

THE CITY CENTRE RETAIL ACTION PLAN

2012
-
2017



HEART OF THE CITY



Te Kaunihera o Tāmaki Makaurau

CONTENTS

1.0	FOREWORD	7
2.0	INTRODUCTION	8
3.0	OBJECTIVES & PRINCIPLES	12
4.0	CITY CENTRE CONTEXT	14
5.0	PRIORITIES	20
	5.1 RETAIL MIX	20
	5.2 ATTRACTIONS & EVENTS	26
	5.3 MARKETING & PROMOTION	30
	5.4 REGULATORY FRAMEWORK	34
	5.5 ACCESS	36
	5.6 PHYSICAL ENVIRONMENT	38
	5.7 MANAGEMENT & OPERATIONS	42
6.0	MEASURING SUCCESS	44
7.0	SUMMARY OF ACTIONS	46

MITH AND CAUGHEY



“ WHOEVER SAID MONEY CAN'T BUY HAPPINESS SIMPLY DIDN'T KNOW WHERE TO GO SHOPPING. ”
BO DEREK



1. FOREWORD

Every great city has a heart and we Aucklanders believe our city belongs alongside the world's great cities. I am grateful for the passion and hard work brought to our city's heart by Heart of the City - our partners in this Retail Action Plan.

Greatness is not about size, it is about quality - the quality of life we offer our citizens and the quality of experience we offer our visitors.

Retail is a key component of the Auckland experience and affects us whether we are living, working or visiting the city centre. This is our shop window internationally so we need to ensure any future developments say 'distinctively Auckland' and 'quality'.

Clearly, our city centre is in good health. Occupancy rates and foot traffic remain high in spite of difficult times for the global economy.

As a council I believe our role in improving the retail experience is continuing to invest in the public realm through initiatives such as shared spaces - roads, footpaths, parks, squares and plantings that are already proving to attract more people and increase spend. We are also investing in a cruise ship terminal on Queens Wharf that will see over 200,000 visitors entering the city each year.

Growth in Auckland means that the city centre will prosper but we know we are competing with other cities for skilled employees and the tourist dollar so need to invest wisely.

As Mayor, I have made it a priority that our wonderful heart of Auckland has a retail offering situated in an exceptional public realm and natural environment that sees Aucklanders and visitors alike return again and again.

Len Brown - Mayor of Auckland

Great cities need to act like great cities. Sounds obvious... but what we are really saying is that cities have to behave and function differently to provincial and suburban places.

They have to represent the diversity and breadth of the broader city experience.

Our central city is a place of concentrated diversity. It is bounded by one of the most spectacular urban harbours in the world, has an eclectic and gritty arts and creative sector, two universities, and two generous parks form boundaries to the east and west. It has a growing residential population and attracts many of NZ's top companies. During working hours it has a population equivalent to the 4th largest city in New Zealand. The retail offering is rapidly changing in response to this.

For this reason we, in partnership with Auckland Council, their CCOs and the private sector, have developed a Retail Action Plan that is directive without being sanitised. The plan provides a framework for a thriving and diverse retail offering. For the city's sake, its retail offer needs to represent Auckland... and do it proudly.

This plan outlines expectations and ambitions for city retail - a retail plan that will speak for and champion our city. Excuse the obvious metaphor, but the tide is definitely coming in and this plan is another representation of this.

Alex Swney - CEO Heart of the City



AUCKLAND'S CITY CENTRE IS HOME TO MAJOR INTERNATIONAL AND LUXURY RETAIL BRANDS, MAJOR AUSTRALASIAN 'HIGH STREET' RETAILERS, AND LOCAL DESIGNERS AND BOUTIQUE RETAILERS. IT ALSO ACCOMMODATES THE NEEDS OF THE SIGNIFICANT NUMBERS OF WORKERS, RESIDENTS, STUDENTS AND VISITORS WITH ITS SERVICE AND CONVENIENCE-BASED RETAILING. THE RETAIL OFFER IS SUPPORTED BY A STRONG ACCOMMODATION, HOSPITALITY AND ENTERTAINMENT OFFER, ALL WRAPPED UP IN A STUNNING WATERFRONT LOCATION.

Over the last 10 years Auckland's city centre has seen a dramatic transformation through focused public and private sector investment, resulting in positive improvements to the overall environment and the city's retail offer. As we see further the ongoing improvements to the physical environment, significant infrastructure projects both private and public earmarked for implementation, and single landlords developing whole city retail blocks, the city is presented with significant opportunities for future retail growth and development.

Its growth and success, however, will not flourish without overcoming the challenges that modern day retail presents. The city centre will have to work even harder to compete with the threats from other regional shopping destinations, including malls, as well as the increasing online shopping marketshare which offers easy and convenient shopping access.

The city centre will achieve this by setting itself apart, creating a fantastic shopping experience, one that engages with customers of all ages and cannot be easily duplicated elsewhere. It will also achieve success by developing a greater sense of cohesion and distinction, identifying opportunities for retail investment, and developing a shared common vision among all stakeholders. Efforts will need to be made to retain and attract particular retailers, including key anchor stores, as well as improving the perceptions of the quality and overall look and feel of retail in the city centre.

This retail action plan seeks to build on the many positives already in place to create a vibrant and successful retail environment and local economy for the city centre. This desire is based on a vision for city centre retail that is shared by the partners who have contributed to developing this action plan.



VISION

THE CITY CENTRE WILL BE THE PREMIER SHOPPING DESTINATION IN NEW ZEALAND – A CENTRE THAT ENCHANTS AND INTRIGUES LOCALS AS WELL AS ATTRACTING AND CAPTIVATING DOMESTIC AND INTERNATIONAL VISITORS.



REALISING THIS VISION

The scope for this Retail Action Plan is to develop a coordinated plan that pulls together existing activities already underway to improve city centre retail as well as identify new opportunities for improvement. The plan recognises that there is a multitude of agencies and stakeholders working in the city centre who will influence a positive outcome for retail. The ability to deliver this plan and to successfully deliver on the vision will rely heavily on collaboration. Auckland Council and Heart of the City (HOTCity) are committed to working in partnership with other stakeholders, including business and property owners, retailers and other agencies to realise this. No one sector or agency can be responsible for achieving success. The establishment of a new Retail Advisory Panel will support the implementation and ongoing monitoring of this action plan.

The focus of this document is on new actions that seek to improve the overall city centre's retail offer as well as acknowledging a number of other strategies and actions that will continue to improve the city's retail environment including, but not limited to:

- » The Auckland Plan 2012
- » City Centre Masterplan 2012
- » Waterfront Plan 2012
- » Auckland Economic Development Strategy
- » Auckland Council Long-Term Plan 2012-2022
- » Auckland's Visitor Plan 2011-2021
- » Auckland's Major Events Strategy
- » Regional Waste Management Strategy
- » Regional Land Transport Strategy 2010
- » Draft Auckland Regional Public Transport Plan.



THE VISION FOR CITY CENTRE RETAIL IS SUPPORTED BY THE FOLLOWING OBJECTIVES THAT THIS ACTION PLAN SEEKS TO ACHIEVE:

- » to enhance the city centre's distinct retail offering by being vibrant, memorable and diverse
- » to build the city centre's role in retaining and attracting significant international and leading national and local retailers
- » to ensure the city centre's retail environment is attractive, inviting and provides a great shopping experience
- » to address and improve issues and perceptions regarding access to the city centre
- » to increase visitation to the city centre and spend in the retail sector, particularly in the weekends
- » to make shopping one of the main reasons why people visit the city centre.

A NUMBER OF KEY DEVELOPMENT PRINCIPLES GUIDE THIS PLAN:

1. ESTABLISH POINTS OF DIFFERENCE

The city centre has a unique and diverse proposition, and this is what sets it apart from other significant regional retail offers. In order to remain competitive, the centre needs to continue to highlight the ways in which it can provide a unique and interesting shopping experience that cannot easily be replicated by others, one that is distinctly Auckland. This includes promoting and showcasing the breadth and depth of the retail offer, as well as the different retail precincts that have their own personalities and character.

2. EMPHASISE AND BUILD ON THE COMPETITIVE ADVANTAGES

The city centre has a number of competitive advantages that should be celebrated: its heritage buildings, its waterfront position, the wide mix of retail, hospitality and other activities, the large workforce population, growing and diverse residential population, and its attraction as a tourist gateway.

3. IMPROVE THE OVERALL SHOPPING EXPERIENCE

A memorable, interesting shopping experience will drive the city centre's retail success. Improvements in the shopping experience can be achieved by ensuring there is a wide range of shopping options, attracting unique and successful businesses, including key anchor stores, developing an active street environment, and providing a continuing programme of events and activities.

4. CONSOLIDATE THE RETAIL CORE

The city centre should continue to develop its retail offering focused toward the city core, the areas in and around Queen Street, acknowledging that more specialist and service-based retail will begin to emerge on the edges supporting the various communities that reside in those areas.

5. ACTIVATE THE CENTRE

Creating a vibrant city centre that encourages activity which complements and supports retail will enhance the visitor experience. Activities should build on the creative and cultural offerings of Auckland. This will result in increased pedestrian activity, time spent shopping, and higher levels of spend per visit.

6. FLEXIBILITY

The city centre acknowledges change and is flexible to the evolving nature of the retail sector as it responds to changing technology and other global macroeconomic trends.





THE CITY CENTRE IS OVER 430 HECTARES OF LAND THAT IS BOUNDED BY THE WAITEMATĀ HARBOUR AND THE MOTORWAY NETWORK, WITHIN A UNIQUE WATERFRONT LOCATION.

The city centre has a diverse residential population of 23,000, which is expected to grow to 45,000 by 2032. The centre is also a major regional hub that attracts 91,000 workers (expected to grow to 140,000 by 2032), over 60,000 students, and over 12,000 visitors daily, including a large number of international tourists. This contributes to a large captive market that is unrivalled in the rest of Auckland and New Zealand.

The centre's retail core is focused in and around Queen Street, with a number of adjacent retail and entertainment precincts that offer distinct business, retail and entertainment experiences.



MAP 1: CITY CENTRE LOCATION



MAP 2: CITY CENTRE RETAIL PRECINCTS



Arts
Britomart
City West
High St
K Road
Queen St
Victoria
Waterfront

QUEEN STREET PRECINCT

Queen Street has the role as the most significant concentration of retail shopping activity and the location of choice for most brand-name retail tenants. In the future, the precinct presents the opportunity to develop as a retail 'address' of national and international significance, offering continuously active retail along its main section from Customs to Wellesley streets.

THE ARTS PRECINCT

The Arts Precinct is located at the 'heart' of the city centre, and is home to the Auckland Art Gallery, Auckland Central City Library, Aotea Square, Auckland Town Hall, Aotea Centre and Civic Theatre. It is also home to a number of private dealer galleries, theatres and cinemas, and is serviced by great bars and restaurants. This is where people come to enjoy Auckland's vibrant arts and cultural scene and the community activities in Aotea Square.

HIGH STREET DISTRICT

With a strong fashion flavour and distinct heritage feel, the High Street District is an eclectic mix of independent fashion boutiques, brand labels, giftware and restaurants and bars, and has a unique New Zealand flavour that appeals to a broad range of visitors. Its role will evolve further over time, providing opportunities for up-and-coming fashion retailers and an increasing focus on outdoor dining and activities, with linkages created through Commerce Street and Fort Lane to the retail precinct at Britomart.

BRITOMART

Britomart is a successful mixed-use activity precinct that houses high-quality speciality retail tenants, has a strong fashion edge, an active street dining and hospitality offer, and is a showcase for the city's built heritage. It is a focus for tourist visitors, office workers and city centre residents alike, and will become an important linkage between the Queen Street core and the emerging Waterfront District, as well as the potential around Quay Park and Vector Arena.

THE WATERFRONT DISTRICT

The waterfront stretches from Wynyard Quarter in the west, along to the port in the east. It offers distinctive pockets of fine dining and hospitality activities in Princes Wharf, the Viaduct and Wynyard Quarter areas, as well as specialist retail to support the marine industry. The precinct also supports the numerous commercial and residential tenants in the area through service-based retailing, and is a key gateway to the city centre.

CITY WEST PRECINCT

The City West Precinct lies adjacent to the Queen Street precinct and is anchored with hospitality and entertainment. Its focus is in and around Federal Street and Sky City, and the Elliott and Darby Street areas. There is significant development opportunity in this precinct, and potential for the continued growth of the 24/7 hospitality and entertainment offering, with an increasing presence of outdoor dining.

VICTORIA QUARTER

The Victoria Quarter contains the historic warehouse and industrial area of Auckland's city centre, bounded by Hobson, Fanshawe and Union streets, the motorway, and includes Victoria Park. Once the industrial hub of early Auckland, the quarter is now an eclectic mix of historic buildings and commercial activities. Sitting on the periphery of the core city centre retail area, the precinct is versatile and is developing a strong hospitality offering, particularly in around the Drake Street, Sale Street and Victoria Park Market areas. During the day it caters to the large number of commercial tenants in the area, and at night, residents and visitors. It is also a gateway to both the City West and the Waterfront precincts.

K' ROAD PRECINCT

Karangahape (or simply 'K') Road's particular ambience derives from the mix of activities and cultural focus, the architectural character, its role as a night-time destination for young people (with numerous bars and nightclubs), and the range of eclectic, multi-cultural and art-focussed retail tenancies. While the precinct will continue to attract a more mainstream clientele, it will retain its unique character and charm, becoming a successful shopping district that serves a different market to that of the rest of the city centre. While linked to the rest of the city centre, the K' Road retail precinct stands alone from other areas in the city centre through its separate management by the K' Road Business Association (KBA), who deliver their own retail plan in partnership with the council.

RETAILING IN THE CITY CENTRE – STATISTICAL SNAPSHOT

The city centre is at the heart of the Auckland region's economy. Retail and food services in the city centre grew by 1,500 employees over the last 11 years (2000-2011), bringing the total to 9,800 retail/hospitality employees (11 per cent of the CBD's employment in 2011)¹.

During this period, the retail sector has experienced good performance and frequently experiences low vacancy rates. With a 4 per cent increase in retail floorspace over the last year alone², the vacancy rate in the city centre as a whole is now 6.1 per cent (September 2012). New developments such as Britomart, the Victoria Park Market redevelopment, around Queen Street (the Deloitte Centre and

Imperial Lane), and the Iron Bank on K' Road have resulted in significant amounts of new retail space coming online and contributing to the city centre's popularity as a shopping destination.

THE CITY CENTRE RETAIL AT A GLANCE:

- » over 257,500m² of retail floor space³
- » prime retail rent: low \$1600 per square metre to high \$2000 per square metre (200m² store lower Queen St)⁴
- » over 1,830 individual retail stores⁵
- » retail employment growth of 18 per cent since 2000⁶.

“THE CITY CENTRE IS AT THE HEART OF THE AUCKLAND REGION'S ECONOMY.”

¹ Auckland Council (2012). Business Demography Data 2000 to 2011.

² CBRE (2012). Auckland CBD Retail Monitor, prepared for Auckland Council and Heart of the City.

³ Ibid CBRE (2012).

⁴ Metro Commercial Limited (2012) Auckland Council Retail Market Briefing.

⁵ Ibid CBRE (2012).

⁶ Ibid Auckland Council (2012).



CITY CENTRE RETAIL

STRENGTHS:

- » diverse and wide ranging retail offer in distinct precincts
- » growing dining, bar, events and attractions sector that support the retail experience
- » an established destination marketing campaign, BIG little City, and events calendar
- » concentration of a diverse range of visitor accommodation
- » regional transport hub
- » waterfront location with rich heritage and a quality public environment
- » an established and diversifying customer base.

OPPORTUNITIES:

- » significant future investment projects to enhance the public spaces
- » a growing population base
- » a planned new international convention centre
- » major transport investment (including the City Rail Link)
- » ongoing improvement to the hospitality offering
- » development of family-friendly attractions.

WEAKNESSES:

- » lack of consistency of retail operations (i.e. trading hours, retail frontages)
- » absence of clear direction for retail (in some areas)
- » areas of poor urban, building and/or street design and interface
- » lack of suitable space to meet demand for new tenancies.

THREATS:

- » macro trends (less spending, growing internet shopping)
- » retail sprawl within the city centre and throughout the wider region
- » the Unit Titles Act, which potentially reduces the flexibility to respond to future demand
- » lack of coordination.



5.

PRIORITIES

5.1 RETAIL MIX

THE CITY CENTRE'S RETAIL STRENGTH IS ITS DIVERSE, QUALITY RETAIL OFFER LOCATED THROUGHOUT ITS CORE RETAIL PRECINCTS. FROM LONG-ESTABLISHED DEPARTMENT STORES AND SHOPPING AREAS LIKE HIGH STREET, K'ROAD AND QUEEN STREET, TO THE NEW EMERGING PRECINCTS OF BRITOMART, AND LUXURY INTERNATIONAL BRANDS TO UNIQUE NEW ZEALAND BOUTIQUES, THE CITY CENTRE HAS EMERGED AS A COMPETITIVE RETAIL DESTINATION, ENHANCED BY THE EVER GROWING AND STRONG HOSPITALITY OFFER.

To retain and grow its marketshare it is vital that there is a commonly understood view of what the city's retail mix should be, and that the city's breadth and depth of offer continues to grow and diversify. There is significant opportunity to develop a common understanding for the city's retail to guide future development and investment decisions. The establishment of agreed guidelines for existing and emerging precincts will give direction to future retail investment and attraction, which will ultimately enhance the quality and mix of retail and entertainment offering in the city centre.

A key strength of the city centre is the diversity of ownership. This diversity of ownership is also one of the challenges in influencing and delivering the 'ideal' retail mix. Working collaboratively with individual property owners and businesses is essential to delivering the vision for retail in the city centre.

Auckland Council and its Council-Controlled Organisations (CCOs) can lead by example in this area, by being an exemplar landlord and managing their properties in a comprehensive portfolio manner. This could include planned management of retail uses, trading hours, shop front and fit-out design, signage, precinct planning, lease terms, and retail incubator promotion.

“ WORKING COLLABORATIVELY WITH INDIVIDUAL PROPERTY OWNERS AND BUSINESSES IS ESSENTIAL TO DELIVERING THE VISION FOR RETAIL IN THE CITY CENTRE. ”

ACTIONS

To achieve a great retail mix we need to:

- » establish guidelines for the city centre's key retail precincts to guide the future development and investment in these areas with respect to tenancy mix, identify key opportunity and development areas, and attract business to increase occupancy and introduce a successful and thriving retail mix
- » ensure Auckland Council and relevant CCOs are an exemplar landlord so that their properties contribute to meeting the overall development objectives for the city centre, and managing tenancies to demonstrate best practice
- » coordinate opportunities to enhance the quality and the mix of retail and entertainment offerings in the city centre
- » develop resources that sell the city centre to potential retail investors, including accessible information sources to aid foreign direct investment
- » facilitate coordinated discussions regarding key development opportunities, and their retail potential, to meet the objectives for city centre retail
- » investigate ways in which new business can be attracted to help enhance and achieve the desired retail mix in the city centre
- » establish the Retail Advisory Panel to monitor progress and contribute to overall retail success in the city centre.



BRITOMART PRECINCT DEVELOPMENT

CASE STUDY



BRITOMART IS A 6.5 HECTARE PRECINCT OF HERITAGE BUILDINGS, NEW DEVELOPMENTS AND PUBLIC SPACES, LOCATED IN DOWNTOWN AUCKLAND. THE AREA HAS A RICH HISTORY AS AUCKLAND'S FIRST MERCANTILE CENTRE AND IS HOME TO ONE OF THE LARGEST CONCENTRATIONS OF HERITAGE BUILDINGS IN THE CITY.

After a long period of neglect the area has been given a new lease of life by its long-term owner and manager Cooper and Company. Work began on restoring the old buildings in 2004, and by 2012 nine of the 18 heritage buildings have been fully refurbished. The plan also includes the construction of seven new buildings, three of which have been completed to date. Once finished, it will be the largest heritage restoration project ever undertaken in New Zealand.

With a clear vision and masterplan for implementation, the precinct has become a vibrant shopping, entertainment and business precinct with over 100 businesses now located in it. Its growth has been carefully planned and managed to ensure it respects and makes the most of its heritage and maintains the right mix of elements, including its retail tenancies.

It is anticipated that by 2015, there will be close to 200 businesses located there, contributing to the 24/7 buzz.

The existing heritage buildings are on 99-year leases from Auckland Council, which has enabled Cooper and Company to commit to the long-term ownership and management of the precinct – including the ability to develop and realise a clear retail tenancy plan.

A RETAIL FOCUS

Britomart's retail has developed over time with a strong focus on independent fashion, beauty, sportswear and other specialist stores. The area's built form, with its mix of heritage and modern buildings, provides a character setting for an exciting mix of small boutiques and big-name brands, as well as using the open spaces for a weekly Farmers Market.

To make the most of the precinct's spaces as they transformed, Cooper and Company have developed short- and medium-term retail offerings, along with the permanent retail developments, including:

- » pop-up store filling spaces earmarked for future development with short-term, unique retail developments. The temporary nature of these retail tenancies allow them to move around the precinct as spaces become more permanent, making the most of empty spaces
- » medium-term retail developments which include The Pavilions, a complex of designer boutiques, courtyard gardens and hospitality spaces in the centre of the precinct.

This overall approach to the Britomart development has created an inviting precinct of streets, lanes and open spaces, that has become a true exemplar retail destination for Auckland's city centre.

www.britomart.org



CASE STUDY

RIGHT IN THE HEART OF ONE OF THE CITY'S MAIN FASHION AND RETAIL DISTRICTS SITS A RENOVATED HERITAGE BUILDING THAT HOUSES A SMALL BOUTIQUE HOTEL OPERATION, AS WELL AS A HANDFUL OF DISTINCTIVE NEW ZEALAND RETAIL AND HOSPITALITY OUTLETS.

On the site of one of Auckland's first hotels, the building that Hotel DeBrett occupies was constructed in 1925, designed by Wade and Bartley in stripped classic style. In 1959, the building became the now well-known Hotel DeBrett, adding a level of detail and luxury never seen before in the country's accommodation and venue market. More recently it was extensively renovated in 2008.

Shortland Management, who redeveloped the building, had a clear plan to ensure the building's success as a hotel and retail destination.

"The key elements required to curate a successful boutique retail destination included creating a vibrant environment around an anchor tenant. With this in place the focus moved to attracting an appropriate tenant mix, understanding their businesses and providing attentive follow up and management. We worked together with tenants we identified as having strong brands, to help create spaces with appealing design elements and quality finishes. All this takes money and requires flexibility."

The other important element of the development was its prime location within the High Street District and the commitment that the owners had towards making a positive contribution towards the area.

"We saw High Street as an authentic boutique shopping destination with soul in the heart of Auckland. Not only do the buildings have character, but the area is filled with characters as well, which creates a community in the centre of the city. High Street is not driven by large scale development nor dominated by cars. As Auckland's waterfront sector continues to go from strength to strength, the city centre is becoming connected to create an excellent visitor experience. This benefits retail, hospitality and accommodation providers. With a large number of international and local tourists passing through and more residents living in the city, people are beginning to rediscover Auckland's vitality." (John Courtney & Michelle Deery – Hotel DeBrett)

This has resulted in a tenancy mix that distinctly says "New Zealand", with its mixture of New Zealand fashion labels, including Crane Brothers, Ruby, Barkers, Pearl, Megs and 3 Wise Men, as well as hospitality tenancies Kapiti and Grassy Knoll café, that makes a positive contribution to the City.

" WE SAW HIGH STREET AS AN AUTHENTIC BOUTIQUE SHOPPING DESTINATION WITH SOUL IN THE HEART OF AUCKLAND. NOT ONLY DO THE BUILDINGS HAVE CHARACTER, BUT THE AREA IS FILLED WITH CHARACTERS AS WELL, WHICH CREATES A COMMUNITY IN THE CENTRE OF THE CITY. "

JOHN COURTNEY & MICHELLE DEERY - HOTEL DEBRETT





5.2 ATTRACTIONS & EVENTS



THE VALUE THAT HOLDING EVENTS AND HAVING EXCELLENT, WORLD-CLASS ATTRACTIONS ADD TO A CITY'S ECONOMY HAS BEEN WELL DOCUMENTED AND IS SIGNIFICANT. THE IMPACT ON AUCKLAND'S CITY CENTRE IS NO DIFFERENT.

The city centre is already a vibrant visitor destination full of festivals, performances, events and attractions that contribute to its role as a regional and national destination. The importance of events is supported by a number of agencies operating in the city centre, including Auckland Tourism, Events & Economic Development (ATEED), Auckland Council, Waterfront Auckland, Heart of the City and K' Road Business Association, who regularly implement and sponsor a wide range of events that extend and leverage benefits to city centre retailers.

There are a number of events supporting the key retail sectors held across the calendar year including Fashion in the BIG little City (March), Auckland Restaurant Month (August), Art Week (November), and Christmas. These are set to continue to grow, as well as unique precinct-specific events including First Thursdays in K' Road, which has successfully promoted its unique offering.

There is opportunity to enhance the city's unique point of difference, by expanding the breadth and depth of these and other similar events. This will help build the city centre's reputation as a destination for events that both enliven and

support its retail environment, in addition to bringing direct benefit to retailers.

While most events bring a number of direct benefits to specific retailers, it is vital that the right events are encouraged to take place in the right place. A key priority for this action plan will be to work in partnership with the relevant agencies to realise this.

ACTIONS

To foster attractions and events we need to:

- » continue to support, grow and implement events in the city centre that support the retail sector and bring retailing to the fore as a significant contributor to the local economy
- » continue to work with selected event organisers to identify ways in which retailers can leverage and benefit from city centre events
- » develop a set of guidelines that identify the right type of events for the city centre and the right place for these to occur to ensure they support the retail sector, including an assessment for each retail precinct
- » continue to identify gaps and industry sectors that need support at different times of the year.



DELIVERING A
GREAT CITY CENTRE
RETAIL EXPERIENCE

CASE
STUDY



'FASHION IN THE BIG LITTLE CITY' IS A NEW ANNUAL EVENT HELD IN THE CITY CENTRE TO CELEBRATE AND PROMOTE THE NEW SEASON'S FASHION TO THE LOCAL MARKET. IT BRINGS THE CITY'S FASHION RETAILERS AND BUSINESSES TOGETHER TO COLLABORATE IN A CELEBRATION OF FASHION WITH EVENTS, ACTIVITIES, RETAIL OFFERS AND PROMOTIONS TO ENCOURAGE SHOPPERS INTO THE CENTRAL CITY TO SHOP.

The results for the first year's event saw the overall spend on apparel on the day of the event for the retailers who participated in the promotion up 20 per cent compared to an average Saturday (based on a 12 month average). Across the week of the New Zealand Fashion Festival (including the BIG little City retail event on 3 March) spending with retailers who participated in the event was up 53 per cent against an average weekly spend.

'Fashion in the BIG little City' is planned to become a regular feature on the city centre's event calendar, adding vitality to the market and a great retail experience for shoppers.

www.biglittlecit.co.nz

The inaugural event held in 2012 ran in partnership with New Zealand Fashion Festival – a week of ticketed public fashion shows in Shed 10 on Queen's Wharf.

'Fashion in the BIG little City' saw specific events in some of the city's fashion precincts, including the High Street District and Britomart, and had more than 100 retailers participating. Events offered experiences for shoppers, which included in-store promotions and launches of new ranges.

Events like this showcase the breadth and diversity of the City Centre's retail offering, by promoting individual retailers and the precincts, in a way that can capture new shoppers.

5.3 MARKETING & PROMOTION



TO GROW THE SUCCESS OF THE CITY CENTRE, IT IS VITAL TO CONTINUE TO PROMOTE AND MARKET THE UNIQUE PROPOSITION AND ADVANTAGES OF THE CITY CENTRE AS A RETAIL DESTINATION WITH ITS DIVERSE PRODUCT OFFERING.

There are a number of initiatives already underway showing demonstrable results in supporting and growing the retail sector in the City. This includes the BIG little City destination marketing programme, with a \$3 million investment in marketing and events throughout the year, precinct-specific promotion, and the ATEED domestic marketing campaign which includes retail as a feature of the Auckland experience.

There are opportunities to expand and improve in this area, in particular the perceptions of access and parking, and the ever-expanding products and attractions. By continuing to market and promote the city centre and its various precincts, we should continue to see an increase in visitation and spend, and improve the perceptions and motivations to visit.

ACTIONS

To successfully market and promote the city centre we need to:

- » brand and market the city centre's retail offer through the broader Destination Marketing Campaign for the city centre (currently BIG little City):

- » continue to develop initiatives that are highly visible and promote the diversity of the city centre retail product in partnership with retailers
- » strengthen the retail precincts by further promoting them under the BIG little City umbrella
- » encourage city centre Retailers to get involved in BIG little City events and activations – creating a sense of 'cohesion'

- » hold regular forums with all agencies responsible for promoting and marketing the city centre to ensure coordination and advancing planning, as well as integration with relevant campaigns
- » develop long-life campaigns and promotions aimed at changing perceptions of parking and public transport and increasing retail visitation to the city centre. BIG little City and other agencies to leverage off and integrate with these offers in order to amplify the messaging
- » initiate regular forums between key hospitality and tourism providers (e.g. hotel concierges and iSites)
- » identify ways in which the BIG little City Guides programme can be enhanced
- » identify ways in which people working in an operational capacity in the city centre (such as parking wardens) become 'City Ambassadors' and promote what the centre has to offer
- » investigate how the retail precincts can be promoted through the way-finding signage network in the city centre.



BIG LITTLE CITY, THE \$1 MILLION 'INTEGRATED DESTINATION' MARKETING CAMPAIGN FOR THE CITY CENTRE, BEGAN IN 2008 AND HAS CONTINUED TO EVOLVE IN RECENT YEARS. THE CAMPAIGN RECOGNISES THE JUXTAPOSITION OF AUCKLAND'S CITY CENTRE, WHICH OFFERS A BROAD URBAN INTERNATIONAL CITY EXPERIENCE IN NEW ZEALAND WHILE STILL BEING A SMALL AND FRIENDLY PLACE TO VISIT.

The campaign runs year-round, with activity focused over the winter months of June to September, key events across the year and 'day to day' promotions. Ensuring the latest news for the central city is always communicated and building a relationship with those interested in urban experiences is critical to the overall campaign's success, as well as raising awareness of the city's great and changing product.

Heart of the City works in partnership with Auckland Council and private sector partners who invest in the BIG little City destination marketing campaign annually. This approach collectively raises half of the campaign spend, demonstrating the value of working in partnership.

BIG little City as a brand seeks to position Auckland's city centre as what it inherently is: a vibrant, dynamic and exciting place to visit, with lots happening all the time. The campaign is developed around the idea of 'urban journeys', which encourage people to visit for more than one experience, i.e. 'come in and grab a bite to eat, see a show, take in a bit of shopping, and share a drink with friends', to expand the amount of time and spend per person, per visit.

BIG little City promotes key visitation drivers which is known to bring people into the city centre, i.e. dining, shopping, nightlife and arts and culture, and focuses over need periods, such as the slower trading months of winter, to boost the city businesses economy. Using a suite of digital channels to their best advantage has been key to the campaign's success, including a hard-working website which has enjoyed significant increases in visitors each year, now up to 587,000 visits, and Facebook,

which has nearly 27,000 'Likes' as at October 2012 – getting some real reach to the existing and potential customers of the city centre.

The 2012 winter campaign ran for 12 weeks across TV, print and digital channels as well as online and via social media. It also included a tactical offer '48-Hour City' providing an opportunity for individual retailers to be profiled through special offers. It gained considerable momentum, reaching 6.2 million people via Facebook and delivering excellent conversion with over 20,000 people 'claiming' offers on Facebook and conversion in store, of between 5 and 50 per cent – a great way to bring more business to the city's retailers. The overall result for the 2012 winter campaign saw an increase in spending +16.7 per cent for participants and partners involved, and an increase of 1.9 per cent for the rest of businesses residing within the Heart of the City boundary – over the same 12 weeks the prior year.

While digital is a critical element of the campaign, one of the most popular elements of the campaign is the BIG little City maps for visitors. Over 100,000 are printed annually, promoting the different precincts, attractions and retail and hospitality venues. Maps are distributed through central city i-Sites, accommodation, hospitality and retailers and the BIG little City guides.

The overall approach to the campaign is to try and create something memorable and quirky, which reflects the diverse and unique proposition that the city centre has to offer.

www.biglittlecity.co.nz





5.4 REGULATORY FRAMEWORK

THE AUCKLAND PLAN PROVIDES THE OVERARCHING 30 YEAR STRATEGIC FRAMEWORK FOR THE GROWTH AND DEVELOPMENT OF THE AUCKLAND REGION. THE CITY CENTRE MASTERPLAN OUTLINES A 20-YEAR VISION FOR THE FUTURE DEVELOPMENT OF THE CITY CENTRE THROUGH KEY TRANSFORMATIONAL MOVES AND PRIORITISATION OF PROJECTS. BOTH DOCUMENTS SEEK TO MAKE AUCKLAND THE WORLD'S MOST LIVEABLE CITY.

Specifically, the Auckland Plan sets out the aim of creating a quality compact city which is supported by a successful city centre and a strong centres-based approach to future development. As Auckland grows, this approach will help enable the sustainable development of the city centre and greater integration with the transport networks that support it.

The new Auckland Unitary Plan will support these two strategic documents, and will guide future development activity. Some of the key development issues in the city centre relate to the management of existing retail areas and their potential expansion, and the quality of the physical environment. There is a need to manage the location of retail so that the primacy of the core retail area in and around Queen Street is retained. Further, there is a desire to avoid inactive building frontages which can contribute to a lack of cohesiveness and pedestrian engagement with retail streets, resulting in a negative effect on pedestrian flow and retail activity.

The Unitary Plan will contain a city centre section that will specifically address the retail regulations in the city centre and its precincts. It will set out rules regarding the location and scale of retail activities, and policy guidance supporting the ongoing vitality and amenity of the core retail area.

The Unitary Plan will also contain design guidance to ensure that shop fronts and verandas have greater consistency and design quality, and that key retail-facing streets and lanes are active and provide interest for pedestrians.

Other aspects of the regulatory framework include bylaws governing the environment in the city centre. This includes signage, verandas and street trading. It is vital to ensure that these are adequately managed or enforced, to ensure that the attractiveness of the centre is maintained and improved.

Overall, while regulation is critical to achieve a well-functioning city centre that looks good, it is vital that the Unitary Plan and other regulatory documents are business-friendly.

ACTIONS

To ensure there is a supportive regulatory framework we need to:

- » ensure the Unitary Plan enables the vision for city centre retail, promotes the right kind of retail in the right place, and ensures the vitality and amenity of existing retail space
- » under the Unitary Plan, restrict main activities on key retail streets to retail, services and food and beverage to contribute to the vitality of the overall retail environment
- » actively promote high-quality design (buildings, shop fronts and verandas) in the city centre, through design regulations, guidelines and bylaws
- » actively enforce existing bylaws and regulations, especially for signage, veranda, building and street trading infringements
- » investigate the feasibility of a signage audit project as a priority for immediate implementation.



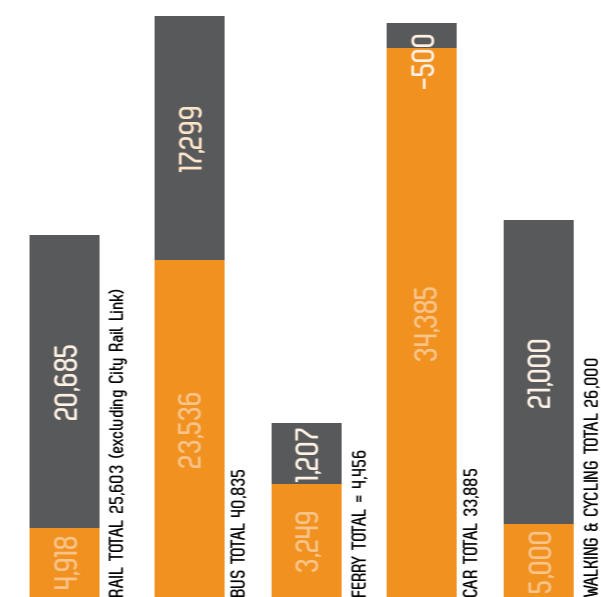


EXCELLENT ACCESSIBILITY TO AND WITHIN THE CITY CENTRE IS VITAL TO THE SHOPPING EXPERIENCE FOR VISITORS TO THE CENTRE.

A fundamental requirement for any successful shopping centre is for shoppers to be able to easily access and move about the centre via a range of transport modes, including walking, cycling and public transport. To achieve this, the centre needs to be permeable and easily navigated, with a range of functional routes that link the main activity areas.

The city centre is the region's major transport hub, with the centre's road, rail and ferry connections making it a highly accessible location. This is evidenced by peak time public transport, which has been steadily growing over the last decade and is projected to increase further by 2041 (see Figure 1)

Figure 1: City centre transport trips by mode



TRIPS TO THE CITY CENTRE BY MODE (AM PEAK PERIOD 2010 AND 2041 PROJECTION)

The opportunity for businesses to provide universal accessibility to their premises in order to improve their customers' ability to get to, connect with and enjoy their business is also vital. This allows businesses and retailers to provide for the 20 per cent of the population that lives with a disability and also the elderly, who may have mobility impairments. This is important given the ageing consumer market – including the diverse international tourist market.

A number of ongoing and future proposals seek to enhance the city centre's role as Auckland's most significant centre of activity. The city centre Masterplan outlines a coordinated approach to improving access to and within the city centre across all modes, and the Regional Land Transport Programme provides detail of further network-wide improvements that support the city centre as the major transport hub of the region.

Key access projects for the city centre include:

- The City Rail Link (CRL) will play a major role in reducing traffic congestion and will triple the capacity of the rail network. It will also provide a considerable opportunity for retail growth and development for the city centre. The CRL is forecast to cost \$2.86 billion and will create greater connectivity to the city centre and reduce travel times, improving its attractiveness and as well as providing a number of redevelopment opportunities.
- A further \$534 million is currently budgeted to support the electrification of the rail network, which will include a new fleet of modern trains and station upgrades.
- International links will also be improved with a new cruise ship terminal budgeted in the current long-term plan (approximately \$21 million). This will be an essential piece of infrastructure that will help boost Auckland's tourism industry and visitation to the city centre.

Excellent accessibility also needs to consider an approach to car parking that encourages visitation to the city centre.

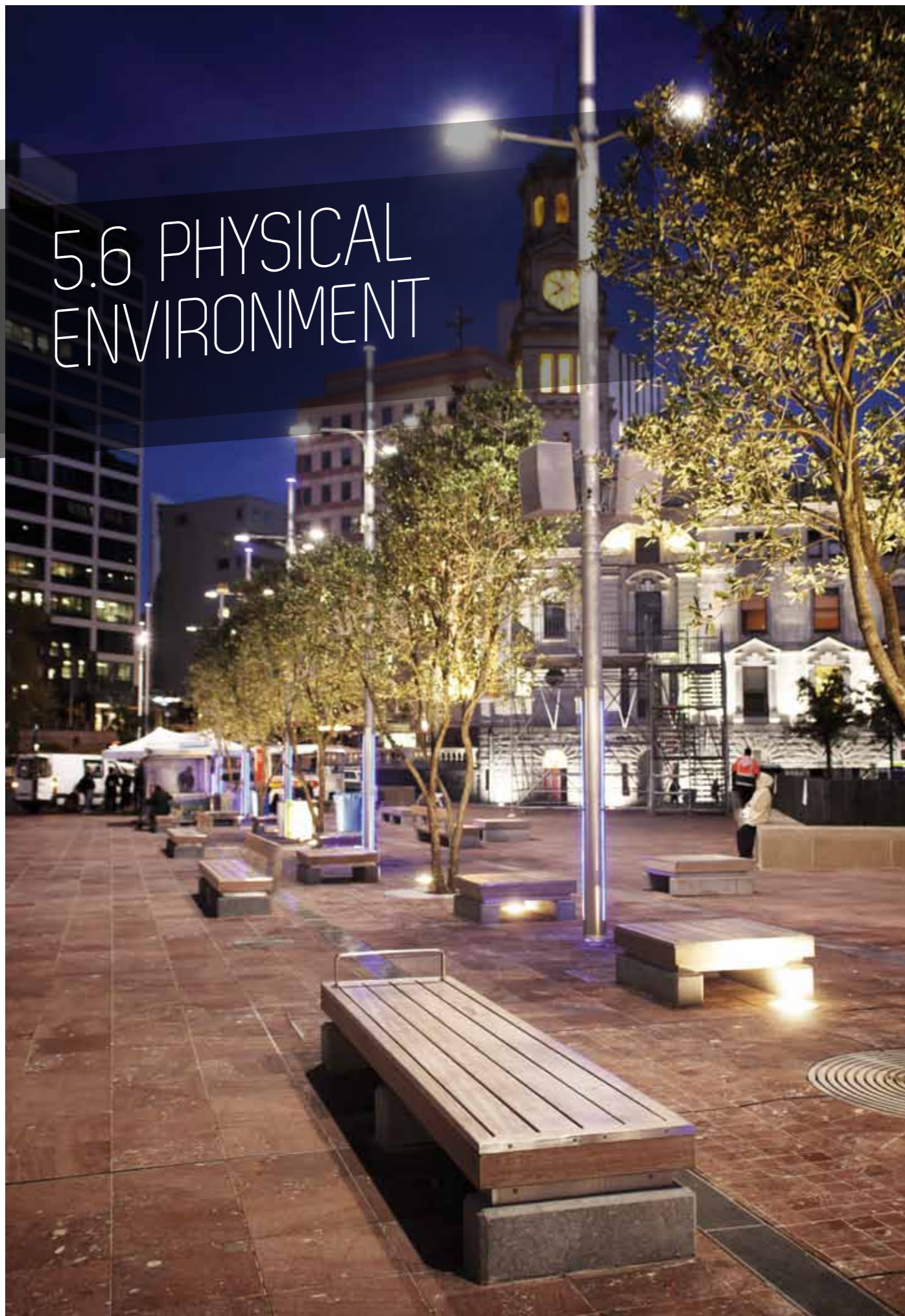
A demand based approach to managing both on street and off street car parking in the city centre has recently been implemented by Auckland Transport, which should demonstrably improve the perception of access and availability of parking, as well as provide more convenient access for shoppers.

ACTIONS

To promote better access to and within the city centre we need to:

- » ensure that transport improvements and policies related to the city centre provide benefits to retail and improve access for those who visit, live and work in the city centre
- » investigate ways of improving the quality and capacity of public transport services into the city centre, in conjunction with the development of the Auckland Regional Public Transport Plan
- » ensure there is a greater supply of short-stay parking in the city centre and work with parking building owners (both the council and private operators) to improve the effectiveness and attractiveness of existing parking operations
- » continue to promote to city centre retailers the benefit of improving their own accessibility by engaging with programmes such as 'Be. Accessible'
- » encourage better pedestrian access around the city centre through the implementation of public space upgrades identified in the city centre Masterplan.

5.6 PHYSICAL ENVIRONMENT



THE CITY CENTRE HAS SIGNIFICANT HERITAGE APPEAL AND A UNIQUE WATERFRONT LOCATION. THIS SPECIAL ENVIRONMENT WILL CONTINUE TO BE ENHANCED THROUGH A PROGRAMME OF INITIATIVES AIMED AT IMPROVING PEDESTRIAN CIRCULATION AND ATTRACTING FURTHER RETAIL INVESTMENT.

Since 2004, nearly \$164 million has been invested into the city centre to transform the public realm (streets and open spaces) to ensure it is high quality and world class. The council is now committing a further \$130 million to improve public spaces over the next ten years.

Such investment has resulted in a network of distinctive places, encouraging more people to visit and providing new opportunities for retail and other private sector investments. Most importantly, this investment has contributed to the city centre becoming a more attractive and successful retail environment.

The ongoing programme of street and open space upgrades will continue to have a dramatic positive impact on the retail landscape. It may also help to unlock areas of unrealised potential (such as the Western side of Queen Street), developing a unique ambiance and point of difference from other retail destinations in Auckland. Ongoing management of the public realm is key to ensure the city centre remains inviting, as a clean, safe and attractive environment.

ACTIONS

To continue to improve the physical environment we need to:

- » implement the next phase of the city centre physical transformation over the current 10-year long-term plan period (particularly focused on improvements to streetscape and infrastructure). Within these transformation areas, work with existing retailers to achieve better integration between retail premises and the street environment through active frontages and high-quality displays
- » consider the adjacent built form and business mix in project briefs for city centre area upgrades, and identify opportunities and issues for further enhancement of the retail environment (especially where there are opportunities for council-owned property)
- » investigate the use of regulatory tools to provide for well-serviced public toilets in private developments adjacent to public spaces
- » support the provision of more public art throughout the city centre, including through all infrastructure upgrade projects.



KNOWING THAT BEAUTIFUL, ATTRACTIVE PLACES ARE GOOD FOR BUSINESS, CONSIDERABLE INVESTMENT HAS BEEN MADE INTO A PROGRAMME OF STREET UPGRADES TO TRANSFORM THE CITY CENTRE.

So far the upgrades have returned demonstrable results for adjacent business, encouraged further private sector investment and attracted more people into the area.

A formal evaluation undertaken by Auckland Council of one of the upgraded areas, Fort Street Stage 1, has shown the benefit that this level of investment can bring to a city. The evaluation found that in the area upgraded:

- » visitor numbers increased by over 50 per cent during peak hours
- » spending in the area increased year on year – in 2012, spending increased by 22 per cent on the previous year
- » the area is now catering for increased outdoor dining, bringing hospitality out into the streets, and giving greater visibility to the businesses in the area
- » 75 per cent of property owners in the area reported that it was valuable owning property near or adjacent to an upgraded space
- » new retail and hospitality offerings opened in the area during or immediately after the upgrade was completed.

Nestled among the Fort Street shared space and Queen Street is the award-winning Imperial Building – this redevelopment is a great example of how the private sector has responded to investment in the public space, and how this can add vitality and growth to the city's retail sector.

The makeover of these once disused heritage buildings, including two picture theatres that were hidden from public view for half a century, have now been opened up to offer top quality hospitality offerings, as well as new spaces that will provide for unique retail and other business tenancies in the future.

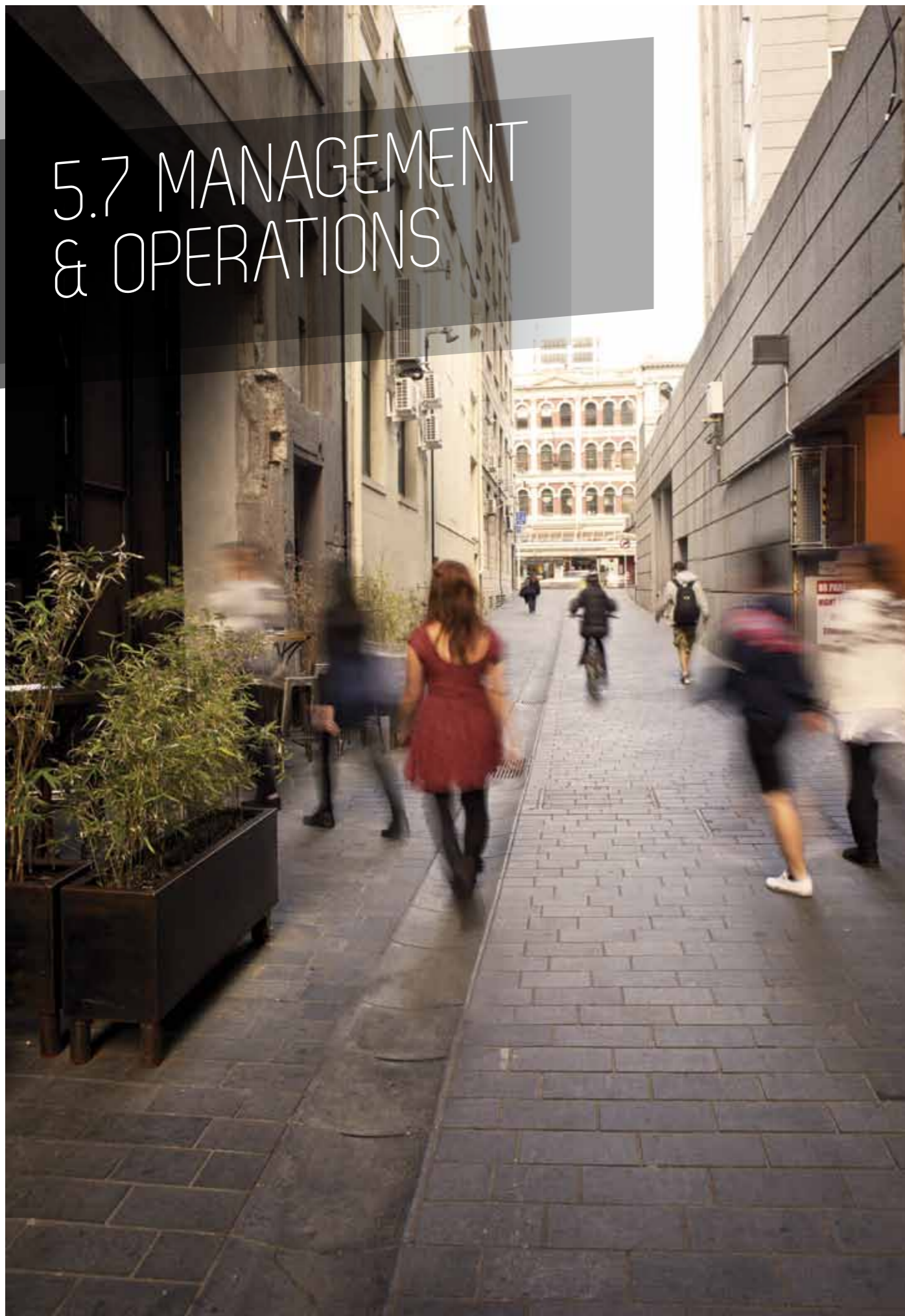
The new development sits within the same building where Michael Hill, Louis Vuitton and Gucci retail stores are located on Queen Street, who moved into the tenancies after the successful completion of the Queen Street upgrade in 2008.

Phillimore Properties, responsible for the Imperial Building redevelopment, directly attribute Auckland Council's investment into the Fort Lane shared spaces upgrade (where pedestrians and motorists share newly-paved roadways) as the main trigger for their investment in the area.

“ THE AREA IS NOW CATERING FOR INCREASED OUTDOOR DINING, BRINGING HOSPITALITY OUT INTO THE STREETS, AND GIVING GREATER VISIBILITY TO THE BUSINESSES IN THE AREA. ”



5.7 MANAGEMENT & OPERATIONS



A SUCCESSFUL CITY CENTRE THAT IS AN ATTRACTIVE AND POPULAR DESTINATION IS ONE THAT FEELS SAFE, CLEAN AND WELCOMING 24/7.

While there are number of 'business as usual' activities and initiatives already underway that should see some improvement to the perception of the city centre (such as the City Watch Security Programme and the Mayoral Task Force on Alcohol and Safety), there are a number of other opportunities for improvement.

These include finding ways to reduce the impact that major events, construction and other activities have on the retail environment. This would have a positive impact on the visitation to and spend in the city centre, as well as providing for both retailers and customers, and achieving consistency in the way in which retail is carried out in the centre.

ACTIONS

To further enhance the management and operations of the city centre we need to:

- » ensure that the current cleaning service levels in place for the city centre are maintained and improved where necessary
- » review the response times to damaged assets in the public realm, matched to the level of capital investment and the overall aspirations for the city centre

» ensure that waste management practices in the city centre support, and not conflict with, the perception of the city centre Retail Environment (considered through the Regional Waste Management Policy)

» ensure consistent operations in the street to reduce impact to the retail environment and businesses (i.e. develop agreements with Auckland Transport requiring key public sector contractors and private operators work in a specific way in key retail areas)

» support initiatives to reduce anti-social behaviour in the city streets (i.e. to implement key actions under the Mayoral Task Force on Alcohol and Safety)

» review trading hours to achieve greater consistency, including regular surveys to understand where improvement is needed.



THE PROGRESS OF THE AUCKLAND CITY CENTRE RETAIL ACTION PLAN WILL BE REPORTED ANNUALLY, AND WILL INCLUDE A HEALTH CHECK THAT WILL EVALUATE THE PERFORMANCE OF THE CITY CENTRE USING THE INDICATORS OUTLINED BELOW.

In order to successfully carry out the city centre health check, a number of monitoring initiatives will be implemented, including:

- » City Centre Quarterly Performance Reports
- » Annual Retail Monitor
- » Annual Perceptions Survey
- » Real Time Pedestrian Count Programme.

Performance indicator	Measure	Source	Frequency
Pedestrian counts	Weekend pedestrian counts increase over time Overall general pedestrian counts increase over time	HOTCity	Quarterly
Spending	Continued growth of marketshare versus other key shopping centres (year on year)	BNZ Marketview	Quarterly
Vacancy rates	Maintain overall vacancy rate under 5 per cent (also drill down to vacancies in 'prime' Queen Street/High Street/Britomart/Fort/Elliott)	CBRE Retail Monitor	Annual (also recorded quarterly)
Perception survey	Shopping as a reason to visit the city improves over time	CCMP council perceptions survey/BLC perception survey	Bi-annual
Prime rents	Increasing rents show a sign of increased market activity and demand for retail space. Also highlight any constraints to supply.	CBRE Retail Monitor	Annual (also recorded quarterly)
Retail Mix	Mix and diversity of each precinct. Track against ideal retail mix by precinct, as defined by the relevant precinct retail guidelines (if developed).	CBRE Retail Monitor	Annual



ONE OF THE WAYS IN WHICH CITIES MEASURE RETAIL HEALTH AND PERFORMANCE IS BY MONITORING PEDESTRIAN COUNTS.

With only annual counts to go on, it was felt that more regular and analysable data would be of great benefit to understanding the city centre's overall performance. In response, in early 2012, a real time pedestrian counting system was installed.

Currently located at four sites, and with plans to expand, the system monitors how many people pass the sites, across a 24/7 period. At a basic level, the information is used to identify daily, weekly and monthly trends, where there are peaks and troughs across the day, and the difference between weekday and weekend activity.

The system can also be interrogated more rigorously to see what happens to pedestrian activity when there are events and activities happening in the city. One of the main uses of this type of monitoring is to evaluate impact and to assist in future planning, including assisting businesses as to how they can respond to major events in the future (to support decisions on opening times and staff rostering).



SUMMARY OF ACTIONS

THIS ACTION PLAN HAS A FIVE-YEAR TIMEFRAME, AFTER WHICH A FORMAL REVIEW AND REPLACEMENT PLAN SHOULD BE UNDERTAKEN. ALL OF THE ACTIONS OUTLINED ARE PHASED ACCORDING TO THE FOLLOWING TIMEFRAMES:

» **ONGOING** – Business as usual

» **IMMEDIATE** – Next 12 months

» **SHORT TERM** – 1 to 2 years

» **MEDIUM TERM** – 2 to 5 years

» **LONG TERM** – 5 years +

The following table provides further details regarding the implementation of the actions, including who are the responsible organisations.

PRIORITY AREA	ACTION (AND RELEVANT DETAILS)	PRIORITY (HIGH, MEDIUM OR LOW)	TIMEFRAME	LEAD	PARTNERS/STAKEHOLDERS
RETAIL MIX	<ul style="list-style-type: none"> » Develop a set of guidelines for the city centre, with a focus on key streets and precincts to guide the future development and investment in the area with respect to tenancy mix, public and private development or improvement opportunities, and business attraction to increase occupancy and introduce a successful and thriving retail mix: <ul style="list-style-type: none"> » year 1 High Street » year 2 Queen Street. 	H	S-M	HOTCity	Auckland Council Auckland Transport Auckland Council Property Limited (ACPL) Property owners Real estate agent network
	<ul style="list-style-type: none"> » Auckland Council (and CCOs) are exemplar landlords by: <ul style="list-style-type: none"> » implementing tenancy strategies for their properties that will contribute to the overall development objectives for the city centre being met (using the retail plans as a guide); this could consider incentives to attract the right retailers » managing tenancies to demonstrate best practice by developing a standard lease agreement across all council tenancies, to include <ul style="list-style-type: none"> » regular refits » ensure that all signage is permitted/consented/of a high standard » refits/exterior to promote/encourage retail success. 	H	I/ongoing	Auckland Transport Auckland Council	ACPL Waitematā Local Board

PRIORITY AREA	ACTION (AND RELEVANT DETAILS)	PRIORITY (HIGH, MEDIUM OR LOW)	TIMEFRAME	LEAD	PARTNERS/STAKEHOLDERS
	<ul style="list-style-type: none"> » Coordinate opportunities to enhance the quality and the mix of retail and entertainment offerings in the city centre by: <ul style="list-style-type: none"> » meeting with significant retailers to understand their plans for retention and expansion » assisting retailers looking to locate in the city centre, who will help Auckland city centre achieve its development objectives. 	H	I/S	HOTCity	HOTCity Auckland Council Real estate firms Private sector property owners
	<ul style="list-style-type: none"> » Develop resources that sell the city centre to potential investors, including accessible information sources to aid foreign investment: <ul style="list-style-type: none"> » retail Prospectus » investigating the best way of providing online collateral development of a stand alone Auckland city centre retail website/promotion tool – web portal » developing communications/PR campaign that sells the benefits of retail/retail investment in the city centre. » Confirming a single point of contact for retail investment enquiries. 	M	S	HOTCity	ATEED Auckland Council KBA
	<ul style="list-style-type: none"> » Facilitate coordinated discussions regarding key development opportunities, and their retail potential, to meet the objectives for city centre retail. 	M	I	Auckland Council / HOTCity	Auckland Transport Private sector
	<ul style="list-style-type: none"> » Investigate ways in which new business can be attracted to the city centre. 	M	I	HOTCity	Private sector Auckland Council
	<ul style="list-style-type: none"> » Establish the Retail Advisory Panel to monitor progress and contribute to overall retail success in the city centre. 	H	I	Auckland Council / HOTCity	Auckland Council Private sector
EVENTS AND ATTRACTIONS	<ul style="list-style-type: none"> » Continue to support, grow and implement the events in the city centre that support the retail sector and bring retailing to the fore, e.g. Fashion Festival, Fashion in the BIG little City, Auckland Restaurant Month, Christmas in the BIG little City. 	H	Ongoing	HOTCity KBA	ATEED Auckland Council Waterfront Auckland Private sector
	<ul style="list-style-type: none"> » Continue to work with selected event organisers to identify ways that retailers can leverage and benefit from city centre events i.e. in store activations, competitions based on spend. 	M	Ongoing	HOTCity	Auckland Council ATEED Private sector

PRIORITY AREA	ACTION (AND RELEVANT DETAILS)	PRIORITY (HIGH, MEDIUM OR LOW)	TIMEFRAME	LEAD	PARTNERS/ STAKEHOLDERS
	» Develop a set of guidelines that identify the right type of events for the city centre and the right place for these to take place to ensure they support the retail sector, including an assessment for each retail precinct.	M	S	HOTCity	Waitematā Local Board ATEED Auckland Council Waterfront Auckland
	» Continue to identify gaps and industry sectors that need support at different times of the year.	M	Ongoing	HOTCity	
MARKETING AND PROMOTION	» Brand and Market the city centre retail offer through the Destination Marketing Campaign for the city centre (currently BIG little City):	H	Ongoing	HOTCity	ATEED Waterfront Auckland KBA
	» continue to develop initiatives in partnership with retailers that are highly visible and promote the diversity of the city centre retail product	M	Ongoing		
	» strengthen the retail precincts by further promoting them under the BIG little City umbrella	M	I		
	» encourage city centre retailers to get involved in BIG little City events and activations – creating a sense of 'cohesion'.	M	Ongoing		
	» Hold regular forums with all agencies responsible for promoting and marketing the city centre to ensure coordination and advancing planning, as well as integration with relevant campaigns.	M	S	HOTCity	Auckland Council Waterfront Auckland ATEED KBA
	» Parking and public transport providers develop long-life campaigns and promotions aimed at changing perceptions and increasing retail visitation to the city centre.	H	Underway	Auckland Transport	Private car park operators HOTCity
	» Initiate regular forums between key hospitality and tourism providers (i.e. hotel concierges and i-Sites).	M	S	HOTCity	ATEED Private sector
	» Identify ways in which the BIG little City Guides programme can be enhanced and can work in partnership with other providers.	M	S	HOTCity	ATEED Waterfront Auckland KBA Private Sector
	» Identify ways in which all people working on the ground in the city centre become 'City Ambassadors' and promote what the centre has to offer.	M	M	HOTCity	Auckland Council Auckland Transport
	» Investigate how the retail precincts can be promoted through the Way-finding Signage network in the city centre.	M	I/S	Auckland Council	HOTCity Waitematā Local Board

PRIORITY AREA	ACTION (AND RELEVANT DETAILS)	PRIORITY (HIGH, MEDIUM OR LOW)	TIMEFRAME	LEAD	PARTNERS/ STAKEHOLDERS
REGULATORY FRAMEWORK	» Ensure that the Unitary Plan enables the vision for city centre retail, promotes the right kind of retail in the right place, and maintains future development potential of existing retail space but grants flexibility and ensures that the market can still prosper.	H	I	Auckland Council	
	» Review existing retail shop front controls in the Unitary Plan (Special Areas section) to restrict ground floor use to retail, and ensure a continuous retail frontage in key streets – including Queen Street, High Street, Lorne Street, Elliott Street and sections of Victoria, Wellesley, Customs, Commerce, Elliot, Shortland streets, and K' Road.	H	I	Auckland Council	
	» Actively promote high quality design (buildings, shop fronts and verandahs) in the city centre, through design regulations, guidelines and bylaws.	H	I	Auckland Council	
	» Actively enforce existing bylaws and regulations especially for signage, veranda, building, and street trading infringements.	M	S	Auckland Council	
	» Investigate the feasibility of a signage project as a priority for implementation.	M	I	Auckland Council HOTCity	
ACCESS	» Ensure that transport improvements and policies related to the city centre provide benefits to retail and improve access for those who live and work in the city centre.	H	Ongoing	Auckland Transport	
	» Investigate ways of improving the quality and capacity of public transport services into the city centre.	H	Ongoing	Auckland Transport	
	» Ensure there is a greater supply of short stay parking in the city centre and work with parking building owners (both council and private operators) to improve the effectiveness and attractiveness of existing parking operations.	M	Ongoing	Auckland Transport	Private carpark operators HOTCity
	» Continue to promote to city centre retailers the benefit of improving their own accessibility by engaging with programmes such as 'Be-Accessible'.	M	Ongoing	HOTCity KBA	
	» Encourage better pedestrian access around the city centre through the implementation of public space upgrades identified in the city centre Masterplan.	M	Ongoing	Auckland Council	Auckland Transport

PRIORITY AREA	ACTION (AND RELEVANT DETAILS)	PRIORITY (HIGH, MEDIUM OR LOW)	TIMEFRAME	LEAD	PARTNERS/ STAKEHOLDERS
PHYSICAL ENVIRONMENT	» Implement the next phase of city centre physical transformation over the current 10-year LTP period: » within transformation areas, work with existing retailers to achieve better integration between retail premises and the street environment through active frontages and high quality displays.	H	Ongoing	Auckland Council Auckland Transport	HOTCity KBA
	» Ensure that the project scope of city centre upgrade projects consider the adjacent built form and business mix, and identify opportunities and issues for further enhancement of the retail environment (especially where there are opportunities for council-owned property).	H	Ongoing	Auckland Council	HOTCity Property owners KBA
	» Investigate the use of regulatory tools to provide for well-serviced public toilets in private developments adjacent to public spaces.	M	S	Auckland Council	
	» Support the provision of more public art throughout the city centre, including through all infrastructure upgrade projects.	L	M	Auckland Council Auckland Transport	
MANAGEMENT AND OPERATIONS	» Ensure that the current cleaning service levels in place for the city centre are maintained and improved where necessary.	H	Ongoing	Auckland Transport	
	» Review the response times for responding to damaged assets in the public realm and matched to the level of capital investment, and the overall aspirations for the city centre.	M	S	Auckland Council	Auckland Transport
	» Ensure that waste management practices in the city centre support, and not conflict with, the perception of the city centre retail environment (considered through the regional waste management policy).	H	I/S	Auckland Council	
	» Ensure consistent operations in the street to reduce impact to the retail environment and businesses (e.g. develop agreements with Auckland Transport requiring key public sector contractors and private operators work in a specific way in key retail areas).	M	Ongoing	HOTCity	Auckland Transport
	» Support initiatives to reduce anti-social behaviour in the city streets. » Implement key actions under the Mayoral Task Force on Alcohol and Safety.	H	I	Auckland Council	HOTCity
	» Review trading hours and seek greater consistency, including regular surveys to understand where consistency and improvement is needed.	L	Ongoing	HOTCity	Auckland Council

PRIORITY AREA	ACTION (AND RELEVANT DETAILS)	PRIORITY (HIGH, MEDIUM OR LOW)	TIMEFRAME	LEAD	PARTNERS/ STAKEHOLDERS
MEASURING SUCCESS	» City Centre Quarterly Performance Reports.	M	Ongoing	Auckland Council	
	» Annual Perceptions Survey.	M	Annual	Auckland Council	
	» Annual CBRE Retail Monitor.	M	Annual	HOTCity	Auckland Council
	» Real-Time Pedestrian Count Programme.	H	Underway	HOTCity	Auckland Council
	» Produce Baseline Retail Performance Report.	I	Annual	Auckland Council HOTCity	

Note: the annual plan budget process for the council and others will determine further resource allocations and timings.

PARTNERS



THE PRIVATE SECTOR

