new brand identity</p>		



4. BRAND IDENTITY AND COMMUNICATIONS

REPOSITION PARNELL, DEVELOP A NEW BRAND IDENTITY AND COMMUNICATIONS STRATEGY.

The objective is to define a 'reinvigorated Parnell' and develop a positioning that is galvanising across all interests; a brand identity that can fly the flag for Parnell.

Recommendations to reposition Parnell, develop a Brand Identity and Communications Strategy

- Develop and implement a new Brand Strategy.
- Develop an understanding of current and desired future target audiences as aligned to the brand positioning and tenant mix and agree priorities
- Develop a Communication Strategy to inform the new Brand Identity and crystallise messaging aligned with the positioning.
- Prepare a Creative Brief and decide on the process for choosing the Creative Agency to undertake development and execution of a visual Brand Identity.
- Rollout for communications to build the new image of a differentiated, diversified and reinvigorated destination.
- Focus on the welcoming and celebrating of cultures.
- Build upon the new strategic platform focussing on word of mouth, digital media and strategic partnerships.
- Implement this repositioning to attract both local and international visitors.
- Measure the attainment of the repositioning.



1-3 Years	3-5 Years	5 years or more
<p>Brand Brief</p> <ul style="list-style-type: none"> • Develop a brand brief and put out for expressions of interest • Commission an agency to develop a new visual brand identity and positioning statement • Approve and present by mid year-latest AGM 2016 		
<p>Roll out new brand</p> <ul style="list-style-type: none"> • Implement a communications strategy for the roll out of the new brand including digital and print media, as well as a PR/Social Media campaign • Apply to marketing collateral as needed 	<ul style="list-style-type: none"> • Continue to build the new image of a differentiated, diversified and reinvigorated destination 	
<p>Target Audience</p> <ul style="list-style-type: none"> • Document the current primary audience and understand what attracts/fails to attract them to Parnell • Document the secondary and tertiary target audience, both demographic and psychographic and agree priorities • Outline potential future audiences as aligned to the brand positioning and tenant mix and agree priorities • Given the proximity of educational complexes, assess the potential of attracting younger people to Parnell in the future 	<ul style="list-style-type: none"> • Review results and adapt accordingly - ongoing 	

Communication and Event Strategy

- Develop a communication strategy that will crystallise the messaging/storytelling aligned with the new positioning and brand identity and use this to promote Parnell to the desired target audience - both local and international.
- Develop a marketing and event strategy to align with the new brand identity and adapt current ideas over time
- Roll out the communication/marketing and event strategy, implementing initiatives as and when they can slot into the annual plan, be accommodated in the budget and align with desired target audiences



- Monitor, review and tweak the communication/marketing and event strategy, implementing further initiatives as and when they can slot into the annual plan, be accommodated in the budget and align with desired target audiences

5. VISITOR ECONOMY

INCREASE THE SHARE OF THE VISITOR MARKET TARGETING LOCAL AND INTERNATIONAL VISITORS ALIGNED TO THE BRAND POSITIONING AND TENANT MIX.

The objective is for Parnell to increase its share of the visitor market targeting local and international visitors who are high in-destination spenders, for day visits and short breaks. A sustainable tourism approach may be better described as a visitor strategy.

Recommendations for visitor economy

- Continue to forge a dynamic working partnership with the Auckland Museum in The Domain.
- Support improved transport systems, in particular leveraging the opportunities for Parnell Station to bring people in and out of the destination.
- Reinvigorate presentation of the different sub precincts within Parnell to attract different visitor markets.
- Diversify the market appeal and attract new market segments, especially FITs.
- Introduce place shaping and urban design initiatives which are visitor friendly – pedestrianised and shared spaces.
- Foster the development boutique accommodation including the uptake of services such as Airbnb.
- Develop events and festivals as attractors and ways to build the brand.
- Sustainable tourism approach. Consider adopting a sustainability charter for the destination and establish a range of destination benchmarks for social, economic and environmental health that can be used to guide and track the performance for tourism.

1-3 Years	3-5 Years	5 years or more
<p>Visitor Economy</p> <ul style="list-style-type: none"> Continue to forge relationships with Auckland Museum and seek ways to maximize the visitation they enjoy (see infrastructure) Forge relationships with ATEED, AUT Tourism, MBIE, Tourism NZ, plus any other bodies that offer tourism stats and trends in order to gain insights Share information with interested tenants and landowners – host seminars where necessary e.g. Chinese Tourism 	<ul style="list-style-type: none"> All ongoing 	
<p>Transport systems - (see steps in infrastructure)</p>		
<p>Desired Target Audience – Tourism</p> <ul style="list-style-type: none"> Following the development of the brand repositioning – establish and confirm the key tourism attractors in Parnell Decide on the desired tourism audiences/target markets as aligned to the brand positioning and tenant mix in order to attract FIT's and desired spend. Take into account that various sub-precincts in Parnell may appeal to different audiences Understand and communicate objectives to Parnell businesses Develop a focused tourism communications strategy and seek funding accordingly – what market/what channels/what funding? (see infrastructure, pathways, wayfinding) 	<ul style="list-style-type: none"> Implement a focused tourism strategy for Parnell, understanding the main attractors and aligned communications, reviewing information and trends regularly 	
<p>Visitor friendly place shaping</p> <ul style="list-style-type: none"> Introduce place shaping and urban design initiatives which are pedestrian friendly and promote interest and visitation. (see steps in infrastructure) 	<ul style="list-style-type: none"> Visitor friendly place shaping – introduce urban design initiatives which are pedestrian friendly. (see steps in infrastructure) 	

<p>Accommodation</p> <ul style="list-style-type: none"> • Include the need for upmarket accommodation as part of the Gap Analysis • Address the lack of upmarket accommodation in Parnell by creating awareness around Boutique B&B' opportunities in the area • Use major ATEED events to promote the opportunities of Airbnb to Parnell residents • Offer opportunities on our website/online channels 	<ul style="list-style-type: none"> • Support any other Parnell initiatives to lift the standard and increase the accommodation offer in Parnell 	
<p>Festival and events</p> <ul style="list-style-type: none"> • Develop a 1-2 signature events and festivals for Parnell as attractors ways to build the brand for a range of audiences including primary/secondary/tertiary-local or international tourism • Monitor results and attractor opportunities in alignment with tenant mix and attractor categories • Leverage on ATEED Auckland events, especially those in The Domain - and work out opportunities to increase visitation and patronage of Parnell. (refer Parnell Station under Infrastructure) 	<ul style="list-style-type: none"> • Develop 1-2 more Parnell specific signature events • Continue to monitor results and attractor opportunities in alignment with tenant mix and attractor categories 	
<p>Sustainable Tourism</p> <ul style="list-style-type: none"> • Evaluate the merits of a sustainable tourism strategy and the impact on Parnell businesses 	<ul style="list-style-type: none"> • Implement or adapt accordingly 	



6. SPECIAL PROJECTS

PRIORITISE THE NEED FOR INVESTMENT ON SPECIAL PROJECTS.

The objective is to prioritise and focus on projects that will have a major impact on the performance and image of Parnell. The station is in a strategic location that will make a student, tourist and worker nexus.

Parnell Station

- Consideration of accessibility up to Parnell Road, serving to connect east and west and joining Parnell to the Auckland Museum.

Linked to the Summerset Retirement Village development

- With the adjacent Summerset Retirement Village, these public and private sector developments could provide a catalyst to stimulate collaborative partnerships and creative thinking based around train transport, ecological development, and new people flows. In particular the issue of how to connect the Waipapa Valley with Parnell Road is a major concern.

Mana Whenua

There will be ongoing engagement with interested Mana Whenua. Māori culture and identity highlights Aotearoa New Zealand's point of difference in the world and offers up significant design opportunities that can benefit urban planning including addressing kaitiakitanga, environmental issues, and enhancing the environment for generations to come.

1-3 Years	3-5 Years	5 years or more
<p>Parnell Station and Linkages</p> <ul style="list-style-type: none"> • Prioritise Parnell Station together with relevant linkages as a special project that could have a major impact on the performance and image of Parnell as student, tourist and worker nexus, addressing relevant linkages as described. (refer infrastructure) 	 <ul style="list-style-type: none"> • Seek to enhance 'destination' offering of Parnell Station and links to The Domain, Museum and Parnell with attractors to stimulate patronage with the objective of making Parnell Station a great tourist attraction and an essential and well utilized facility for local Aucklanders' 	
<p>Wayfinding - (refer infrastructure)</p> <ul style="list-style-type: none"> • Collate and implement ideas for innovative wayfinding that brings together the objectives of connecting the various precincts in Parnell • Use this as one of the ways to engage with interested Mana Whenua incorporating storytelling of the multifaceted history of Parnell and celebrating New Zealand's point of difference in the world • Seek possible designs and lobby for funding 		
<p>Walking the Parks of Parnell (see infrastructure)</p> <ul style="list-style-type: none"> • Within the framework of assessing potential upgrades to our parks, incorporate any opportunities to address kaitiakitanga, environmental issues, and enhancing the environment for generations to come 		
<p>Streetscapes and the public realm</p> <ul style="list-style-type: none"> • In addition to the projects listed under infrastructure, consider if there are any other special projects that would enhance the public realm, and seek support for the concepts. e.g. sculpture walk/additional lighting/street beautification • Continue to lobby AC and AT to maintain our precinct and add amenity wherever possible 		

Other special projects

- Following the agreement on the new positioning statement, reflect if there are any other special projects that would strengthen the brand

- Continue to review and implement accordingly

7. SUCCESS CRITERIA

SET SUCCESS CRITERIA TO MONITOR THE DELIVERY OF RESULTS

The objective is to establish the principles for mechanisms that will ensure the delivery of the agreed recommendations in the Strategic Framework.

Bearing in mind the overall goal as follows:

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Over the next 5 years, the Parnell Business Association will aim to:

- Grow total spend in Parnell by 7.5% per annum and increase the number of transactions in Parnell by 10% per annum (as measured by Marketview);
- Retain the attraction of Parnell by keeping commercial occupancy rates above 95%
- Ensure Parnell's growth is supported by a safe and secure environment, at or better than, existing levels.

1-3 Years	3-5 Years	5 years or more
<p>Key areas of measurement</p> <ol style="list-style-type: none"> 1. Spend 2. Vacancy rates 3. Crime stats <p>Current performance measurement tools - spend and support</p> <ul style="list-style-type: none"> • Marketview is the primary measure - reporting quarterly on spend and transactions, definition of support by target audiences <p>In addition our office report on</p> <ul style="list-style-type: none"> • Added value to budget – publicity value, support of promotions by businesses, plus additional income, prizes etc • Website traffic & Social Media engagement • Database • Support of B2B events 		
<p>Vacancy Rates - information is acquired from regular surveys by leading broking companies</p>		
<p>Safe & Secure Environment</p> <ul style="list-style-type: none"> • Monthly Crime Stats as supplied by NZ police • The uptake of CCTV by landowners, integration with AT and monitoring of long term effect 		
<p>Future performance measurements</p> <ul style="list-style-type: none"> • Parking Management Study – understanding the Parnell parking inventory and evaluating improved parking access after implementation • Parnell Station - The opening of Parnell Station and monitoring of support and usage 		