



THE SPACE TO BE

STRATEGIC FRAMEWORK

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



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. The development of new precincts such as Britomart, the Viaduct and Wynyard Quarter posed significant competitive demand over the past decades, as have other districts with more trendy hospitality, night life and retail experiences and most recently we will have to face the reopening of the mega Westfield in Newmarket.

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 a raft of new challenges in terms of connectivity of the expanded area.

2015-18 saw a major rejuvenation of Parnell taking place, with a number of new restaurants, cafés and bars in the Parnell Rd area and new commercial and hospitality

in St Georges Bay Road and elsewhere. These changes are happening because it is becoming increasingly recognised that Parnell is a great place in which 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 2015/16 the Parnell Business Association commissioned a comprehensive report entitled 'Reinvigorate Parnell Blueprint' prepared by Susan M Warren, Destination Brand Strategy and Marketing Consultant.

Strategic Framework

The Reinvigorate Blueprint document incorporated recommendations that provide a blend of vision, place branding, strategic development advice, plus a guide for long term planning. This in turn informed the outline of the following Strategic Framework which prioritises the actions articulated into projects to be addressed over three timeframes; Current, 1 year and 3 - 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 Plan

The business association then lobbied the Waitematā Local Board for a council led, Local Area Plan in order to address area wide connectivity and infrastructure needs. The Local Board agreed to sponsor the development which was done with the collaboration of Auckland Council and several community groups. The Parnell Plan was released in June 2019 and the key projects incorporated into this document.



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

Following the continued impact of COVID-19 and the subsequent effect on our precinct in terms of visitor attraction and spend, plus commercial and retail vacancies, we will continue to monitor our performance in comparison to neighbouring districts in Auckland for the period July 2021-June 2022 with emphasis on these 4 areas.

- *Grow total spend and transactions in Parnell*
- *Retain the attraction of Parnell by keeping commercial and retail occupancy rates as high as possible*
- *Ensure Parnell's growth is supported by a safe and secure environment.*

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

STRATEGIC FRAMEWORK



THE PARNELL PLAN

TOWARDS A 30 YEAR PLAN FOR AUCKLAND'S FIRST SUBURB.

This long-awaited plan seeks to address some of the challenges Parnell faces with respect to East/West connectivity across the precinct, including future key projects that have the potential to cohesively connect the various nodes and enable us to leverage visitation from surrounding attractions.

Late in June 2019, the Waitemata Local Board co-hosted with the Parnell Business Association to launch The Parnell Plan; a 30-year plan for Auckland's first suburb developed collaboratively by community leaders, local board members and Auckland Council staff, in partnership with mana whenua. The Parnell Plan Working Group included representatives from the Blind Foundation, Holy Trinity Cathedral, Parnell Heritage, Parnell District School, Auckland War Memorial Museum, the Parnell Business Association, Parnell Community Trust, Parnell Community Committee and mana whenua. Urban designers from Jasmx provided graphic impressions of potential future projects.

THE PARNELL PLAN – KEY ACTION AREAS

Five key action areas have been identified in the Parnell Plan. These are priority locations where investment in mainly physical and environmental improvements can achieve transformational change. They focus directly on achieving the vision and objectives for Parnell and will be the drivers of our advocacy programme for the next few years as currently none of these projects are funded.

The five areas are as follows:

Make Parnell Station a key gateway to Parnell and the Domain.

Realise the Waipapa Greenway.

Reinforce the core of Parnell town centre as the heart of Parnell.

Revitalise the St Georges Bay Road warehouses area.

Enhance key east-west links and realise the Parnell Parks Link Greenway.

***It should be noted that while all the above action areas remain valid, post COVID the budget may not be available.**

The Parnell Plan, Key Projects	Jul 21-Jun 22	2-5 Years
<p>Parnell train station is an important gateway to Parnell, Auckland Domain and surrounding areas. The station itself is a heritage building and can be utilised for a range of activities including visitor information. Ensuring effective and attractive connections to and from the station are critical for Parnell to flourish and for enhancing accessibility between Parnell and the Domain.</p>		
<p>Parnell Station & Linkages</p>		
<p>Parnell Train Station is operational to full services but is not yet accessible to all users</p>		
<p>This station has the potential to be the fourth busiest station on the network and will be an essential connection for the University of Auckland, Parnell Town Centre, Auckland Museum and The Domain, Stanley Street and Beach Road.</p>		
<p>There are various components as follows:</p>		
<ul style="list-style-type: none"> • Completion of Carlaw Park pathway linking station platforms to student campuses and Stanley Street. 	<ul style="list-style-type: none"> • Completed Q4, 2018 	
<ul style="list-style-type: none"> • Completion of the remaining platform works and implementation of ticket gates. 	<ul style="list-style-type: none"> • Completed Q2, 2019 	
<ul style="list-style-type: none"> • Support of the Tui- Tui Arts Trust proposal to occupy the heritage station building in the interim. 	<ul style="list-style-type: none"> • Took occupancy 2019 	
<ul style="list-style-type: none"> • AT and WLB support for mini ‘i-Sites type’ tourist information facility within heritage building as part of the long term objective of giving Parnell Station its own destination appeal for tourists. 	<ul style="list-style-type: none"> • This objective is only possible when station reaches commuter capacity 	<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 visitors to surrounding attractions.
<ul style="list-style-type: none"> • An improved walkway that is legible and safe between Parnell Station and The Domain/Museum 	<ul style="list-style-type: none"> • Walkway via the wood chip yard up to Lovers Lane, confirmed as funded by the Local Board FY 19/20, but this has been deferred to the following year (21) because of COVID budget restrictions, and now deferred again. 	<ul style="list-style-type: none"> • Continue to promote Parnell Station as the official gateway to Auckland Museum/The Domain, for visitors, tourists as well as major event patrons.
<ul style="list-style-type: none"> • Improved and more intuitive pedestrian footpaths from Parnell Station up to the town centre as a priority, 	<ul style="list-style-type: none"> • The Summerset development plan outlines all the easement and access to the station and timing is dependant on consent processes. 	

The Waipapa Greenway, or rail trail, in the valley between Parnell and the Domain is a unique opportunity for Auckland. With the lively Waipapa Stream continuing to flow, the valley is strategically and historically significant. There are opportunities to create walking and cycling pathways and connections next to the rail line, utilising the potential of a disused 320 metre-long historic rail tunnel, and re-establishing better access between Parnell and the Domain.

<p>The Waipapa Greenway cycle route</p> <ul style="list-style-type: none"> • Support the Waitematā Local Board in advocating for a cycleway through the old tunnel to The Strand/Stanley Street. Highlight potential future value of this route connecting to Grafton Gully, as well as to the inner city via the Albert Tunnels. • Advocate for cycle and pedestrian crossing at Stanley Street by NZTA 	<ul style="list-style-type: none"> • Request revised cost estimates and lobby for funding 	
<p>Other cycling routes</p>		
<ul style="list-style-type: none"> • Continue to advocating for improved amenity for any proposed cycleways whilst mitigating the loss of car parks and impact on local business. 	<ul style="list-style-type: none"> • Re-assesses response after workshop presentation Oct 2019 	
<p>Enabling better links between east and west is important for Parnell. There is an opportunity to highlight and upgrade a more direct street link from Parnell Station through Parnell town centre and lower St Georges Bay Road to Parnell Rose Gardens via Garfield Street and Cleveland Road. Also identified in the Waitematā Greenways Plan 2013 is an east to west ecological connection that extends through the middle of Parnell from Hobson Bay to the Domain across quiet character streets, old stream gully parks, next to the local school and through the town centre. There are opportunities to heighten awareness of this route, better connect it and improve the quality of its experience.</p>		
<p>East West links, parks and laneways</p> <p>Advocate via The Parnell Plan for streetscape improvements and an improved public realm along desirable East-West connections between The Domain and Rose Gardens in order to encourage people to walk more and traverse the steep streets.</p>	<ul style="list-style-type: none"> • In the absence of budgets post COVID, maximise current assets and publicise wherever possible 	
<ul style="list-style-type: none"> • Designated street and park routes need to be outlined and visualised by the urban design team and supported with relevant infrastructure improvement and wayfinding. 	<ul style="list-style-type: none"> • PBA to promote East-West walking connections options to both local and tourist audiences with digital support such as Apps. 	
<ul style="list-style-type: none"> • Urban design team to suggest opportunities for future laneway retail development in line with improved connectivity and desire lines. 		

<ul style="list-style-type: none"> Improved connectivity to be considered to all surrounding attractions in order to leverage visitation to Parnell retail and hospitality. 		
<ul style="list-style-type: none"> Maximise the natural assets in Parnell. Upgrade the access and connect the lesser known parks of Parnell in a legible manner and support with relevant way finding, with the objective of unlocking enormous tourist potential and providing alternative means to get about Parnell for business, thus relieving traffic congestion. 	<ul style="list-style-type: none"> PBA to promote walking routes in Parnell and also from from The Domain https://www.parnell.net.nz/discover/parks-and-walks/ 	
<p>The northern half of St Georges Bay Road was once a busy wharf warehouse area for the port. It has great historic and architectural character, and is transforming into a bustling creative and design-related business precinct. Improving the function and design of the distinctive street environment will help create high amenity and more people-friendly spaces. It will complement ongoing investment in building refurbishment and development, and the presence of artistic, design and innovative businesses and education hubs.</p>		
<p>Streetscape Upgrade - Lower St Georges Bay Road</p>		
<ul style="list-style-type: none"> Continue to advocate together with the Local Board, for this project to be funded as soon as possible, further cementing its development into a distinctive and attractive business quarter. 	<ul style="list-style-type: none"> Advocacy by PBA and WLB for project to be included in Long Term Plan 2021, but was not included due to budget restraints. Tactical urbanism concept on hold until funding confirmed. Advocate for WLB to fund design stage. 	<ul style="list-style-type: none"> Follow implementation and use upgrade to further promote this part of Parnell as a distinctive location
<p>The heart of Parnell is the historic town centre. Full of character, the centre requires revitalisation to encourage greater use and to further establish Heard Park and its surrounds as a key community place within the centre and for Parnell. The north-south road transport corridor should be managed and improved to ensure that Parnell centre is people-friendly, safe, and integrates different transport modes well. Streetscape and amenity improvements in the centre and its surrounding local streets, including flexible repurposing of these streets, needs to reflect Parnell's identity, with recreational and play improvements being part of a transformed Heard Park.</p>		
<p>Parnell Road</p>		
<ul style="list-style-type: none"> Advocate for the progress of the Heard Park upgrade via the Local Board and seek to make Heard Park the 'Heart of Parnell.' Advocate for the protection and preservation of the character of Parnell Road as a representation what initially established the personality of Parnell - well known for its galleries, tiny laneways, 'one of a kind' retailers and heritage buildings. Seek opportunities to leverage planned renewals to maintain a minimum standard at the very least and advocate for improved amenity and beautification. 	<ul style="list-style-type: none"> Funding for the upgrade of Plunket confirmed for FY2019/20. Works completed early 2021, occupation late 2021. Heard Park Concept Plan consultation Jul 21, awaiting next steps. Streetscape placemaking proposal and design competition underway for early 2022. 	

<ul style="list-style-type: none"> • Advocate for improved safety at pedestrian crossings as well as the implementation of LED lighting as soon as possible. 	<ul style="list-style-type: none"> • Pedestrian crossings completed in Q2 2019, LED lighting still to follow 	
<p><i>Grafton Gully as part of Auckland City Masterplan Refresh, 2019</i></p>		
<p><i>State Highway 16/Grafton Gully/The Strand</i></p> <ul style="list-style-type: none"> • Advocate for plans to improve the safety and amenity of this corridor as part of the Parnell Plan documentation, in order to improve access to all parts of Parnell, reduce impact of port traffic and support improved retail mix. Investigate Grafton Gully Boulevard proposal as a possible solution. Maximise potential connections with Spark Arena and Albert Tunnels. 	<ul style="list-style-type: none"> • Supported submission Oct 2019 and publication 2020. Advocate for ad hoc projects along The Strand to adopt a long term view and be considered in accordance with Grafton Gully proposal, and minimise impact on business and parking in the interim. 	

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
- Celebrate the Auckland Museum as a key visitor destination and participate in any options to leverage visitation.

Current	Jul 21-Jun 22	2-5 Years
<p>Current Attractors</p> <ul style="list-style-type: none"> • Use the current drawcard categories within the tenant mix (décor, galleries, hospitality) and use those to promote and strengthen the clusters • Re-evaluate the opportunity to develop signature events that support the destination appeal and become synonymous with Parnell, since the cancellation of CNY. 	<ul style="list-style-type: none"> • Continue to use the current drawcard categories within the tenant mix (décor, galleries, hospitality) and use those to promote and strengthen the clusters • Review signature events - Faraday Festival, winter lights activation • 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 and Parnell Plan) 	<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</p>	<ul style="list-style-type: none"> • Refer to notes on Parnell Plan, and promote opportunities until formal funding will be an opportunity again 	<ul style="list-style-type: none"> • Once formal planning can again take place post COVID and funding is available for various items listed in The Parnell Plan, (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 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 present the Marketview Supermarket MOA to as many relevant brokers and landowners as possible with the objective of balancing this shortfall in the current tenant mix. • Continue to promote a vacancy response initiative to address growing vacancies and try and secure landowner co-operation. 	<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 • Ensure improved connectivity between Auckland Museum/ Parnell Station and adequate signage to connect Parnell Village to Museum • Seek ways to leverage their visitation both practically (refer shuttle in infrastructure) as well as via collaborative partnerships wherever possible 	<ul style="list-style-type: none"> • Participate in destination strategy with Auckland Museum and Newmarket, to position Parnell, Auckland Museum and Parnell as the cultural precinct of Auckland. • Seek to reinstate these objectives in 2022, when borders reopen. 	
<p>Attract ‘young’ people back to Parnell</p>	<ul style="list-style-type: none"> • Define what age group we refer to as ‘young’ and how this fits in our demographic demand, current and future plans (refer Target Audience) • Look for opportunities to highlight shortfalls in our tenant mix in the 30-44 year age group 	



2. COMMERCIAL ENTERPRISE & PROPERTY INVESTMENT

IDENTIFY AND SUPPORT INVESTMENT 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

- Continue to update the tenant gap analysis and expose findings to landowners and investors.
- 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 investment in 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.
- 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.

Current	Jul 21-Jun 22	2-5 Years
<p>Tenant Gap Analysis</p> <ul style="list-style-type: none"> Update the Gap analysis and ‘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 Continue to establish relationships with leading brokers promoting Parnell as a desired location 	<ul style="list-style-type: none"> Continue to promote a vacancy response initiative to address growing vacancies and try and secure landowner co-operation 	<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
<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 	<ul style="list-style-type: none"> Seek opportunities to highlight great architecture and design opportunities, perhaps via competitions. Assess viability of a Parnell Design Day or design events/sessions Identify more 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 	<ul style="list-style-type: none"> Ongoing

<p>Start ups, shared space, entrepreneurs</p> <ul style="list-style-type: none"> • Identify great story telling opportunities within this category - chat to Ice House, Callaghan, The Commons etc • Start telling the stories of entrepreneurial ventures in Parnell via our local newsletter channels, B2B events etc. 	<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 • Investigate other areas of funding that may be open to us including Generosity NZ, Creative NZ, Ministry of Culture and Heritage, (mch.govt.nz) • Present board with competitive funding models in other bids. 	<ul style="list-style-type: none"> • Identify and present 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, identify potential tiers and debate merits and strategy accordingly 	<ul style="list-style-type: none"> • Ongoing

3. INFRASTRUCTURE

MAKE PARNELL ACCESSIBLE, LEGIBLE AND LIVEABLE AND SAFE FOR LOCALS AND VISITORS. LOBBY TO INFLUENCE TRANSPORT DECISIONS, PARKING PROVISIONS AND THE DELIVERY OF A DESIRABLE PUBLIC REALM, IN LINE WITH THE PARNELL PLAN.

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, cycles
- new transport modes: tram, shuttle, scooters
- on foot in pedestrianised and green, people-friendly, shared spaces

Recommendations for infrastructure

- Lobbying to influence transport decisions, parking provision, and supporting the delivery of an improved public realm is 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 of 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
- Ensure bus routes serve every part of Parnell; in particular 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.
- 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.

Current	Jul 21-Jun 22	2-5 Years
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"> Refer notes under The Parnell Plan 	<ul style="list-style-type: none"> Advance proposal for community/heritage, plus PBA and Museum mini i-sites presence in station and present to AT/WLB, when station reaches commuter capacity 	<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 in the interim to maintain a safe site and offer an interim parking opportunity 	<ul style="list-style-type: none"> Continue to work with Summerset Group to enhance how their development integrates with the station and the future public realm, including the potential of the Greenways cycle route. Mitigate as far as possible the impact of the construction site for commuters as well as future linkage plans. 	<ul style="list-style-type: none"> Implement wayfinding (see below)
<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. Push for implementation of the Parking Management Plan for all areas in Parnell, in order to restrict all day commuter parking and free up parking for business use/ DONE Manage cycleways proposal to add amenity and limit reduction of parking 	<ul style="list-style-type: none"> 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 Lobby for more bus routes to service St Georges Bay Road Lobby for bike stands and opportunities to position Parnell as more bike friendly 	<ul style="list-style-type: none"> Reward 'green' cars with priority spaces
<p>Area Shuttle</p> <ul style="list-style-type: none"> Investigate and cost options for a shuttle around Parnell and seek support from local businesses 	<ul style="list-style-type: none"> Investigate if a shuttle is still required post COVID due to changes working patterns. If variable to be developed, offer and market the 'shuttle' as a connector between PT and various areas of 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), investigate option of a day pass/ day package to enhance tourist patronage around the district <p>Tunnels</p> <ul style="list-style-type: none"> • Investigate impact and tourist potential of Albert Park tunnels on connecting Parnell to the CBD 		
<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 • Continue with deployment of CCTV network as planned. Encourage strategically located landowners to participate by investing in CCTV network, in order to enhance the overall coverage. 	<ul style="list-style-type: none"> • Continue with integrated security plan comprising elements of on foot, mobile monitoring, plus CCTV surveillance, assessing and adapting as required • Work with P4G to achieve full night time patrol (achieved Sept 21), then to increase capacity to afford day time patrol 7 days a week. • CCTV network 32 cameras as at Oct 21. Continue to improve network in weak spots via landowner investment • Work with other BIDs to lobby for an all of government response to anti social behaviour, mental health and addition, police resources and crime 	

4. BRAND IDENTITY AND COMMUNICATIONS

REPOSITION PARNELL AS A REINVIGORATED DESTINATION AND REINFORCE IN ONGOING COMMUNICATIONS STRATEGY.

The objective is to promote a 'reinvigorated Parnell' and continue the positioning 'The Place to Be' as a galvanising force across all interests; a brand identity and positioning that flies the flag for Parnell.

Recommendations on the repositioning of Parnell, Brand Identity and Communications Strategy

- Continue to promote and implement the Brand Strategy.
- Review our understanding of current and desired future target audiences as aligned to the brand positioning and tenant mix and agree priorities.
- Build on the Communication Strategy and crystalise messaging aligned with the positioning.
- Continue to roll out communications to build the image of a differentiated, diversified and reinvigorated destination.
- Focus on the welcoming and celebrating of cultures.
- Implement this positioning to attract both local and international visitors.
- Measure the attainment of the ongoing communication efforts.

Current	Jul 21-Jun 22	2-5 Years
Roll out new brand	<ul style="list-style-type: none"> • Continue to build the image of a differentiated, diversified and reinvigorated destination • Increase usage of brand icons and logo for various purposes 	<ul style="list-style-type: none"> • Continue to build new image of a differentiated, diversified and reinvigorated destination
Target Audience	<ul style="list-style-type: none"> • Given the proximity of educational complexes, assess the potential of attracting younger people to Parnell in the future • 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 	<ul style="list-style-type: none"> • Review results and adapt accordingly - ongoing
Communication and Event /Activation Strategy	<ul style="list-style-type: none"> • Monitor, review and tweak the communication/marketing and event strategy, (when COVID restrictions end) implementing further initiatives as and when they can slot into the annual plan, be accommodated in the budget and align with desired target audiences • Continue to seek additional activation opportunities with other partners 	

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.
- Continue to build relationships with key tourism partners - tour bus operators, Concierge Societies
- 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.

*** The visitor economy has changed drastically since COVID, and currently we need to focus on the local market first - local resident and employees in Parnell, Auckland wide visitation plus Kiwi visitors to Auckland from other parts of New Zealand. The above objectives will be relevant again if we assume travel as before.**

Current	Jul 21-Jun22	2-5 Years
<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"> • 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 	<ul style="list-style-type: none"> • Continue with a focused tourism communications strategy to hotel concierges and allocate funding accordingly for maps, when COVID restrictions end and borders reopen. In future align to way finding initiatives. 	<ul style="list-style-type: none"> • Review and change accordingly
<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 Parnell Plan) • Streetscapes Placemaking design competition underway for Jan 2022 	
<p>Accommodation</p> <ul style="list-style-type: none"> • Include the need for upmarket accommodation as part of the Gap Analysis 	<ul style="list-style-type: none"> • Address the lack of upmarket accommodation in Parnell by creating awareness around Boutique B&B' opportunities in the area • Use major ATEED/Auckland Unlimited 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"> • Continue to improve 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 	<ul style="list-style-type: none"> • Leverage on ATEED/Auckland Unlimited events where possible. 	<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
<p>Enhance local connections - investigate options to engage more deeply with the local community and leverage opportunities for them to endure our businesses</p>	<ul style="list-style-type: none"> • Keep the Parnell Plan alive – CA set up meetings with every group that participated in the plan, remind them this was inclusive and find out what grassroots initiatives/low hanging fruit they think we can take hold of or <u>support</u> • Make sure we know all the local community groups (many of them are on their way to the grave unfortunately) • LGBTQI+ communities and other examples • Start conversations and feedback loops • Survey our young professionals re media usage and tenant support. Offer vouchers • Community Garden/Urban Farm – PBA to survey a level of interest and facilitate discussions (Jasmax/Nancy King) • Use Heard Park concept plan as an opportunity to engage • Grocer? Food Co-op? Crowd fund a green-grocer to come and set up in Parnell? If food is the connector how do we do this? We cannot meet our daily needs in a 20 min walk. Weekend markets are not enough, although we have 2 of the best 	

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.

These special projects will support the intention of The Parnell Plan or specific business objectives such as the creative way finding concept.

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.

Sustainability

Position Parnell business Association as taking sustainability seriously, celebrate 'green heroes' and assist businesses in this regard.

Current	Jul 20-Jun 22	2-5 Years
<p>Creative Wayfinding & Storytelling</p>	<ul style="list-style-type: none"> • 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 • Assess how Parnell design community could get involved (competition, designs etc) • 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 	
<p>Functional Wayfinding</p> <p>Advocate for adequate way finding AT explorer plinths to legibly direct people in and around Parnell and the surrounding attractions</p>	<ul style="list-style-type: none"> • Set up presentations with AT and Auckland Museum to present requirements 	
<p>Walking the Parks of Parnell (see Parnell Plan)</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>Sustainability</p> <p>Devise initiatives to assist businesses wanting to embark on a suitable journey and celebrate Parnell ‘green heroes’</p>	<ul style="list-style-type: none"> • Incentivise businesses to compost organic waste • Investigate options for composting/community garden • Start a series of webinars to inform and assist businesses to make practical choices. 	<ul style="list-style-type: none"> • 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:

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

Following the continued impact of COVID-19 and the subsequent effect on our precinct in terms of visitor attraction and spend, plus commercial and retail vacancies, we will continue to monitor our performance in comparison to neighbouring districts in Auckland for the period July 2021-June 2022 and will review again post that time.

Current

Key areas of measurement

1. Spend
2. Vacancy rates
3. Crime stats

Current performance measurement tools - spend and support

- Marketview has been the primary measure - reporting quarterly on spend and transactions, definition of support by target audiences. From Dec 2020, BNZ card data will no longer be part of Marketview reports., but we now have access to an online tool enabling easier comparisons to neighbouring districts and other BIDS.

In addition our office report on

- 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

Vacancy Rates - information is acquired from regular surveys by leading broking companies

Safe & Secure Environment

- *Monthly Crime Stats as supplied by NZ police*
- *The uptake of CCTV by landowners, integration with AT and monitoring of long term effect*

Future performance measurements

- Parking Management Study – understanding the Parnell parking inventory and evaluating improved parking access after implementation
- Parnell Station - The improved operations and services of Parnell Station plus monitoring of support and usage