




Good Morning, Ki Ora

- 
- I am going to begin by telling you a little bit about myself, in the context of how this relates to my presentation today
 - I'm going to tell you a little about my journey in Parnell, Auckland and how I have experienced the BID model, especially when it comes to managing bullies and squeaky wheels
 - I'm going to tell you what I love about Town Centres and what I miss about malls
 - I'm also going to talk about recipes
 - Then I am going to close with two case studies of Council Controlled Organisations (CCO's) to demonstrate the outcome of both a positive and a negative relationship with Town Centre Management





*Gooie Morê.....
....many thanks*

*Art, food,
shopping*







Trade Route Mall

A melting pot of cultures

*.... From middle income to
'Black Diamonds'*





Extreme beauty of Africa – Cape Town

Samp & Souffle

- Another thread in the story
- Keen cook
- Pre Masterchef and just the start of Jamie Oliver fame



- Combination of sourcing and collecting ingredients from the source
- Then preparing them with an award winning chef



- Further entrenched by love for cooking and my respect for provenance







*The work of councils
....the world over*



'loadshedding'

" a controlled option to respond to unplanned events to protect the electricity power system from a total blackout "



'throttling'

*" throttle the
supply of water to
reservoirs and
dams,
leaving areas
and malls without
water "*



AzharB @AzharB33 · 22 Jun 2018

Replying to @FaizelPatel143 @JHBWater and 7 others

We report and nothing is done and then they put this... #poorservice

ATTENTION



Hospital Hill reservoir is dropping very fast. Water usage is extremely high at Lenasia South and Fibetown area. We urge the community to use water sparingly and not leave taps running. Report any burst pipes or leaks to 0113755555, customer@jwater.co.za. ^V



Faizel Patel

@FaizelPatel143

Follow

@JHBWater Thousands of litres of water being wasted or spilled from a draining pipe on Cosmos Street in Lenasia South. This water has a bad odour and probably carrying diseases. Please sort this leak out before it affects someone's health if it hasn't already. @CityofJoburgZA



6:19 AM - 15 Jun 2018

3 Retweets 2 Likes



DAM LEVELS STILL CRITICAL

**IF IT'S YELLOW
LET IT MELLOW**



capetown.gov.za/thinkwater

THINK WATER
THINK LESS THAN 87ℓ A DAY

*Art, food,
~~shopping,~~
sailing*

*"Life happens when
you're busy making
plans"*

*Auckland 2013, our
city of sails*

*Waste, water
and what
else?*

**Have
your say**

A little bit about Parnell

To set the scene....



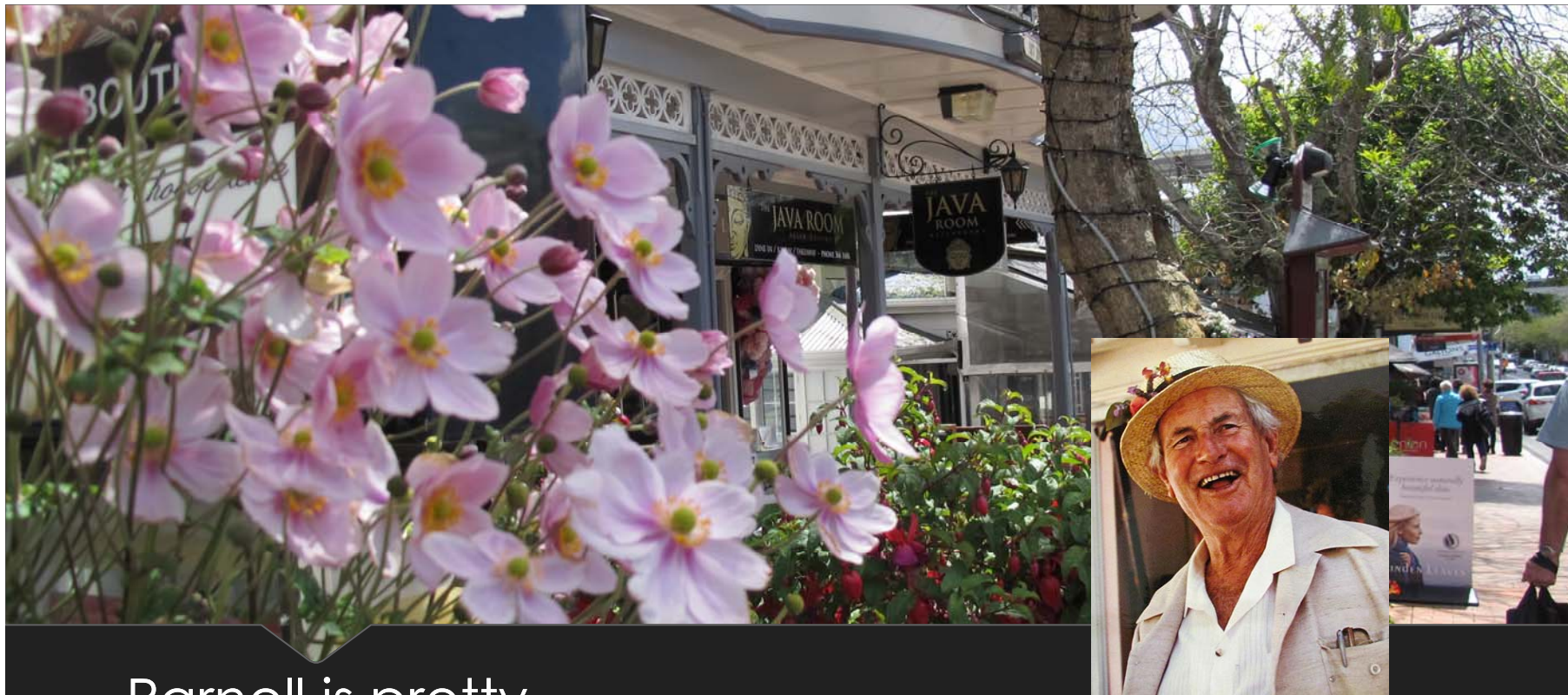
Parnell is Auckland's first suburb



Parnell is pretty







Parnell is pretty.....

It has pretty villas and pretty flowers, pretty quaint stores and is well known as a gallery precinct



Parnell is also pretty.....

well known for the student drinking culture of the 70s, in historic buildings that still stand today



Parnell punk 78-79

David Herkt





It's pretty pretentious

With some of the highest property prices in Auckland and an ageing demographic







It has pretty narrow streets

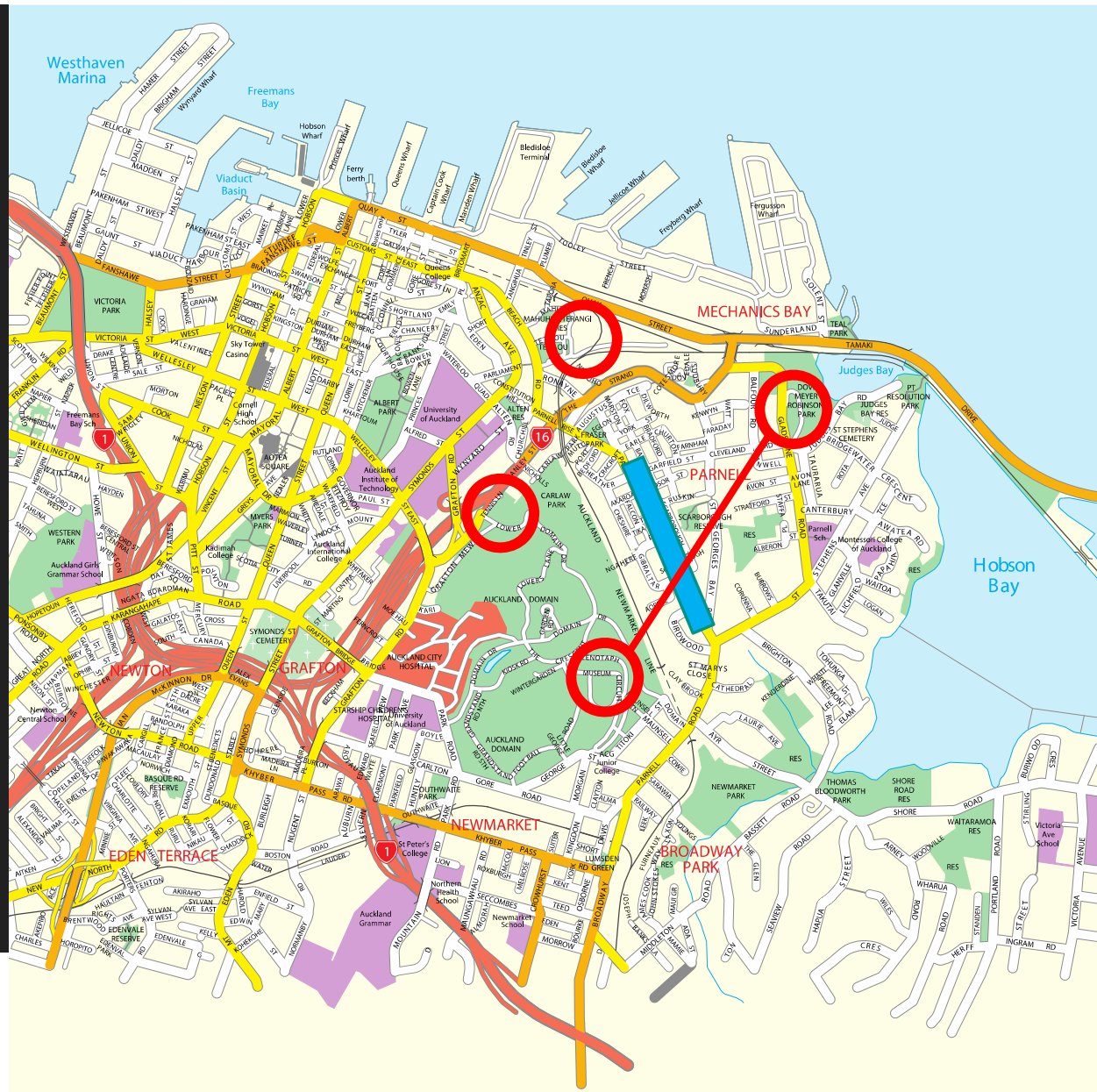
It's pretty strategically located,

between the CBD and Newmarket, and stretches from the Museum to the sea



But pretty
badly
connected to
surrounding
attractions,

with difficult
topography



Topography



Parnell is pretty....

- It's pretty vulnerable to change as it has no anchor stores and no core convenience, so subject to fickle consumer behaviour looking for the latest thing
- In our case, it was pretty important to go from being a 'mainstreet' BID into a precinct, in order to address wider connectivity issues

Knocking on the doors of bullies, naysayers, squeaky wheels and pessimists

- Quickly learned about the BID model and what it provides
- Naivety and fear were my friends

WANT YOUR
VOICE HEARD
IN THE
MEETINGS
THAT COUNT?

WANT REAL
WAYS TO HELP
PREVENT
CRIME?

WANT AN
ACTIVE
NETWORKING
PLATFORM?

ONE **PARNELL** ONE
PRECINCT
VOTE ☒ **YES**



The BID model

....

Getting the vote

- Different model Australia, several overlaps
- You have to outline the area of benefit and have a good reason for doing so
- You have to know who you are talking to – months of walking the streets and collating a database on an excel sheet did this
- You have to have a strategy or plan and get buy in for that - single voice for advocacy plus crime prevention
- You need to demonstrate leverage
- You need clarity on the brand offering
- And then you need to get the vote – very scary, formal process which goes through electoral services

ONE PARNELL ONE

P R E C I N C T

VOTE ☒ YES

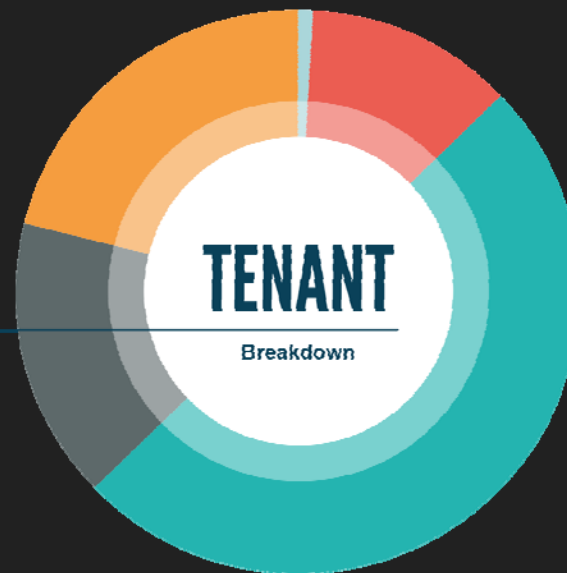
One company one vote?

- Targeted rate levied at the landowner
- How can the sushi store have the same vote as a large landowner?
- Best tool for managing the bullies and the squeaky wheels
- But how do you balance the needs?

31%
Landowners

69%
Tenants

- Membership in numbers 1,217
- Contribution via retail and hospo premises approx. 12%



- 48% commercial business
- 21% professional services
- 19% retail
- 11% hospitality
- 1% community services

Town Centres are like recipes

To make a great meal, you need a balance

Fine, fresh produce (protein)

- Healthy, diverse, prosperous businesses
- Good infrastructure
- Bones of the centre and often the workforce that supports the retail



Carbs for energy

- The glue that holds everything together
- Usually large national retailers that drive the foottraffic
- (often very bland, but start to dictate theme)
- Transport hubs, stations, supermarkets



Accompaniments for colour

- Building the distinct flavor
- Medium size retail and hospitality
- Distinct features, heritage, parks, museums, markets



Herbs and spices

- Small retailers
- A pinch here, a bunch there
- Fresh and flavoursome
- Ethnic or cultural twist





You need the balance to make a great meal!
Guides many of my interactions with large landowners and small
retailers

Parnell is vulnerable,
we have no carbs!

- We will never be a main meal, we'll always be a dessert or a starter



Parnell is vulnerable,
we have no carbs!

- I pretty much think we're
a fancy Pavlova!

*Know who you are and
celebrate that*

Stay authentic!



Threats to Town Centre Retail

- It's happening globally, its happening internationally
- Large Malls (lifestyle centres). Objective that just under half of what is bought is consumed on site
- Newmarket & Commercial Bay will bring 350 retailers (new and established) to the Auckland market
- Tourism strategies in place, welcome centres, hosts, shuttles
- Accessibility to parking (often free) and public transport hubs
- Online shopping and the lack of awareness by bricks and mortar retailers
- Ubiquitous products and copies, masses of consumer choice
- Added compliance, added labour costs
- Multi landowners with different agendas, landowners out of touch re rentals
- Inexperienced retailers, under resourced retailers – business and marketing skills
- Social issues
- Fickle consumers – especially in hospitality
- Managing infrastructure disruption
- Changing demographics

What do I miss about shopping malls?

- Love the diversity of Town Centres, miss the control of the tenant mix
- Don't miss doing 10 Christmases, all the same
- Miss the control over social issues

But some things are the same

- Retailers seem to fall into 2 camps, no matter where they are – 'proactive and positive' or victims
- Both malls and town centres have tactics for 'managing' the bullies and the squeaky wheels

More than managing

- Inspiring
- Coercing
- Enrolling
-is another conversation

The healthy (*or not*) tension between BID's and Council

Two case studies of CCO's (Council Controlled Organisations)

How Business Improvement Districts work

- 48 BID's in Auckland – range from HOT x 6,000 to small town centres
- Retail, industrial, mixed – model works
- 25,000 businesses, \$24billion CV
- Partnership with Council, landowners & businesses vote, targeted rate collected
- Accountability requirements set via a BID policy
- Independence absolutely key – for both parties!
- Only ratepayer address details shared
- Spend our time sleuthing – must find landowner details
- Good CRM is essential
- Our database nearly 10,000
- Residents Association on side, x 800
- Between us we can mobilise several hundred people
- Those in Council who take advantage of this conduit

Auckland Council

- 5 substantive CCO's, a number of legacy non-substantive CCO's and council also own Ports of Auckland.
 - Auckland Tourism and Economic Development (ATEED)
 - Auckland Transport (AT)
 - Panuku Development - works with Auckland Council, other CCOs and local boards towards implementing the Auckland Plan and encouraging economic development
 - Regional Facilities Auckland (RFA) - six divisions – Auckland Art Gallery, Auckland Conventions, Auckland Live, Auckland Stadiums, Auckland Zoo, New Zealand Maritime Museum
 - Watercare

Auckland Transport

- 30-50% of every \$100 of rates goes to transport, only part of story to keep city moving
- Several major projects co funded by government
- Central Auckland outstripped 2035 growth estimate in 2017
- Traffic congestion, inadequate public transport – not easy
- Arrogant bullying tactics, disregard for business
- Growing resentment

'Cars are bad, move to active transport- NOW!'



Engagement vs. consultation

My understanding

- Engagement - a dynamic relational process that facilitates communication, interaction, involvement
- Consultation - a two-way flow of information and opinion exchange

AT definition

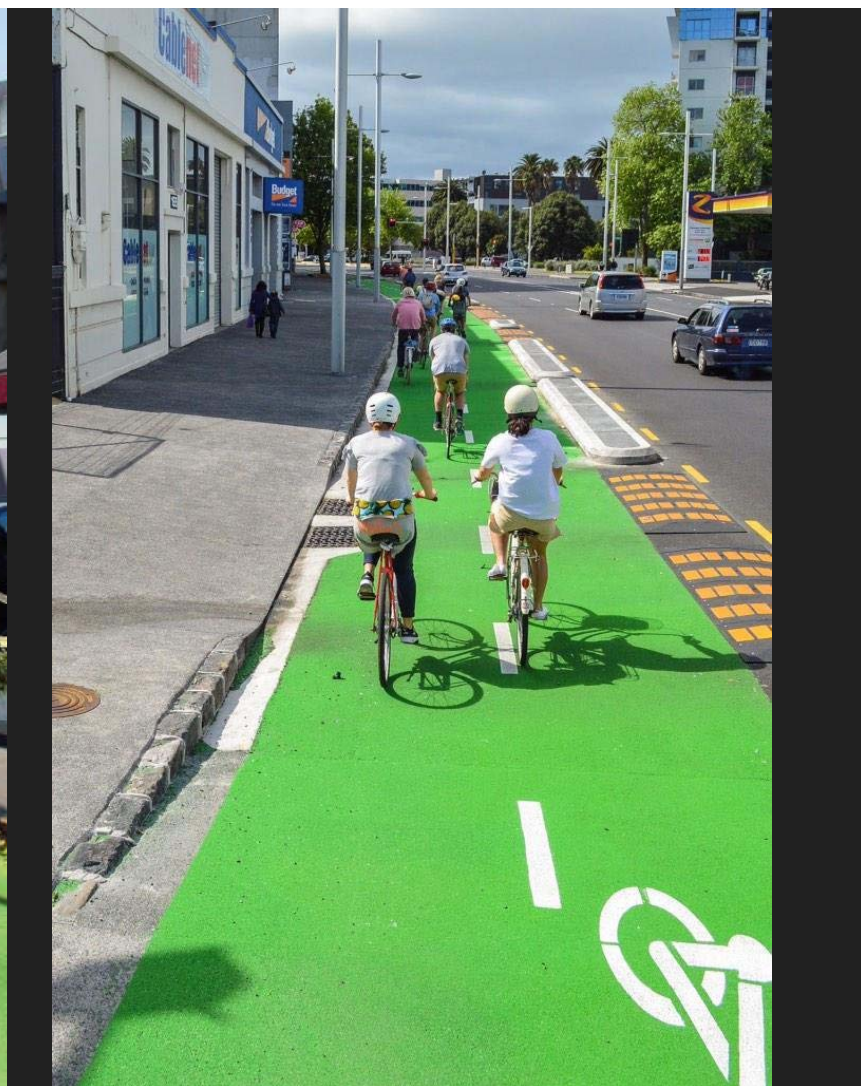
- Engagement is when you ask for feedback
- Consultation is when you tell the public what you are about to do!



Proposed cycleway

Hysterical zealous quest to roll out cycleways

Remove nearly 100 car parks from hotels, school, local business



"You can't laugh, it seems pointless to cry...."

Auckland Transport has just spent months digging up footpaths and adding a dedicated cycleway....

The result is...deeply disappointing



The fiasco in West Lynn: how did Auckland Transport get a shopping village makeover so wrong?



Simon Wilson | Guest writer

The council has been remaking the West Lynn shopping village on Richmond Rd in Grey Lynn, putting in bike lanes, calming the traffic and, they say, enhancing the shopper experience. What, asks Simon Wilson, could possibly go wrong?

You can't laugh. It seems pointless to cry. But Auckland Transport (AT) has just spent a couple of months in the little West Lynn shopping village, digging up Richmond Rd, realigning the footpaths, carparks and pedestrian crossings, moving the bus stops and removing some carparks, adding a dedicated cycle lane on both sides of the street, and the result is... deeply disappointing.

The new contours cause some of the shops to flood every time it rains, so now they have to be protected by sandbags. The new cycle lanes are unsatisfactory. The planting is absurdly poor. The siting of the new bus stops is highly controversial and it's questionable how much the traffic has

"You can't laugh, it seems pointless to cry...."

When it rains the water runs down the slope and into the shops...

(they took away parking to do this)

So, looking at the key project elements and the complaints about them, how bad is it?



THE USELESS AWFUL SLOPE: UNLESS IT'S SANDBAGGED, WATER FLOODS THE SHOPS WHENEVER IT RAINS.

The weird new slope outside Frieda Margolis

There is now a wide slope of asphalt outside the first small block of shops on the north side of the street: the left, as you go up Richmond Rd. Those shops include the Big Sur café and the bar Frieda Margolis. The slope performs no useful function. It's ugly, it can't take tables and chairs because it's a slope, and it hasn't been planted. If you're in the café or bar, you look out and up at a row of cars parallel parked at the top of the slope.

But that's the least of it. When it rains, the water runs down the slope, straight across the narrow channel they hoped would carry the water to a drain, and into the shops. Sandbags are now used to stop the flooding.

King said they know they got it wrong and are going to remake this section of the project. AT has been

"You can't laugh, it seems pointless to cry...."

Cyclists have to run the gauntlet to avoid being knocked down by an opening car door

Northcote Point Billy cafe owner Sarah Stratford told the *Herald* last month her business faced closure less than a year after buying the business because of construction and loss of on-street parking on Queen St.

In the Wellington suburb of Island Bay, residents are threatening legal action in a long-running dispute over a cycleway and its effect on the amount of road space for vehicles and reduced visibility for motorists entering and exiting driveways.

A big lesson for us on this project has been we do need to invest more earlier in working with businesses and local communities

In West Lynn outside Harvest Wholefoods, the city's original organic and natural food supermarket established 35 years go, seven angle car parks have been removed and replaced with four parallel spaces. All up, West Lynn has lost eight car parks to allow for cycling lanes on either side of Richmond Rd.



Garnet Rd Traffic Island Occupation

Auckland Transport are busy wrecking the suburbs of the city's inner west....

on a track to calamity it cannot get itself off

DECEMBER 3, 2017



The extraordinary incompetence of Auckland Transport



Simon Wilson | Guest writer

Auckland Transport is busily wrecking the suburbs of the city's inner west. Simon Wilson takes a good hard look at the plans – and at the protests about those plans.

Just look at what Auckland Transport [has done to the West Lynn shops](#).

- A new bus stop sits right in front of a pedestrian crossing, so that drivers of cars going past a stationary bus can't see the whole crossing and pedestrians wanting to cross can't see if any cars are coming. And if any cars do come, they will have crossed the centre line to get past the bus.
- A new asphalt slope outside one group of shops causes those shops to flood each time it rains.
- Drains on the other side of the road don't work well enough.

.. change an internal culture it says is based on "avoidance and oppositional behaviour"

Disbanding the dedicated walking and cycling unit

The move comes a year after the appointment of a new chief executive, Shane Ellison

NEW ZEALAND

Cycling unit pays price for Auckland Transport dysfunction

2 Nov, 2018 4:24pm

6 minutes to read



The reorganisation is necessary as Auckland Transport's budget is growing and expectations of the organisation are changing, chief executive Shane Ellison says. Photo / Geoff Ambler



By: **Simon Wilson**

Opinion writer of the year - Voyager Media

Awards 2019

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Auckland Transport is axing 84 positions and creating 112 new ones in an attempt to change an internal culture it says is based on "avoidance and oppositional behaviour". The changes include disbanding the dedicated walking and cycling unit.

Total road closure for 3 pedestrian crossings

*"What is utterly staggering is
a single week's warning of
pretty significant work"*

Auckland Transport slammed over lack of consultation for Parnell roadworks

10 Apr, 2019 2:47pm

🕒 3 minutes to read



Parnell Rd will be closed to city-bound traffic for two weeks while raised pedestrians crossings are built.



By: **Bernard Orsman**

Super City reporter, NZ Herald.

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[@BernardOrsman](https://twitter.com/BernardOrsman)



Two business associations are miffed at Auckland Transport for the lack of consultation over closing part of Parnell Rd to build three pedestrians crossings.

"What is utterly staggering is a single week's warning of pretty significant work," said Parnell Business Association general manager Cheryl Adamson.

Total road closure for 3 pedestrian crossings

"They are the most unco-ordinated goliath, that struggles to maintain communications within their own organisation, let alone with key stakeholders, "

Adamson said some retailers, cafes and restaurants are busy over Easter and on Anzac Day, saying a heads up of one week is barely enough time to let businesses and tour buses plan for the changes.

"Recent works in Quay St have already impacted traffic along The Strand and long tailbacks are developing in several rat runs in Parnell as commuters from St Heliers and Mission Bay try to avoid Tamaki Drive or exit along The Strand"," she said.

Knoff-Thomas said he is concerned about the knock-on effect of the road closure on the transport network, saying "the frustration for us is that no one from AT has bothered to pick up the phone or email to give us a heads up so we can work on a communications plan to help mitigate some of the anticipated congestion issues".

He said working with AT was a case of taking two steps forward and three steps back.

"The sheer size of AT means they are the most unco-ordinated goliath that struggles to maintain communications within their own organisation let alone with key stakeholders," Knoff-Thomas said.



..more than 600
locals, most of
them elderly....

Fear of safety from 'hostile'
crowd

Auckland Transport booed for no-show at public meeting on a safety package for St Heliers

16 Apr, 2019 5:00am

🕒 4 minutes to read



An artist's impression of a new raised pedestrian crossing on Tamaki Drive. Source / Auckland Transport.



By: **Bernard Orsman**

Super City reporter, NZ Herald.

bernard.orsman@nzherald.co.nz

[@BernardOrsman](https://twitter.com/BernardOrsman)



Auckland Transport did not front a public meeting about safety improvement in St Heliers last night partly out of fear for the safety of staff.

More than 600 locals, many of them elderly, overflowed from two meeting rooms at the St Heliers Community Centre and booed when they heard AT had turned down an invitation



..more than 600
locals, most of
them elderly....

"It's your job to front up!"

Mayor Phil Goff's message to Auckland Transport: 'You are not a dictatorship'

16 Apr, 2019 4:43pm

3 minutes to read



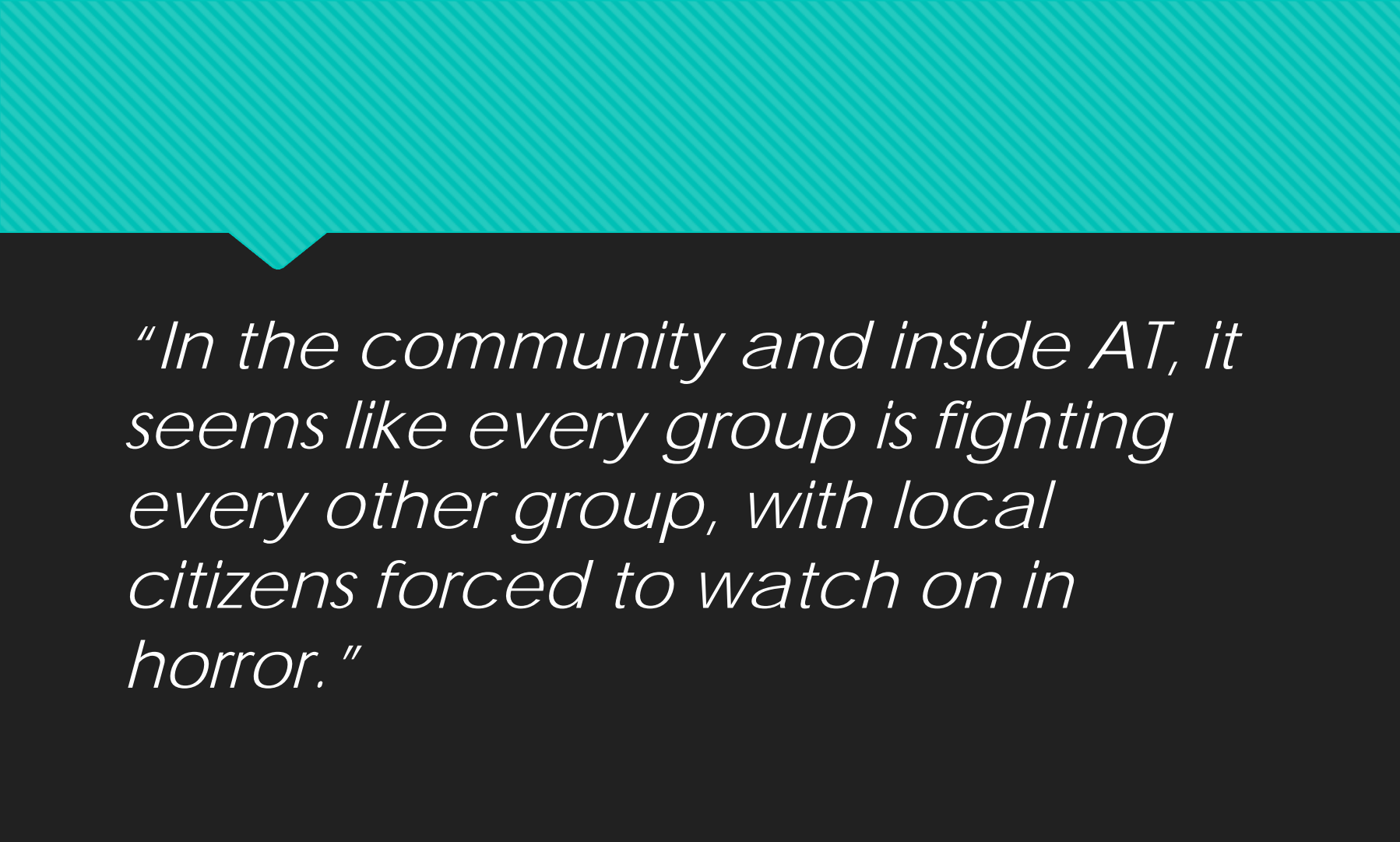
Auckland Mayor Phil Goff has delivered a harsh message to Auckland Transport. Photo / Getty Images

NZ Herald

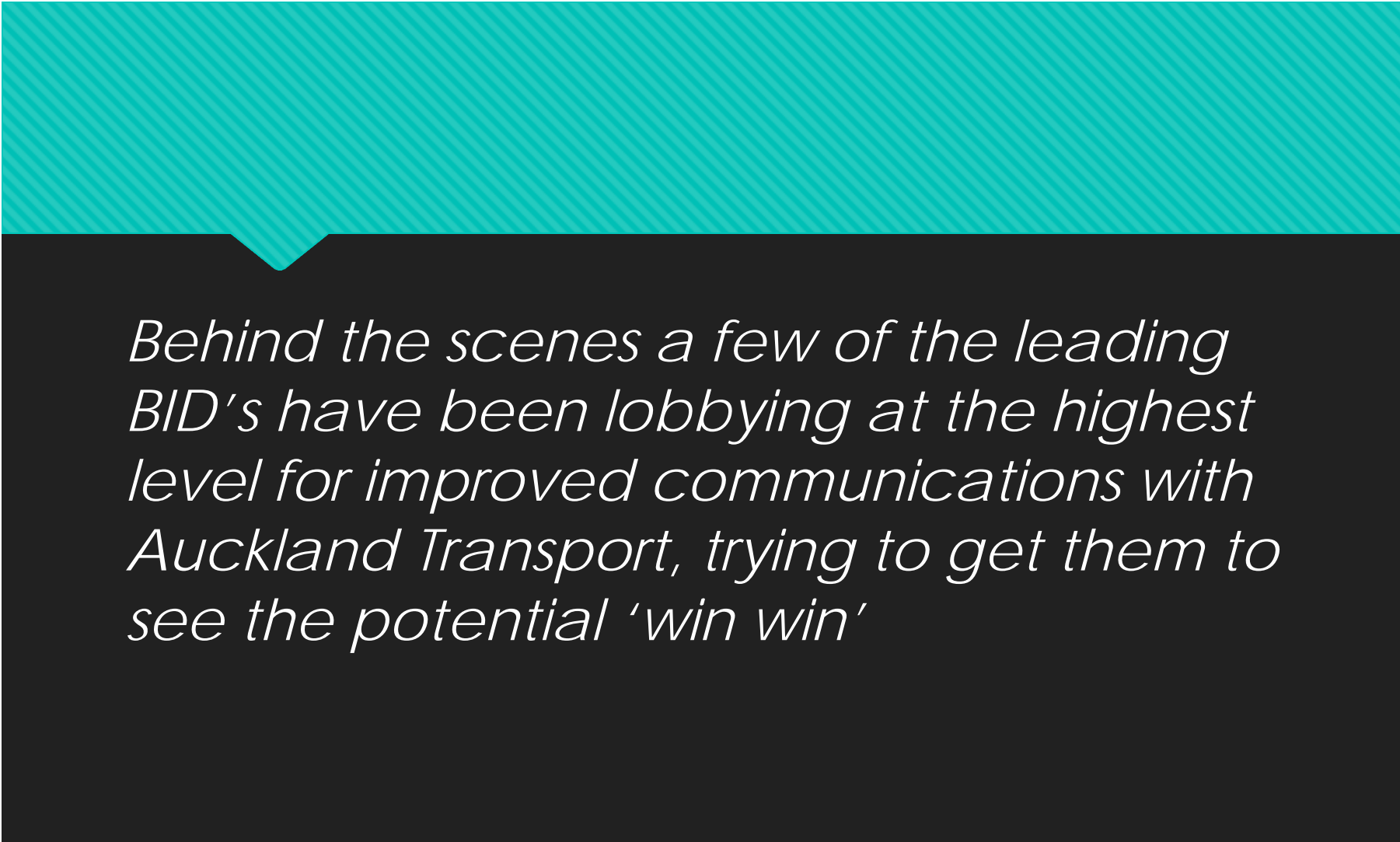


Auckland mayor Phil Goff has torn a strip off Auckland Transport for not fronting up at a public meeting in St Heliers last night, telling them they are not a dictatorship, but accountable to people.

AT chief executive Shane Ellison turned down an invitation to attend the meeting and explain proposed safety improvements for the seaside village, partly out of fear for the



"In the community and inside AT, it seems like every group is fighting every other group, with local citizens forced to watch on in horror."



*Behind the scenes a few of the leading
BID's have been lobbying at the highest
level for improved communications with
Auckland Transport, trying to get them to
see the potential 'win win'*

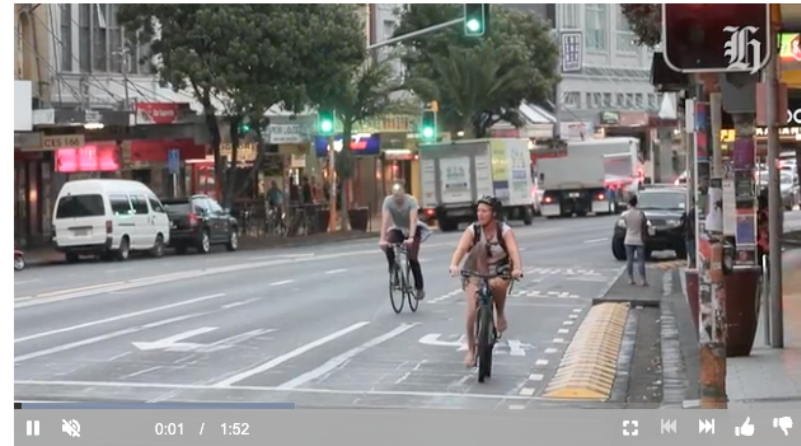
..small business are
on the warpath....

*In the past month, the
Karangahape Road business
Association has withdrawn
support for a \$16 million
streetscape upgrade and
cycleway.....*

Growing revolt against cycleways, bus lanes in Auckland

5 Mar, 2018 5:00am

8 minutes to read



Tart bakery owners are upset at the loss of parking which is making it hard for deliveries and customers.

Credit: Greg Bowker



By: **Bernard Orsman**

Super City reporter, NZ Herald.

bernard.orsman@nzherald.co.nz

[@BernardOrsman](https://twitter.com/BernardOrsman)



Small business owners across Auckland are on the warpath against plans to push out cars for cycleways and buses in local shopping centres.

In the past month, the Karangahape Road Business Association has withdrawn support for a \$16 million cycleway and streetscape upgrade and the Mt Eden Village Business Association has gone ballistic over plans to extend bus stops in the village.

.. new development response approach, "I believe it will be the best Auckland has yet seen."

To minimise disruption the work's being done in sections, there will also be 85 trees, better stormwater drainage, better underground services, safer crossings for pedestrians, new bus stops, ... and more parking in side streets

Hooray for Karangahape Rd but what about Queen St?

20 Sep, 2019 5:00am

🕒 7 minutes to read



Karangahape Rd makeover: better for cyclists, pedestrians and shopping. Photo / Supplied



By: **Simon Wilson**

Opinion writer of the year - Voyager Media

Awards 2019

simon.wilson@nzherald.co.nz

[@simonbwilson](https://twitter.com/simonbwilson)



The diggers are in and the long-awaited improvements to Karangahape Rd are under way.

To minimise disruption the work's being done in sections, starting at each end, and will be finished late next year. It's not just dedicated cycleways, although that's a big part of it.

There will also be 85 trees, up from the 61 there currently, better stormwater drainage, better organisation of underground services, safer crossings for pedestrians, new bus stops, slower speeds and less space for vehicles and a lot of new artwork.

ATEED vs. AT

**Auckland
Tourism, Events and
Economic Development**
An Auckland Council Organisation






ELEMENTAL



ELEMENTALFESTIVAL.CO.NZ | 1 - 31 JULY

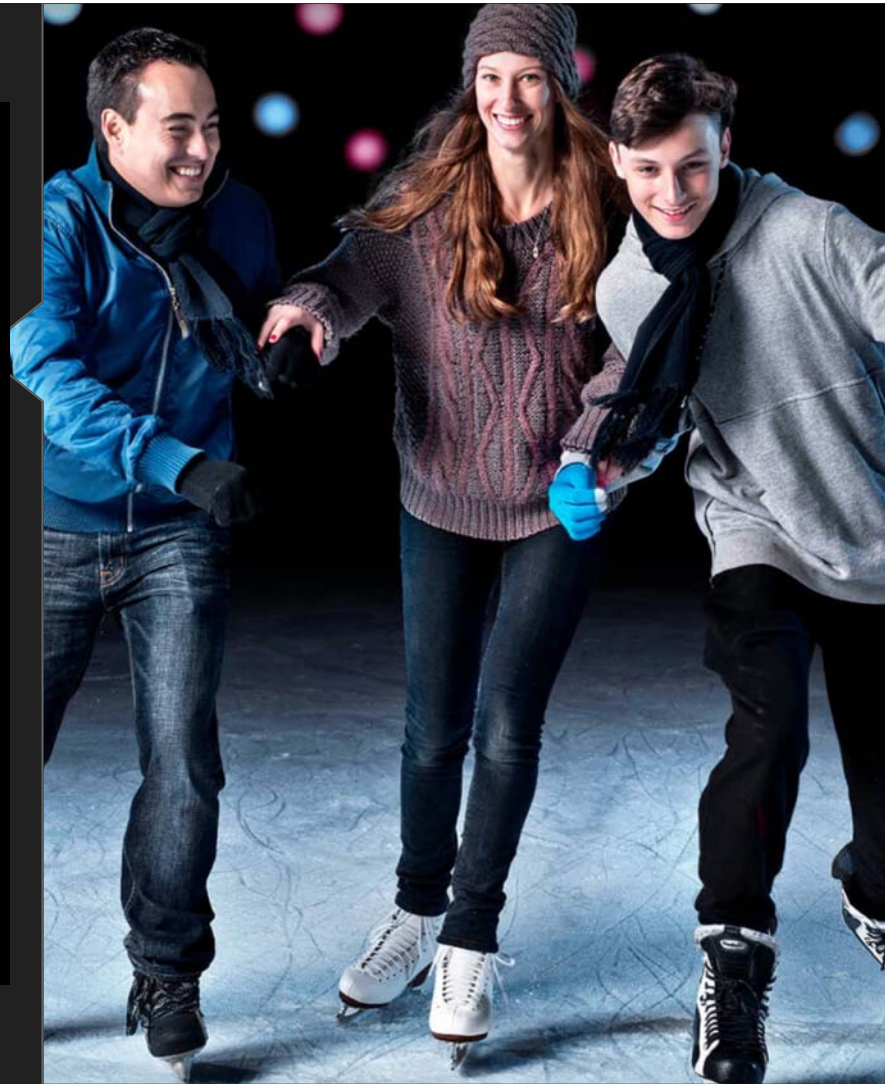
- 
- Set the theme
 - Reached out to business associations
 - Two tiers of support
 - Marketing only
 - Marketing and funding
 - ATEED would do a regional marketing campaign, we could take care of local
 - We jumped on board
 - Comprehensive funding document with milestones
 - Strict brand guidelines



Regional marketing campaign

Billboards







**ELE
MEN
TAL.** **HUB**

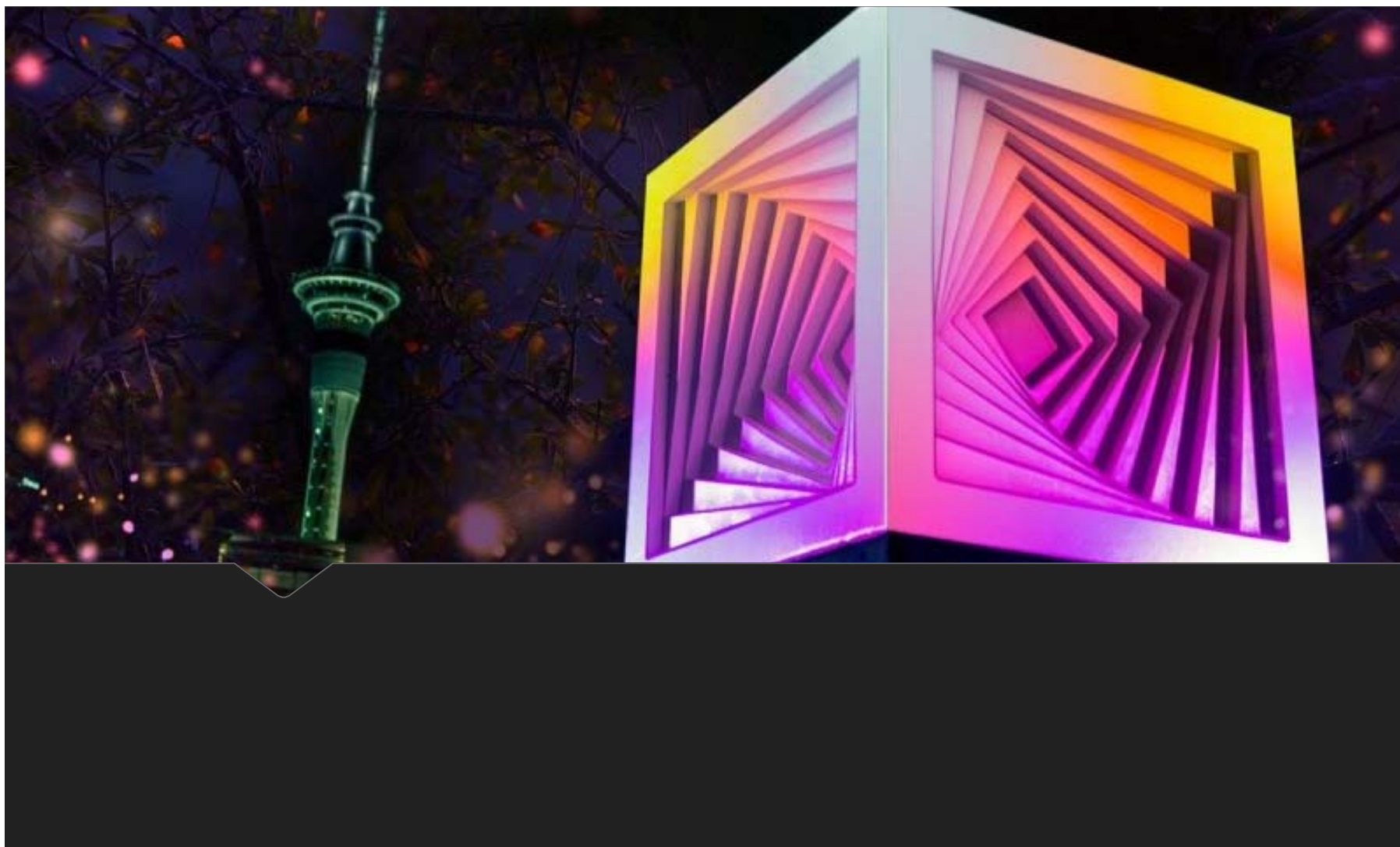


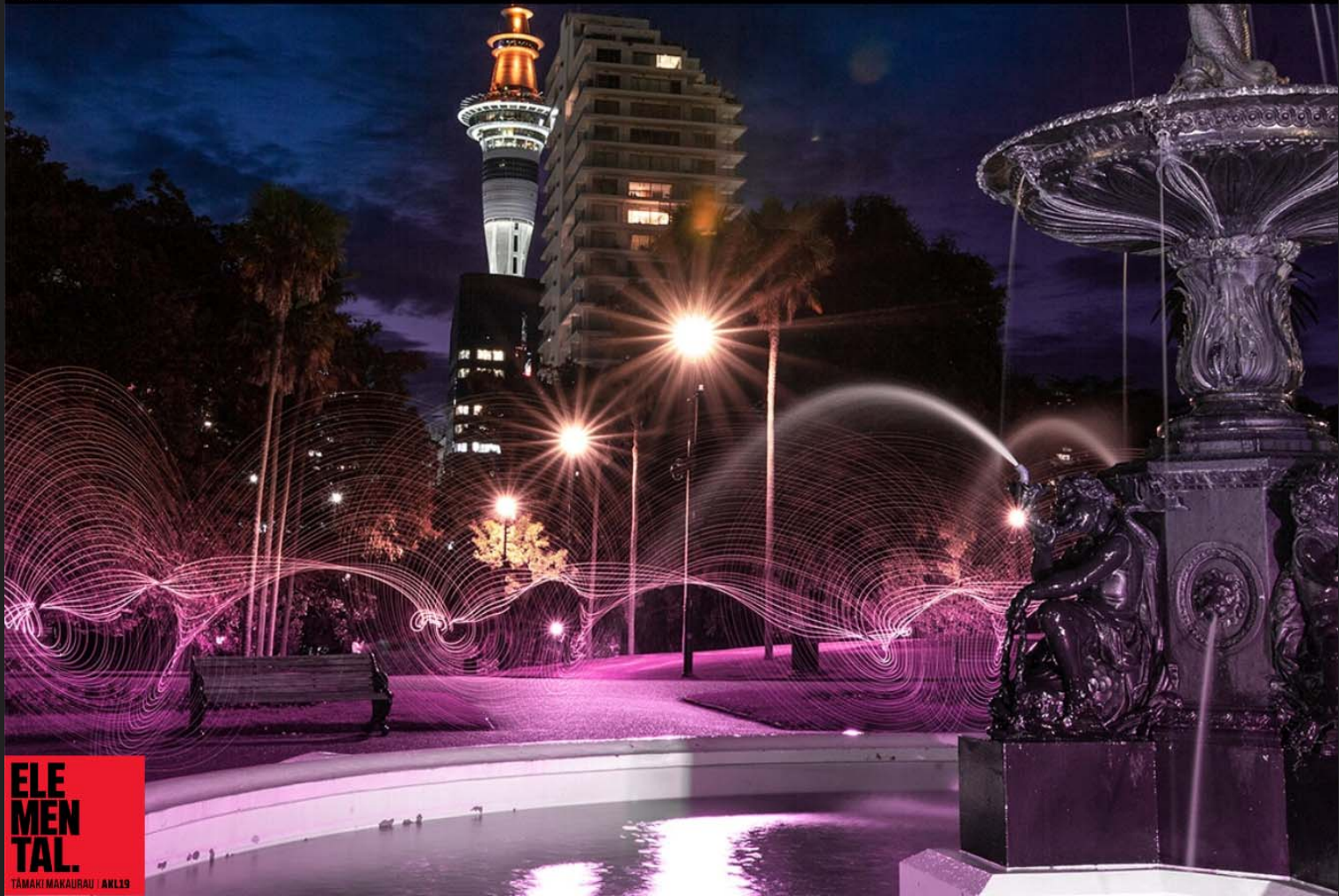
Tūranga

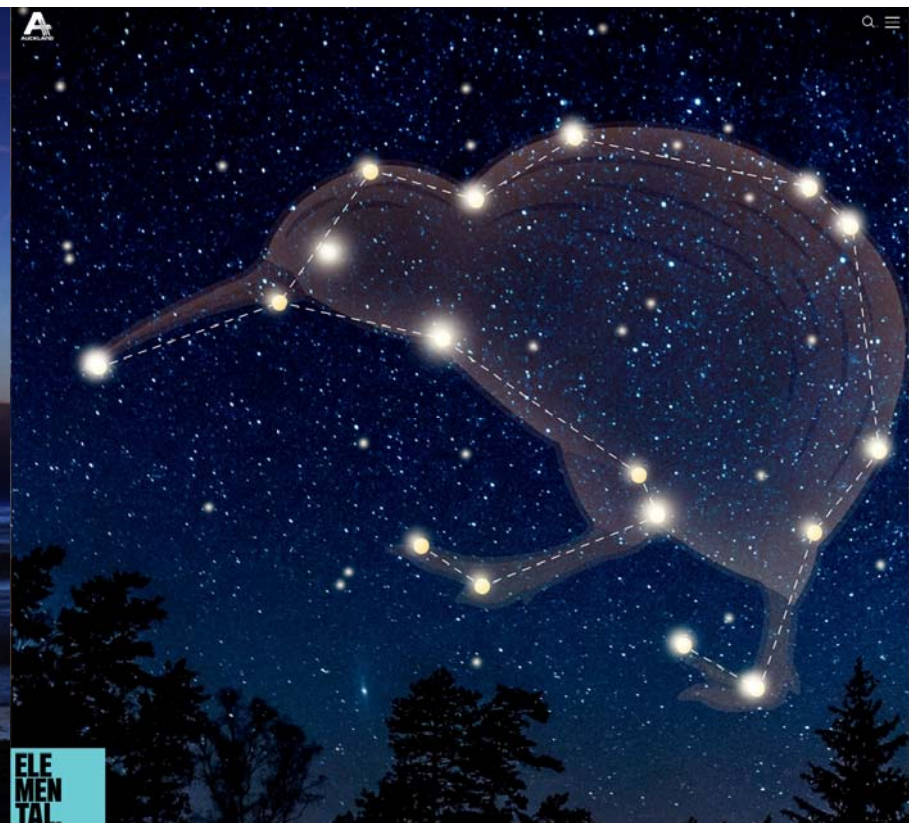
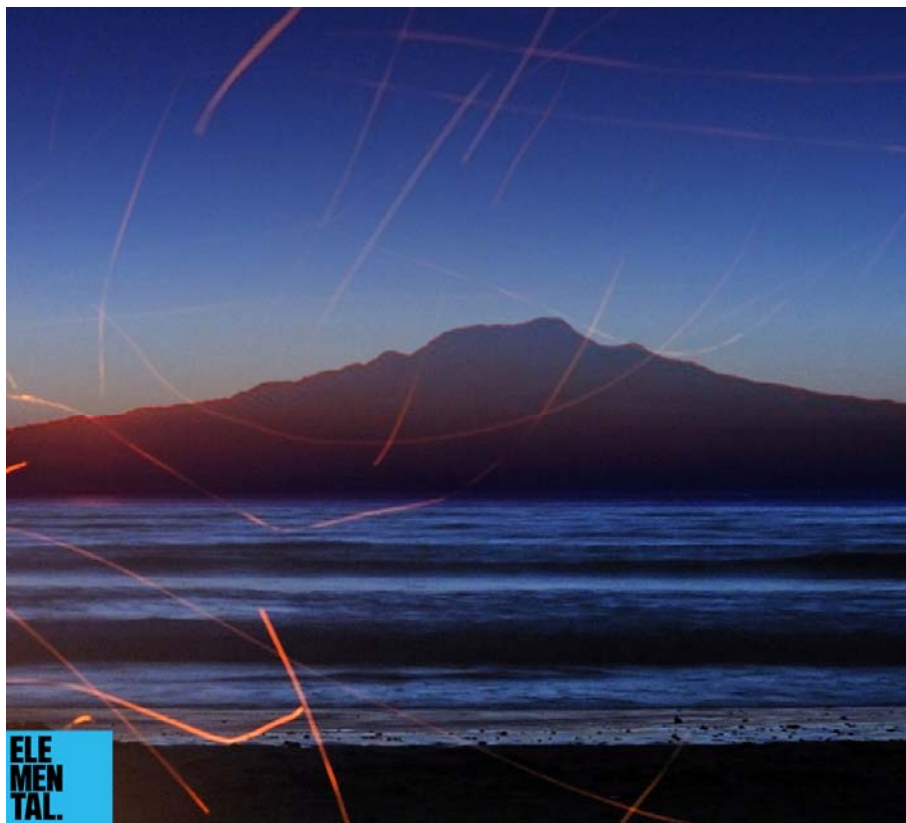
FESTIVAL

ILLUMINATING AUCKLAND
26TH - 28TH JULY 2019

SCROLL







Matariki – Māori new year. Marked by the rising of the Pleiades cluster

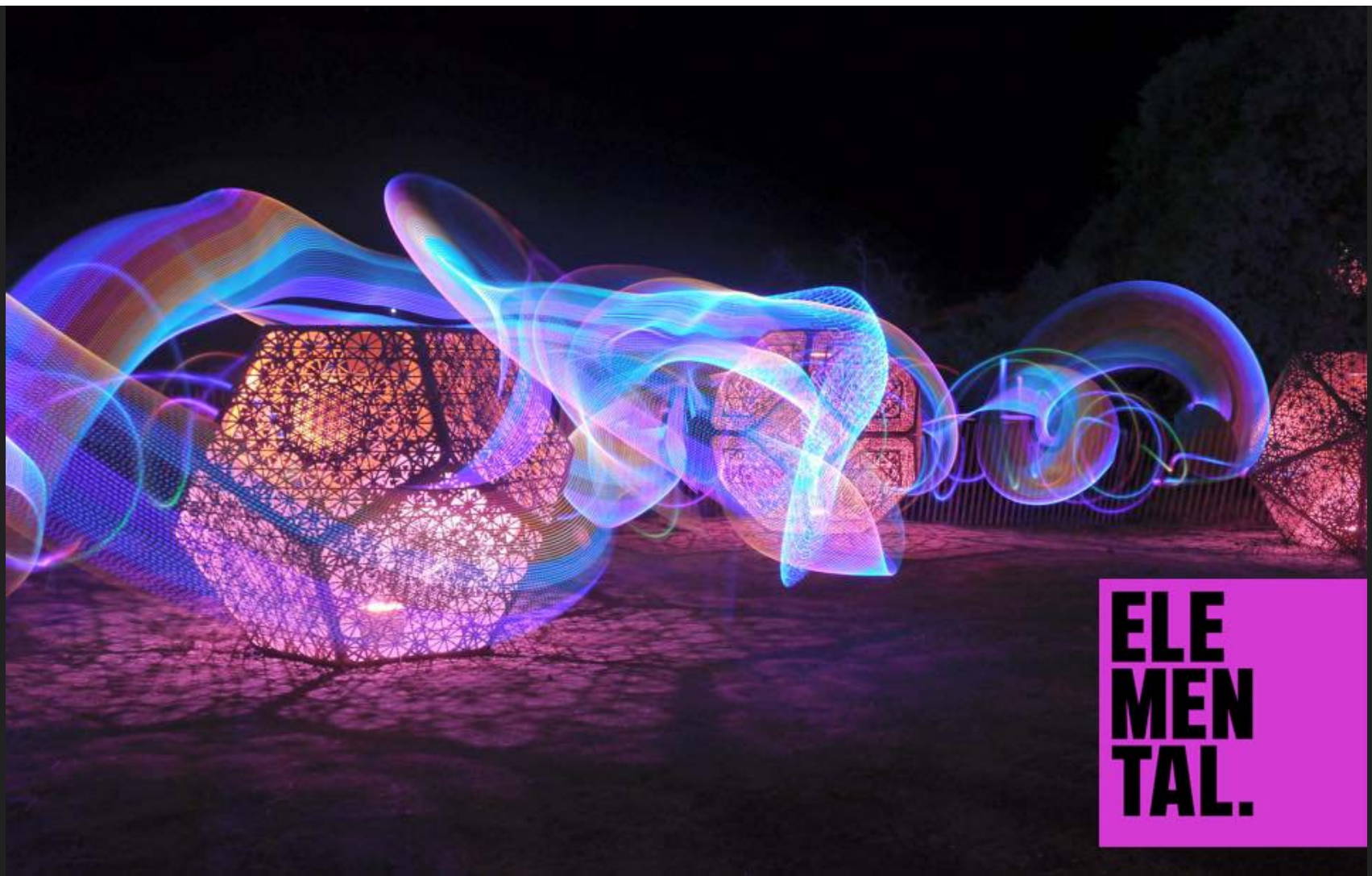


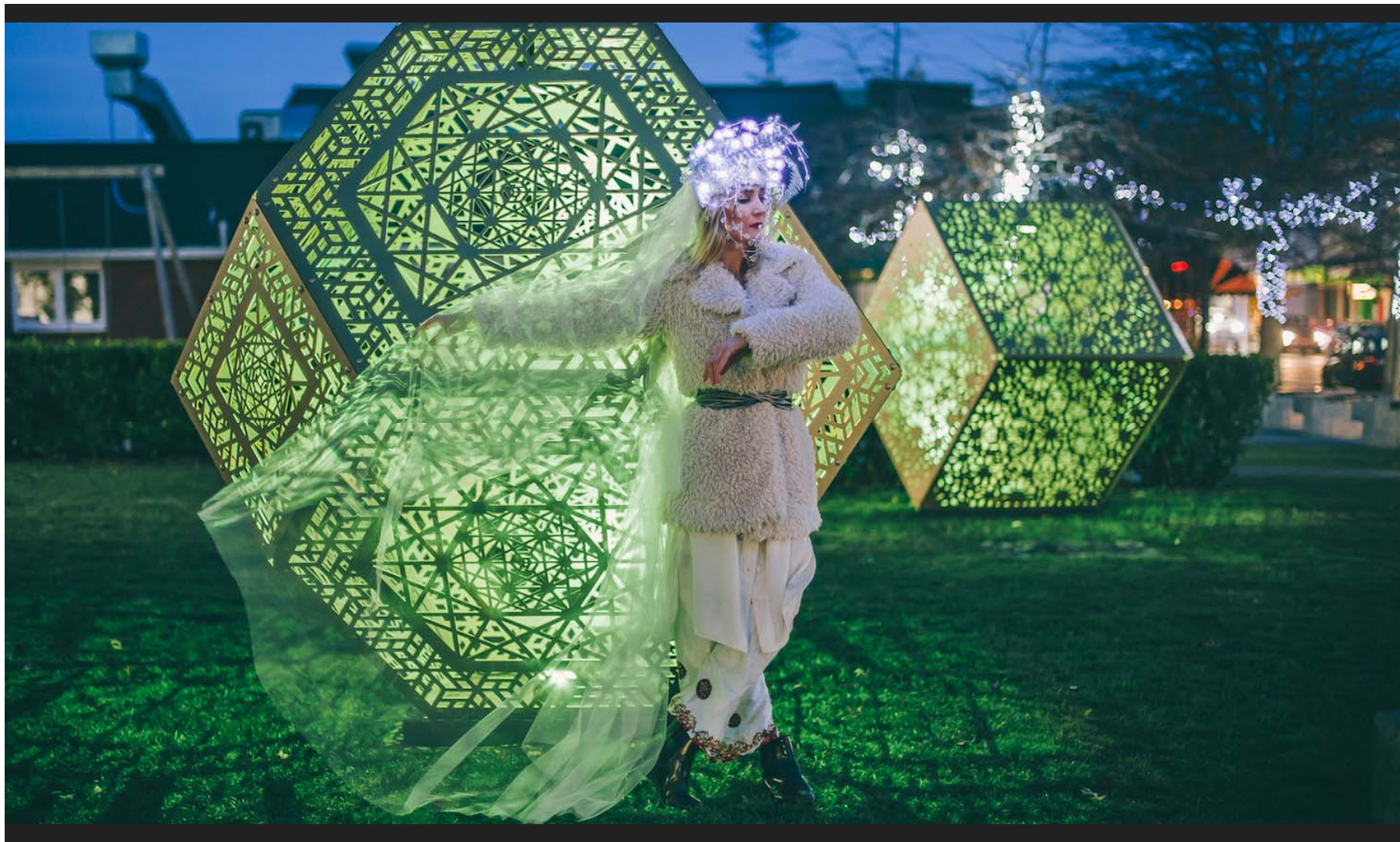
elements
OF PARNELL

1-31 JULY

**ELE
MEN
TAL.**

Elements of Parnell, a magical month of food, light and mystique together with a bit of sponsorship from a local business.







- Ten of Parnell's much loved eateries participated
- Created 'Elemental AKL-inspired' meals
- Our marketing supported all of them with social and video content as well as them being featured on ATEED platforms



1 - 31 JULY

ENJOY EXCEPTIONAL CUISINE, ALLURING LIGHT INSTALLATIONS AND POP-UP PERFORMANCES TO KEEP YOUR JULY INSPIRED AND DELICIOUS.

Ten of Parnell's much-loved eateries have created 'heart-warming' 'Elemental AKL-inspired' meals specifically for the month of July. Earth, Air, Fire and Water all play a part in the inspiration and creation of these 'Elements of Parnell' dishes, designed specifically for you to enjoy.

1. 46 & York - Quintessential Winter Warm Up - Beef Short Ribs and Root Vegetables \$28
2. Barulho - Smoked Duck and Kumara Croquettes \$14
3. Cibo - Magical Rose Pavlova \$21, Rumbullion Cocktail \$19
4. Fang - Fang's Winter Special Menu Elemental Menu from \$14- \$21
5. Gerome - Lamb 2 Ways \$35
6. Han - Maewoon tang (Spicy fish soup) with Enoki mushrooms \$16
7. Oh Calcutta - Hanyail Mint & Mustard Chicken Tikka \$14.50
8. Red Wall 1939 - Braised Ox Tail flambe with gourmet Morchella - Prawn and homemade crispy sea salt slice \$44
9. Simon & Lee - Warm Winter Salad \$19
10. Woodpecker Hill - Woodpecker Steamed baskets of Joy \$46 & Oasis Dream Creaming Soda Jug \$28, Glass \$12



Elements of Parnell is proud to be part of 'Elemental AKL', Auckland's first winter festival, this July.

The festival will centre on themes of lighting up the region and showcasing Auckland's food and beverage offering, and because Parnell is one of Auckland's top spots for hospitality, there will of course, be a whole lot going on!

To make sure you don't miss out, make a booking at one of these hospo favorites.

See you in Parnell for this magical month of food, light and mystique!

parnell.net.nz/elements-of-parnell-july-2019/ for more info.









Campaign Snapshot



409

Street posters
across the city



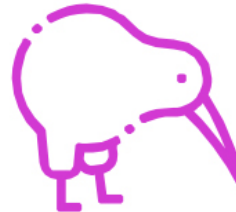
31m

Digital Impressions



4.46m

Devices reached



1.16m

New Zealanders
reached

Impressions



615.6k

Engagements



884

Link Clicks



1,158



- 67 free & ticketed events

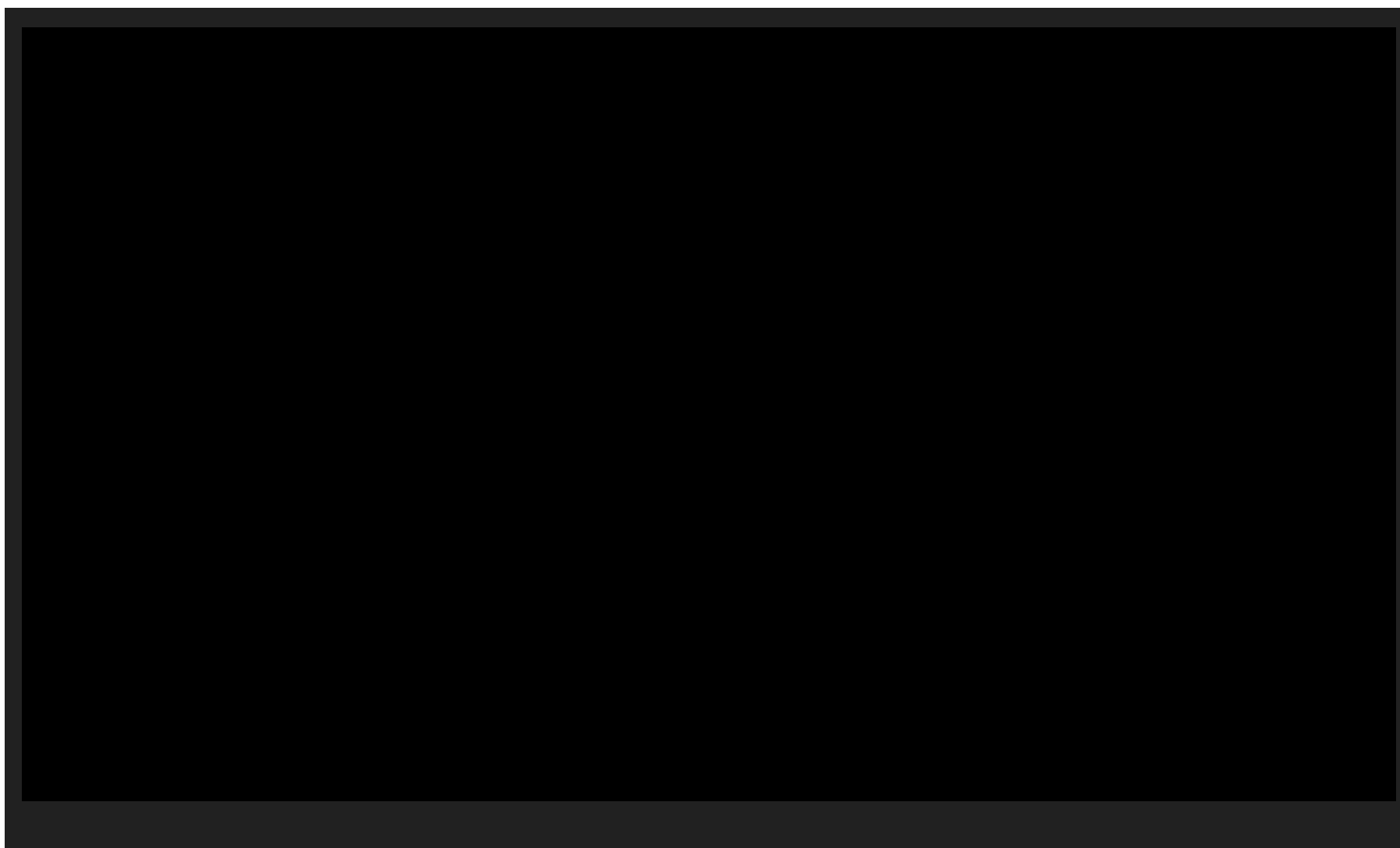
- 120 participating restaurants

- Spend in Parnell restaurants up 7.7%

- We spent 50K

- Intensive report!!





In Conclusion

- Good to have a healthy tension between Council and Business with power in both hands, makes us both more accountable to the other
- Good collaborative and supportive relationships have good outcomes for all
- Fractious relationships – no one wins
- If you are a Town Centre manager, I hope I have given you something to think about in devising your recipe for success