

OIR: 2223/341

14 September 2022

[REDACTED]

[REDACTED]

**Request for Information under the Local Government and Official Information and Meetings Act 1987 (the Act)**

Thank you for your email of 17 August 2022 requesting the following information:

*I'm requesting information on the work that First Retail are doing with businesses in Waikanae and would appreciate it if you could please provide responses to the following questions.*

- 1. What was the purpose of contracting First Retail with regards to the Waikanae Town Centre and or businesses?**

Council identified that construction of Mahara Gallery was impacting retailers and businesses in Mahara Place to varying degrees and decided to work with business owners to help attract foot traffic through activation, events and promotion.

- 2. Could you please provide a copy of the scope of their contract.**

Please find attached a copy of the scope of the contract (Attachment 1).

- 3. I'm aware that First Retail had been engaging with businesses back in February 2022 about "enhancing the vibrancy of the Waikanae Town Centre". Has that work from First Retail been completed?**

Yes, it has been completed.

- 4. If so, is a copy of their report available?**

We attach a copy of their report (Attachment 2).

- 5. How many businesses were engaged with by First Retail and how many responded?**

The project involved 16 one-to-one meetings, 21 online responses and 2 telephone interviews.

- 6. What was the total cost of the services provided by First Retail?**

This information is contained within Attachment 1 noted above.

I trust we have answered your questions sufficiently. Should you wish to discuss this further please contact: Darryn Grant, Strategic Development Director - Economic Development, on mobile number: 027 5553 645.

Ngā mihi

A handwritten signature in black ink, appearing to read 'K. Pervan', with a stylized flourish at the end.

**Kristina Pervan**

Group Manager Strategy, Growth and Recovery

Te Kaiwhakahaere Roopu Rautaki, Te Tipuna me te Whakaoranga



working in partnership  
**FIRSTRETAIL**

Kapiti Coast District Council

## Mahara Place, Waikanae – Construction Impact Mitigation

Development Response | Economic Resilience



A white site hazard board with a red header and a table of hazards. It includes a pedestrian sign and is surrounded by orange and white traffic cones. The board is attached to a white fence.

SITE HAZARD BOARD				
LAST UPDATED: 13/08/2020				
Before entering this work site, you must be aware of the above specific hazards exist and certain emergency procedures are				
DATE	HAZARD	LOCATION	E	METHOD OF CONTROL
13/08/2020	DESTRUCTION	DEBRIS		CLEAR SITE TOP
	TRIPS, SLIPS AND FALLS	DEBRIS		PROTECTIVE NETS
	NOISE	NOISE BARRIERS		LOUVERS UNBARRIERS
	COVID	COVID BARRIERS		TYPE OF COVID BARRIERS
				SOCIAL DISTANCING
				Q & A, GIVE - 100%

Contract Person: STAFF KENNETH  
OFF 05 355 0211/45021

crowe construction & associates  
Fast-track, Commercial, Infrastructure & Educational Projects  
Ph: 06 368 8718 16 McKenzie St., P.O. Box 1074, Levin

## Background

Mahara Place is the hub of Waikanae’s commercial centre, comprising a broad range of destination and service businesses within a pedestrianised courtyard and precinct area.

Waikanae’s Town Centre is the dominant commercial centre serving the local community and used to benefit from the busy State Highway 1, running alongside its frontage.

Recent development of the Kāpiti Expressway relocated the highway route - shifting its previous audience, while also creating more convenient connections to competing retail, hospitality and service destinations for much of the Town Centre’s past, exclusive catchment. This has had consequential impact on businesses located there.

Kāpiti District Council has delivered a range of initiatives in recent years to contemporise the area and there are wider development plans to catalyse regeneration.

These moves to improve relevance, experience and differentiation include redevelopment of Mahara Gallery and upcoming work to strengthen and improve the Library.

Both properties straddle the main pedestrian entrance to Mahara Place, which through demolition, construction and commissioning will likely have some impact on the area’s appeal, navigability and potentially, performance, during construction.

Kāpiti District Council want to take a pro-active stance to maintain resilience and performance for businesses in this area through a development response plan and initiatives including stakeholder communications and insight, consumer messaging and reassurance, town centre activation and other community and visitor-orientated concepts.

This proposal delivers solutions to build economic resilience of the area, support continued commercial performance and strengthen consumer goodwill.

## Objectives

### Economic Resilience

Business performance, area preference and goodwill unaffected by these projects, with visitation, spend and advocacy maintained.

### Collaborative Solutions

Stakeholders supporting the co-creation and delivery of successful low-cost, high impact initiatives to activate the area during works.

## Requirements and Scope

### Business Engagement

Connecting and engaging with businesses in Mahara Place to build to contemporise area understanding and determine priorities.

### Activations

Create unique, memorable experiences that encourage people to the area, delight visitor’s and further strengthen priority and relevance.

## Approach

### 1. Stakeholder Engagement

Connecting with businesses & users to contemporise understanding of trends, opportunities and challenges for stakeholders

### 2. Analysis & Recommendations

Consider feedback, audience demographics, past activity and current potential to define solutions that can invigorate the area

### 3. Co-Implementation Planning

Socialise consumer feedback and plans with businesses to engage them in planning, delivery and ongoing success of the area.

### 4. Activation Delivery

Collaborate with stakeholders & KCDC team members to implement a range of activations that strengthen visitor experience & goodwill

## Deliverables

**Engagement.** Engaging businesses, property owners & the public to determine optimal, achievable & sustainable activation solutions

**Activation Concepts.** Assessing & defining how the area can strengthen attraction & experience through activation initiatives

**Co-Creation.** Socialising consumer insight & activation concepts that can be shaped and collaboratively delivered in the Centre

**Activation Delivery.** Working with Council team members, businesses and community groups to deliver activation initiatives

**Delivery Liaison.** Working with Project Managers and Contractors to ensure construction impact is minimised.

**Goodwill Continuity.** Maintaining a constant contact and support role for stakeholders throughout the project.

## Delivery Partner

First Retail Group are award-winning commercial strategists and placemaking professionals that help consumer destinations like Waikanae Town Centre interpret potential, drive economic performance, navigate risk and strengthen stakeholder engagement and goodwill.

[www.firstretailgroup.com](http://www.firstretailgroup.com)

### Timeframe

Immediate

### Cost

Turn-key project

NZD21,500.00 + GST



Kapiti Coast District Council | Waikanae Town Centre

## Town Centre Activation

March 2022

FIRSTRETAIL

# Contents

- 1. Executive Summary ..... 2
- 2.1 Stakeholder Snapshot Summary ..... 5
- 2. Forward ..... 6
- 3. Area Overview ..... 7
- 5. Background ..... 8
- 6. Requirements ..... 8
- 7. Outcomes ..... 8
- 8. Engagement ..... 9
- 9. Opportunities ..... 10
- 10. Area Overview ..... 11
- 11. Stakeholder Feedback ..... 12
- 12. Advantages & Opportunities ..... 15
- 13. Challenges ..... 16
- 14. Recommendations ..... 17
- 15. Priorities ..... 19

Produced for Kapiti Coast District Council by First Retail Group Ltd, March 2022

Disclaimer. While we have made every attempt to ensure that the information contained in this report has been obtained from reliable sources, First Retail Group is not responsible for any errors or omissions, or for the results obtained from the use of this information. All information in this site is provided "as is", with no guarantee of completeness, accuracy, timeliness or of the results obtained from the use of this information, and without warranty of any kind, express or implied, including, but not limited to warranties of performance, merchantability and fitness for a particular purpose.

## 1. Executive Summary

Waikanae Town Centre is the cultural and commercial heart of this transforming coastal community - renowned for its lifestyle, recreational and environmental qualities and values.

While Waikanae has traditionally been known for its older population demographic, younger people and families are becoming increasingly drawn to the area because of its climate, employment opportunities, suitability for flexible working and improved transport connectivity.

Further diversity in audience for Town Centre businesses is anticipated as new residential subdivisions create additional capacity to satisfy the demand from people to live in this area and upcoming retirement developments, free existing housing for those moving to Waikanae.

### Performance Impacts

Waikanae's Town Centre previously benefited from adjacency to the old main highway route – a busy arterial link to the Capital and neighbouring communities along the Kāpiti Coast.

Passing traffic and commuter journeys brought visibility and trade to the area while residents connected with the Town Centre by default as the only way in and out of Waikanae.

Since the opening of the Kāpiti Expressway in February 2017, much of that through traffic now bypasses the Centre while competing shopping, leisure and service destinations are within easier reach for many Waikanae residents, via the new e-way south to Paraparaumu.

The temporary closures of Mahara Gallery and the original Library, have further impacted the Town Centre, forcing residents elsewhere for these services and amenities. In the Library's case, this has meant families and younger people now to travel to Paraparaumu for selection and experience. This has affected Waikanae Town Centre's previously more diverse audience.

Without this broader age group of customers, the Town Centre has been reliant on its older population some of which have avoided public environments, shopped in different ways and changed how they interact with service businesses. These factors have affected performance and potential for local businesses.

### Future Opportunities

The suburb's predominant residential growth is occurring north of the Town Centre, with Mahara Place the closest and most intuitive commercial hub to service future audiences. This is a positive opportunity, ahead, for businesses that have faced setbacks over recent years.

Recent changes to planning laws encourage and enable housing densification along public transport corridors and around Town Centres. Mahara Place and adjacent blocks have a number of sites that lend themselves to regenerative mixed-use development, in the future, which would be transformational for the area.

Economic headwinds are likely to slow appetite and ability for growth in the near term - placing even greater priority on immediate, tactical initiatives to grow visitation, stem spending attrition and support performance of the area, both economically and socially.

### Project Background

Major redevelopment of two of Waikanae Town Centre's community anchors' is underway.

Mahara Gallery is being strengthened and refurbished to provide a contemporary environment for exhibitions, its educational role and events, along with a heightened visitor experience - in line with similar, modern arts, culture and heritage venues across the region.

The adjacent Waikanae Library – which has been closed since November 2018, is awaiting community-led decisions around future use and location. Temporary hoardings prepare the property for upcoming works which will be necessary to remediate the site.

As gateway buildings to Mahara Place, these construction and refurbishment projects have potential to impact visitors' perception and experience of the area, before and during works.

This report explores ways to strengthen visitation, economic performance and goodwill for the Town Centre/Mahara Place – supporting success for businesses located there and commercial property owners' investment. This is necessary as competition – both locally and online, continues to grow for many of the categories represented here.

### Objectives

Success for businesses in Waikanae Town Centre relies on achieving growth in visitation, increased spending and transaction value, consumers talking positively about the offer and experience and renewed preference for the area from local residents.

It is also necessary for businesses and the Town Centre to adapt in order to leverage opportunity and successfully navigate risk.

With a large amount of spending leaving Waikanae for neighbouring parts of the District, this potential is a compelling priority. Creating greater awareness of the areas offer and encouraging the development of regular activities and experiences that people enjoy and want to return for, are vital in order to gain and retain a greater share of local and visitor spending.

### Shared Challenge, Collaborative Solution

Businesses in Mahara Place are resourceful and have adapted to significant changes in their market over recent years. Many have been trading in the area for a long period and have strong ties to the community.

The Town Centre largely comprises smaller, owner-operated enterprises that are keen to ensure shared success. Stakeholder participation in this process to explore opportunities, has been positive – as is the desire from businesses to be involved in enabling solutions.

Performance and the future success of this area was seen as a shared challenge and that solutions must be achieved collaboratively, by stakeholders, during this consultation.

### Commercial Stakeholders' Perspective

While Waikanae lacks a formal business group and representation it does have an active commercial community that connects informally and collegially.

With new shops establishing, ownership changes and opportunities for improvement, the value of business networks and a more structured approach to collective strategy is recognised.

Developing a Waikanae Town Centre business group, that brings together stakeholders from the Main Road, Mahara Place, Marae Lane and Ngaio Road should be a priority, helping collectively unlock potential, speak and market collectively and contribute to discussions around the library and future developments from a commercial standpoint.

### Consumer Awareness

The Town Centre's greatest opportunity is in its immediate audience of residents and workers.

Reawakening people to the positive changes in the area's offer and experience, emphasising the need and value in prioritising local business and demonstrating Mahara Place's 'heart of community' role are important priorities in gaining a greater share of spend and goodwill.

Businesses, in partnership with Council and local media channels can develop these themes - leveraging the stories of new businesses, existing favourites, and their customers'.

### Digital Visibility

Increasingly, Waikanae Town Centre's audience is online – enabling immediate connection and engagement with current and potential customers. The strategic use of social media by new businesses to the area, existing traders and pop-up events - such as the Midweek Market point to how useful these channels are in communicating with existing and potential customers.

Creating shared digital presence and continuity in messaging for Town Centre businesses would help build profile, capture a greater share of local spend and give consumers more ways to interact and feedback with traders. Promotional initiatives like this could be delivered through a business group.

### Regular Activities – Reliable Audiences

The Town Centre's refreshed public realm including synthetic grass, seating and stage has provided inviting spaces for leisure, entertainment and recreation. It has also enabled neighbouring cafes to utilise outdoor seating – creating an active, contemporary environment.

Encouraging greater and more diverse use of these areas through collaborative initiatives with businesses and community groups strengthen activation, attraction and visitor experience. This could include table-tennis, giant chess, wellness classes and other activities

Investment, or sponsorship, to implement more community activities, games and shared spaces for recreation, should be prioritised to continue the necessary evolution of this area

### Habitual Visitation

The Mahara Midweek Market sells a range of local produce and artisanal goods. Regular activities like this, that build attraction, habitual visitation and relevance and preference for the area, help differentiate the Town Centre and should be encouraged collectively by both Council and local businesses, through shared promotion and in-kind support.

### Broadening our Audience

While around 40% of Kāpiti's working population once travelled outside the District to work, major shifts in employment culture – such as working-from-home, has meant more people staying in the area during the week, with consequent opportunities for the Town Centre.

Collective marketing to this emerging audience, using discovery and engagement initiatives such as food maps, lunch specials and review site profiles can encourage more people out from their homes to enjoy social environments in and around the Centre.

Focusing on rebuilding relevance for young people and families is important in re-balancing the Town Centre's audience and reducing reliance on older demographics. The Library plays a key role in this as it can provide environments that support the needs of parents and students – albeit in a more compact space, through potential adaptation to the temporary location.

When seasonally possible, the Library can utilise outdoor space using seating and tables to encourage people to take time out, read, craft or socialise – such as the previous Library was recognised and valued for.

Reliable and regular scheduling of Kapiti Coast District Council's play trailer activities can help attract families back into the area and work in tandem with the Library's story-time programme.

Should an opportunity and funding be available to expand, temporarily into the neighbouring, now empty retail store, this should be considered as a way to better support the needs of families and younger people in Waikanae.

### Improved Amenity

Despite its basic nature, the children's play area is well used and recognised by neighbouring businesses as a useful element in building engagement and trade. Future investment in this facility would further support the Town Centre's goal of welcoming all age groups to the area.

### Destination of Confidence

Older and more vulnerable consumers have shied away from public environments because of health concerns however Waikanae Town Centre has the ability to earn their return as people again consider venturing back out in the months ahead

Providing additional outdoor table space and seating with weather protection, easy-to-distance activities (like quoits or cornhole) and confidence-building messaging and protocols, uniformly – across all businesses, can position Mahara Place as a sensible choice for those keen to reconnect socially and enjoy the heart of their community.

### Consumer Centricity

The needs, expectations and challenges of existing and potential customers will continue to evolve and will likely be dynamic in the months ahead. It is important that the Town Centre and it's businesses understand ever-changing community sentiment and can respond accordingly.

Creating a visitor insight / voice of the customer online feedback system is a meaningful way to include shoppers, diners and service users in shaping the tomorrow and future of consumer destinations. It can also reach those not currently using the Town Centre but could be potential customers if the offer and experience fitted their needs.

Achieved through social media channels and instore links, simple questions can help guide businesses and organisations - such as the Library in understanding and adapting to current thinking in order to build-back visitation, spending and goodwill.

### Summary

Waikanae Town Centre has significant opportunity to leverage new, emerging and future audiences through adaptation to meet and delight it's market, developing unique experiences and telling it's story in a characterful and compelling way.

It also has immediate potential to better engage existing and past audiences – gaining a greater share of local spending and goodwill.

A key part to enliven and activate the area, make it more interesting engaging and experiential, through activities, events and an environment that people want to be a part of, regularly and habitually.

It needs to do this collectively and strategically, through immediate, tactical initiatives and in the longer term, as a key function of any future business group that can champion the Town Centre and support the collaboration necessary for continued success.

First Retail Group Ltd., March 2022

## 2.1 Stakeholder Snapshot Summary

# Activating Waikanae Town Centre - bringing people, vibrancy and performance to the heart of this community



## 2. Forward

Waikanae Town Centre is a diverse collection of retail, hospitality, healthcare and service businesses, along with civic and community amenities located in or around Mahara Place.

Benefiting from adjacent public transport connections and ease of accessibility, the Centre services an immediate population of around 10,000 residents across Waikanae's urban, beachside and rural catchment.

### Changing Demographics

Waikanae is growing with new homes and elder-care developments creating additional capacity for those seeking the benefits of lifestyle in this evolving community – renowned for its coastal and growing qualities.

From a largely retirement-focused past, the area has experienced increasing demand from younger people seeking improved quality of life and benefiting from flexible working and improved roading links to the Capital.

### Audience Shifts and Competition

Once a geographically captive market, and with the benefit of a State Highway alongside, the Town Centre prospered with little immediate competition until Kāpiti Expressway opened in 2017. This took traffic away from the area and brought competing shopping, hospitality and service offers within easier reach for Waikanae residents..

Since then, the Town Centre has seen some businesses leave, new operators open, and existing traders adapt as it finds its new place within the District's overall consumer proposition.

### Town Centre Anchors

The temporary loss of key community amenities has changed the balance of the Town Centre's once more diverse audience. This created challenges for businesses that benefited from the attraction these destinations brought to the area..

Building condition impacts caused the popular library to close with a much-reduced temporary facility taking it's place. The original library was popular with families and younger people and played a pivotal role in bringing a balance of demographics to the Town Centre and it's businesses.

Without the same scale of services and experiences, these customer groups have had to go to Paraparaumu, with consequential visitation, spending and goodwill loss. This impact has been felt by businesses the remaining audience of older or more vulnerable consumers are less willing to venture out.

A gradual withdrawal of banking services in Waikanae has seen one bank close or adopt limited hours<sup>1</sup>. Banks helped bring a diverse and regular visitation to the Town Centre, that created benefit for neighbouring businesses.

A further anchor: Mahara Gallery is undergoing redevelopment to create a new arts, culture and heritage facility that will become regionally significant and a major asset for Waikanae's revitalisation. The Gallery, too, attracted a diverse audience, that benefited Town Centre businesses.

### Project Purpose

The closure of key anchors has affected trade, while potentially disruptive works as part of their redevelopment could create additional challenges for businesses, already impacted by the effects of COVID on their marketplace.

Kapiti Coast District Council is working in partnership with commercial stakeholders and the community to develop a pro-active response to these possible impacts by supporting success through strategies to activate and enrich the area.

### Solutions for Resilience and Growth

Activation is about energising the Town Centre through a range of collaboratively delivered initiatives that bring more people to the area through events, performances, offer, experiences, opportunities to socialise and amenity.

With a refreshed public realm including stage, seating, tactile under-foot surfaces and contemporary outdoor dining, infrastructure is already in place to support a range of locally inspired, co-created activities that align with need and opportunity.

This is about using existing resources, community spirit and support from neighbouring businesses to enable low or no cost initiatives that can enliven the area.

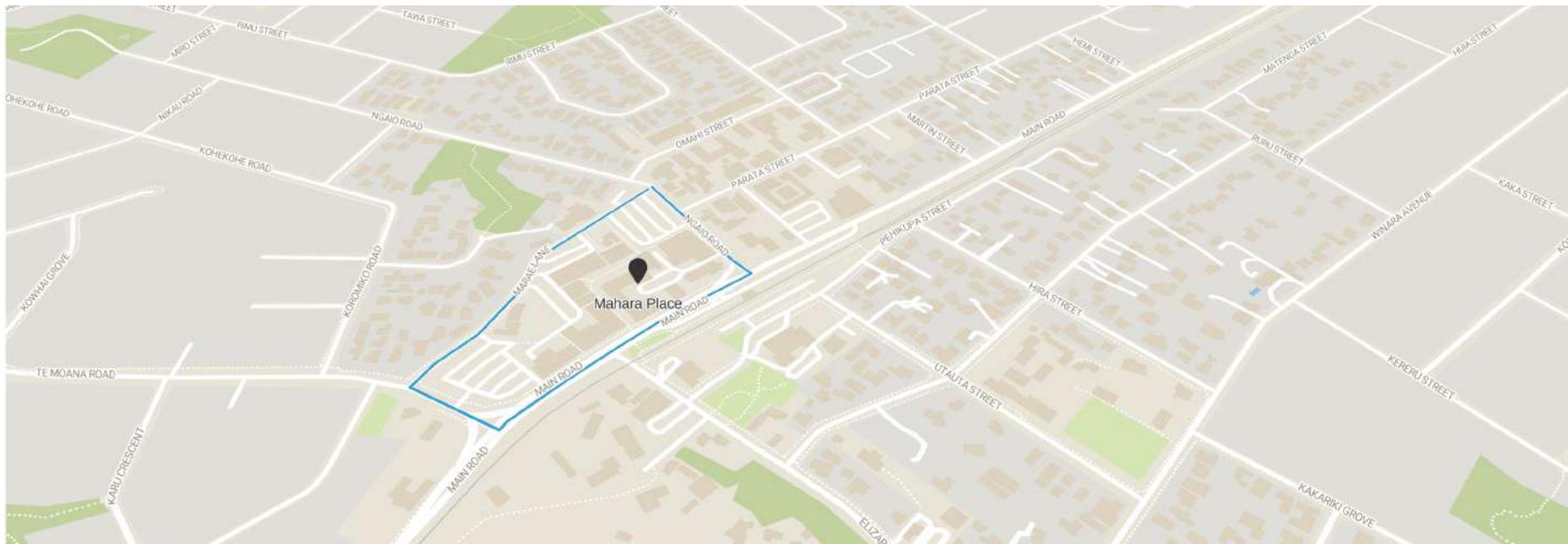
### Collaborative Solutions

This project has included consultation with a broad range of businesses, arts, heritage and culture organisations and consumers – all of whom are supportive in intent and assistance to rebuild success for the area.

This report explores the background, potential, stakeholder feedback and co-created solutions necessary to improve Waikanae Town Centre activation.

<sup>1</sup> Westpac closed their Waikanae branch in last 2016, ANZ is currently closed and BNZ opens only limited hours.

### 3. Area Overview



Waikanae Town Centre is recognised as the commercial blocks bordered by Main Road, Marae Lane, Ngaio and Te Moana Road. Mahara Place is the pedestrianised retail area within the Centre



## 5. Background

### Anchor Impacts

Temporary closure of the Waikanae’s former library and redevelopment of two gateway buildings in Mahara Place have created challenges for consumer-facing businesses located in Waikanae Town Centre.

The original Library was a key anchor in the Town Centre, bringing a diverse range of visitors including families, students, older people and groups to the area on a regular and habitual basis. This broad and reliable audience brought corresponding spending benefit to surrounding businesses and added to the vitality of Mahara Place.

The subsequent, temporary library is limited in its offer and experience, that has meant previous users of the more comprehensive facility are now travelling to Paraparaumu.

Loss of the original library has changed what was a large and balanced age group of visitors toward a smaller number of older users, with this demographic particularly reticent about being in public environments because of the risks of Covid.

Changes in audience type and numbers have had a flow-on effect for local traders with reduced visitation and sales performance.

## 6. Requirements

### Activation

The Town Centre needs to create an environment and culture people want to be part of, often.

Engaging the community with the area and re-centring Mahara Place as a destination for social connection, entertainment, shopping, dining and services must be a priority as businesses navigate local challenges, ongoing impacts of Covid and economic headwinds.

## 7. Outcomes

Performance	Audience	Goodwill	Preparedness
Growth in visitation, spending and goodwill	Resilience through diversity of audience	Local’s destination and choice and pride	Fit for today, ready for the future
More people coming to the Town Centre , regularly & habitually, to enjoy it’s experience, offer, environment and atmosphere.	Creating activities and amenities that attract and engage families, younger people and new audiences – like those working from home.	Earning a greater share of local spend and stemming attrition by becoming more consumer-centric and responsive to needs.	Businesses working together, in partnership with the community, to develop opportunity, strategically.

### Visitor Perception & Experience

At the same time, major redevelopment of Mahara Gallery has included demolition and construction activities that have disrupted some businesses, required temporary site shuttering and constrained access and visibility into the Town Centre.

Preparatory and enabling work is now underway on the library site, adjacent. This also requires shuttering, temporary ramps and further narrows pedestrian and disabled access for those visiting businesses in the area or using it as a throughfare.

Works and associated safety measures can impact public perception and visitor experience that similarly affect the number of people coming into the Town Centre and commercial opportunities for the businesses located there.

### Recovery Timeframes

The Mahara Gallery is planned to reopen in early 2023, creating a spectacular entrance to Mahara Place. At this stage there is no definitive date yet for a new library to open.

Covid will have long-term effects on consumer perception and behaviour that businesses will need to consider in the way they look to attract local communities back with confidence.

### Attraction

The Town Centre can rebuild visitation, spend, preference and advocacy by creating simple, regular and engaging activities, being the social connector, leveraging its refreshed infrastructure and telling it’s story by championing new and existing businesses.

This project is about utilising existing resources & developing collaboration for shared success

## 8. Engagement

### Background

During Q1 2022, First Retail Group reached out to businesses and commercial property owners in Waikanae Town Centre, to understand the opportunities, needs and challenges for stakeholders there, specific to activating the area.

38 Stakeholders participated in the conversations, providing frank and detailed feedback around potential and aspirations for the Town Centre.

### Participation



We'd love your ideas & vision  
*Activating Waikanae Town Centre*

**Objectives**

**Economic Resilience**  
Ensuring people continue to prioritise shopping, dining and using the great range of services in Waikanae Town Centre.

**Collaborative Solutions**  
Enable, where possible, the ideas, vision and support of the local business community who know their customers - and this area, best.

**Gain Market Share**  
We want to attract more people to the area - slowing spending attrition and winning goodwill back for Waikanae Town Centre and its businesses.

With the redevelopment of Mahara Gallery underway and the new Library project ahead, Kapiti Coast District Council - in partnership with local businesses, is keen to maintain the vibrancy and success of the Town Centre, through a range of activation initiatives that will encourage visitation - and create enjoyable, memorable experiences for customers.

We're keen to hear your ideas for what can be done and are working with Town Centre specialists - First Retail Group, to gather feedback, consider options and deliver collaborative solutions for businesses and visitors to the area.



**What is an activation?**  
Activations are locally-relevant initiatives that enliven spaces by encouraging people to visit, dwell, engage and interact with the area.  
Performances, busking, market days, story-times and community group events are all good examples of activities that help vitalise town centres.

**Share your ideas**

Share your thoughts with our friendly team who are safely visiting local businesses

Get your neighbours together and let's meet up for a coffee

Send us an email [lorraine@firstretailgroup.com](mailto:lorraine@firstretailgroup.com)



## 9. Opportunities

Build Visitation, Performance & Goodwill	Re-Engaging the Community	Building Collegiality & Support	Adaptive and Enduring
			
<p>Creating a destination of choice and pride Stemming spending attrition to nearby areas Increasing frequency, conversion and spend</p>	<p>Heightening awareness and priority Strengthening relevance and attraction Broadening audience appeal</p>	<p>Empowering the community with decisions Engaging businesses in delivering solutions Enabling confidence, vision and succession</p>	<p>Solutions best aligned with need and potential Evolving with need and opportunity Activities that develop habitual visitation</p>

### Considerations

Collaboration & Self Help	Low or No-Cost Initiatives	Alert Level Aligned	Enable Resilience
			
<p>Engaging businesses in implementation Encouraging shared solutions Making it easy, enjoyable and rewarding</p>	<p>Using existing infrastructure and resources Aligned with existing events and activities Potentially seeking sponsorship</p>	<p>Able to operate safely in line with guidance Giving the community confidence to participate Reflecting well on the Town Centre</p>	<p>Attracting &amp; welcoming a diverse audience Leveraging the area's arts and culture theme Positioning the Centre with differentiation</p>

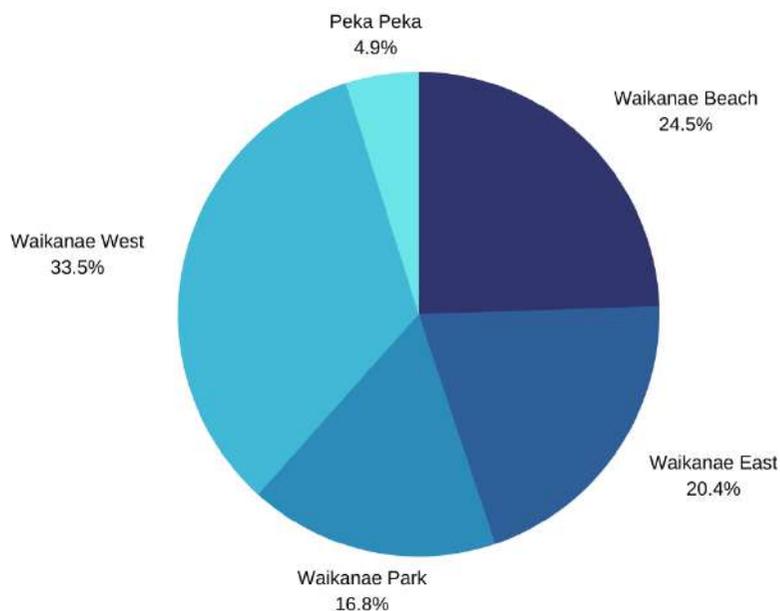
### What Could Success Look Like?

Council Supported Collaborations	Private Sector Initiatives	Arts, Culture & Heritage Initiatives
<p>Semi-permanent activities like giant chess or table tennis Frequent, synergistic use of the stage for entertainment Activities that complement the library Regular, scheduled activities (such as the play trailer) Community garden or co-created flowerbeds</p>	<p>Enabling and encouraging more dining outside venues Shared-table collegiality and friendship building opportunities Welcoming pop-up food vendors into the Town Centre square Strengthening the midweek Market to build habitual visitation Activating empty shop frontages</p>	<p>Art events and opportunities for public participation Curated performances by groups and individuals on the stage Marae events in Mahara Place Inclusive and open where everyone feels welcome</p>

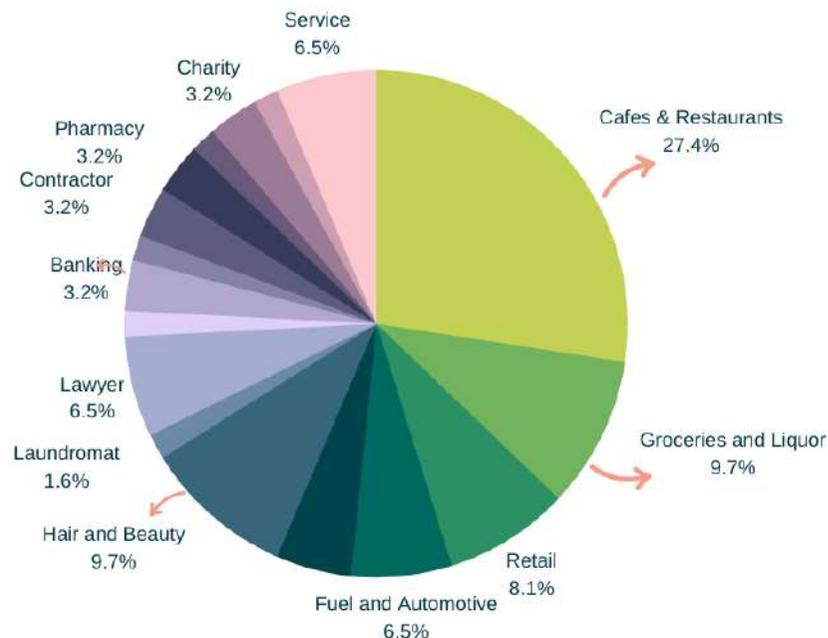
### 10. Area Overview

Population Growth Projections	2021	2026	2031	Local Audience - Median Age				
Waikanae Beach	3,470	3,740	4,003	Waikanae Beach	Waikanae East	Waikanae Park	Waikanae West	Peka Peka
Waikanae East	2,888	3,410	3,717	49.6	51.2	58.0	61.8	52.1
Waikanae Park	2,381	2,983	3,691	Nearly 80% of households own their own home. 50% of these fully owned – the highest percentage in the District Nearly 32% of households are 1 person. Less than half of Waikanae residents are in the labour force Over 35% of homes in Waikanae Beach are unoccupied private dwellings reflecting its seasonal destination value				
Waikanae West	4,745	5,201	5,621					
Peka Peka	695	798	1,009					

Local Audience Distribution



Town Centre Business Mix



- Waikanae’s largest population groups are located within easy reach of the Town Centre
- Largest projected population growth is anticipated for areas closest to the Town Centre
- There are 160,000+ potential customers within a half-hour drive-time from Waikanae

- Hospitality is the largest sector, with potential to leverage this increasingly diverse offer
- Building awareness of the Centre’s broader proposition will increase share of local spend
- Consideration needs to go into how best to replace vulnerable sectors – like banking

Sources Stats NZ, Kapiti Coast District Council

## 11. Stakeholder Feedback

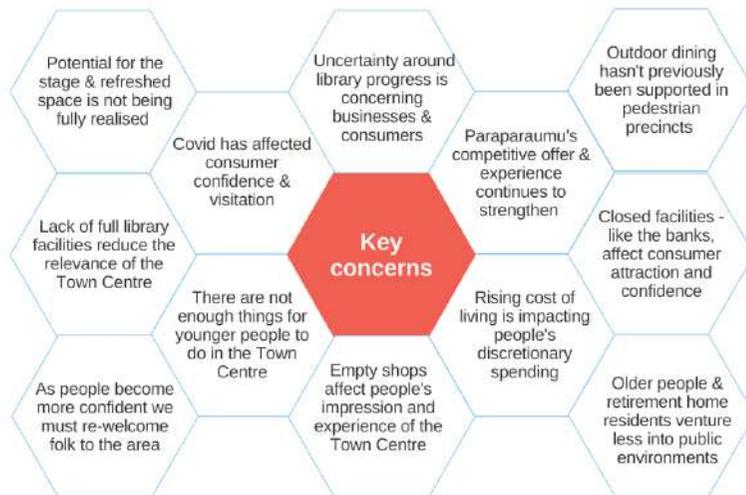
**Potential.** How can we better activate the Town Centre?



'We're desperate to see Mahara Place pumping. The upgraded area has so much potential - we just need it used in a structured way'

Hospitality business owner

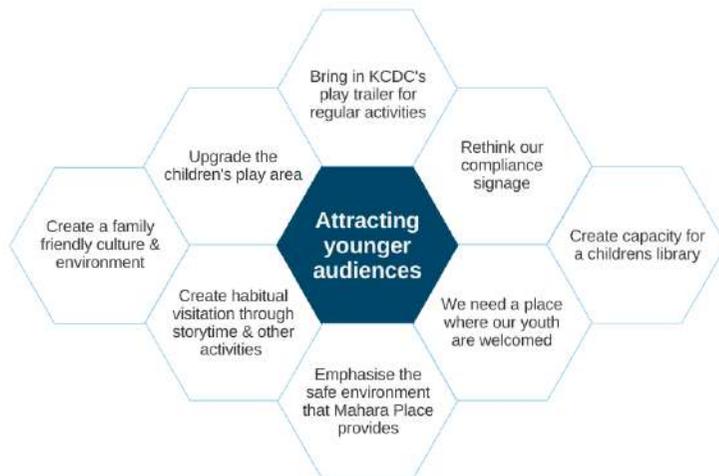
**Challenges.** What are the barriers to better activating the Town Centre?



'People have drifted away as we've lost the reasons they used to visit us for. We need to show renewed relevance to win them back'

Retail business owner

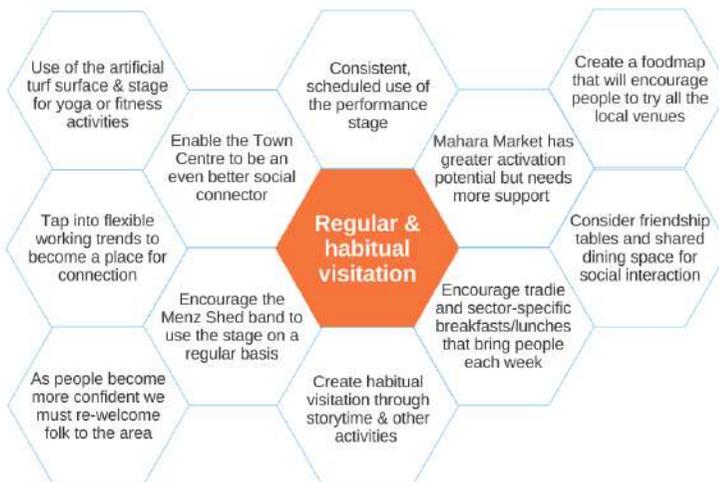
**Audience Diversity.** How can we deliver relevance, welcome and experience for families & younger people



'Could we attract night markets or food trucks? Competition is OK & it would be good to have a more concentrated offer here'

Cafe owner

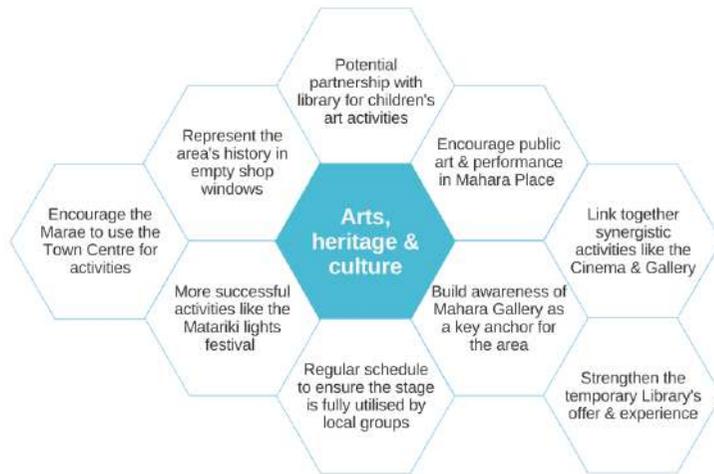
**Preference.** How can we ensure the Town Centre a frequent and favoured destination?



'The library brought lots of people to the area. They tell us how much they miss it - and we miss it's benefit too'

Retailer

**Centre of the Arts.** How can we leverage the area's arts, heritage and culture assets?



'Mahara Gallery is our jewel. This is something unique that separates us from other parts of Kāpiti'

Retailer

**Social Guardianship.** How can we ensure the Centre is a place where everyone feels safe & welcome?



'People love coming to the area, meeting friends & being part of the community. We should encourage more of this'

Service business owner

## 12. Advantages & Opportunities

Priority	Potential	Background	Response Concepts
1	<b>Unique Propositions.</b> Waikanae Town Centre has a number of differentiated and 'best of breed' businesses that help anchor the area and support wider success. These include the Butcher, Artisan Bakers and Pâtissier's', the Cinema and Pharmacy.	Waikanae's unique and treasured businesses can easily be taken for granted by shoppers over time. Keeping these stores and destinations 'on-radar' with consumers through collective marketing initiatives will help gain a greater share of local spend and goodwill and stem spending attrition.	<a href="#">Reflect, re-engage, re-welcome, advocacy</a> Editorial – Waikanae's town centre champions Brand Waikanae – define collective proposition
2	<b>Refreshed Offer.</b> A new cohort of business owners are emerging with fresh aspirations for the area and its success. This is creating succession in Waikanae Town Centre's offer and experiences that shoppers have previously travelled outside the area, for.	Enabling traders' to achieve greater community profile, celebrating new stores opening, existing businesses' success and the customers that make Waikanae Town Centre their choice will strengthen awareness and help reconnect people with the area and it's offer.	<a href="#">Introduce, celebrate, welcome, collaborate</a> Social media – curating content, sharing stories Businesses working together to promote collectively
3	<b>New Audiences.</b> Working and study from home trends mean more potential customers are in this area during the day. This creates opportunities for businesses to tap into these new audiences – seeking contemporary consumer experiences.	Waikanae businesses are seeing new faces and an increased weekday audience as people working from home are using the Town Centre for meetings, services, provisions or just an escape with social connection.	<a href="#">Attract, engage, build goodwill &amp; advocacy</a> Editorial – How Waikanae's audience is changing Food, provisions and services map of Waikanae Encourage & enable more outdoor dining in area
4	<b>Younger Demographics.</b> Mahara Place is a safe and pleasant environment for parents with young families to visit and spend time in. The Town Centre is missing this demographic, currently, and needs to develop broader attraction and relevance.	Leverage the attraction and amenity value of the surrounding cafes to attract families to regular children's activities centring on the Library. This could include weekly story-time, KCDC's play-trailer and other initiatives that reconnect parents and younger people with their Town Centre	<a href="#">Broader attraction, create new relevance</a> Library-related and play events in Mahara Place Consider a temporary children's library
6	<b>Leverage Nearby Attractors.</b> Contemporary hospitality venues nearby – such as Salt & Wood, are attracting a broader range of customer demographics that the Town Centre can share in benefit from.	A contemporary vibe is developing – reflective of younger audiences and sector champions who are driving change. New, niche food businesses are also establishing that create a diverse and comprehensive	<a href="#">Unified proposition</a> Food, provisions and services map of Waikanae Brand Waikanae – define collective proposition
7	<b>Leverage Visitor Markets.</b> The Town Centre can leverage Waikanae's weekender and holiday audience through collective marketing. Assets like the cinema attract holidaymakers from across Kāpiti.	Development of promotional collateral for Motel, luxury stay, AirBnB, Bookabach and other local accommodation providers will help the Town Centre tell it's story and attract visitors to the area for shopping, service or hospitality requirements.	<a href="#">Clarity of proposition, digital &amp; physical visibility</a> Food & provisions and services map of Waikanae
8	<b>Readiness for PPTO.</b> The new expressway north will make it easier and more convenient for consumers from Otaki and Te Horo to make Waikanae a more regular destination for shopping, dining & services	Coastal communities north of Waikanae are growing and provide strong potential for new audiences. Creating a compelling proposition that demonstrates the Town Centre's diverse offer, convenience and	<a href="#">Preparedness, proposition, positioning</a> Plan to attract & welcome northern consumers

## 13. Challenges

Priority	Challenges	Response
1	<b>Reduced Relevance.</b> Temporary library facilities have lessened attraction and relevance for Waikanae Town Centre – particularly for families and younger people. These demographics now have to travel to other centres for amenities and services, which has had an impact on businesses that previously benefited from the library as an anchor for the area.	<p>Priority given to enriching the existing temporary services and experiences for families and young people to regain relevance, visitation and advocacy.</p> <p>Priority to supporting solutions that will see the re-establishment of a new, comprehensive library and community amenity in the Town Centre.</p>
2	<b>Vulnerable Demographics.</b> Older people are especially mindful of the risks of COVID. Some have ceased or reduced visits to the area. There is likely to be continuing caution about coming into public environments for these demographics.	<p>Destination of Confidence. Creating an environment and activities that enable safe interaction.</p> <p>A universal town centre culture and welcome that builds confidence and other initiatives to earn trust and the return of customers, to the area.</p>
3	<b>Reducing Relevance.</b> While there has and continues to be growth in large-scale retirement villages, they are increasingly self-sufficient – reducing the need for residents to look outside these complexes for services or experiences.	<p>Champion the establishment of a shared banking hub – similar to that in Martinborough. A shared facility could help re-anchor the Town Centre-creating a destination that would be visited regularly and helping radiate benefit to neighbouring businesses.</p>
4	<b>Reducing Relevance.</b> Banks have been retreating from the Town Centre – impacting visitation and flow-on trade as surrounding businesses have benefited from bank customers. Relevance of the Town Centre is diminished	<p>Develop recognition for Waikanae Town Centre’s local and specialised offer – creating awareness around it’s emerging food scene and services available.</p> <p>Celebrate and champion Waikanae’s ‘best of breed’, emerging and existing businesses through collective marketing and joint initiatives that.</p>
5	<b>Increasing Competition.</b> The Expressway has made Paraparaumu’s more competitive offer increasingly convenient for Waikanae residents Competition will likely intensify with a new supermarket and other retail category-dominators establish there.	<p>Create wayfinding solutions that encourage awareness, exploration and discovery – helping visitors find more of what they need, locally and leveraging frequent and busy destinations - capitalising on their audiences.</p>
6	<b>Active Edges – Less Active Core.</b> Some of our busiest retail, hospitality and entertainment destinations have frontages to Marae Lane, meaning customers don’t need to venture into Mahara Place. Similarly, popular businesses on Main and Ngaio Roads, are often singular destinations and don’t benefit the wider town centre as much as they could.	<p>Encouraging evening and weekend use of the stage and ‘Town Square’ area through events like festivals, night markets or similar activations.</p> <p>Consider festoon or catenary lighting to characterfully illuminate the Town Centre – making it more appealing, safe and inviting.</p>
7	<b>Quiet Evenings &amp; Weekends.</b> The Town Centre core does not have many businesses that open in the evening, later on Saturday afternoon or on Sundays. This makes it difficult for those that do, as consumers get the impression everywhere is closed	<p>Redefine Waikanae Town Centre’s proposition, culture and messaging, so that the area is seen as welcoming and relevant for all.</p> <p>Work with businesses to define and embed the ‘Waikanae welcome’</p>
8	<b>Welcome.</b> Historical signage is out-of-step with younger audiences and more contemporary environments, where more inclusive themes demonstrate welcome, responsibility and trust.	

## 14. Recommendations

Theme	Initiative	Autumn	Winter	Spring	Summer
<b>Attraction</b>	Local Media. Work with Kāpiti News & Kāpiti Observer to share, regularly, news of new openings & happenings				
	Social Media. Work with Destination Waikanae or develop an independent presence for the Town Centre				
	Social Media. Develop presence for the Town Centre on other local FB pages and channels such as Instagram				
	Social Media. Assisting businesses to develop greater visibility and performance from their digital assets				
	Social Media. Develop a shared resource of images and themes to provision businesses with useful content				
	Social Media. Encourage sharing of content from neighbours, local happenings and other positive themes				
	Messaging. Developing unified key messaging and editorial to ensure the Town Centre speaks as one				
	Shared Marketing. Explore the creation of a 'food-map' highlighting the Town Centre's diverse offer				
	Council Communications. Develop regular content in Council newsletter/social media around the Town Centre				
	Brand. As a business community, explore developing a compelling brand and proposition for the Town Centre				
	Brand. Work with the arts, heritage & culture sector to develop differentiating themes the Town Centre can own				
	Synergies. Work closely with the Library, Marae, Mahara Gallery & Cinema to leverage and add-value to events				
<b>Experience</b>	Welcome. Creating a unified customer and market-centric culture that helps differentiate the visitor experience				
	Welcome. Unified messaging to reinforce the Town Centre as a welcoming, safe and enjoyable place for all				
	Activities. Exploring and implementing activities such as giant chess, table tennis, cornhole or other games				
	Activities. Encouraging and enabling regular fitness/wellness activities on the synthetic turf				
	Activities. Working with music, theatre & cultural groups to develop a performance schedule for the stage				
	Activities. Support the Midweek Market to continue growing and evolving as a key attractor to the area				
	Activities. Schedule performances & activities around regular events – such as the Midweek Market				
	Activities. Collaboration between the Library and KCDC Events around a regular schedule for the play trailer				

	Outdoor Dining. Enabling and supporting outdoor dining for businesses in the pedestrian thoroughfare area			
	Outdoor Dining. Consideration of weather protection measures to support year-round activation.			
	Outdoor Dining. Consideration and enablement of shared-table spaces to support social connection & resilience			
	Refreshed Offer. Develop opportunities for complementary pop-up shop concepts in the Town Centre			
	Collaboration. Work with property owners to improve frontages – developing enhanced activation & appeal			
	Wayfinding. Work with Council to develop wayfinding to improve awareness and increase pedestrian activity			
<b>Performance</b>	Collaboration. Development of a Business Group to build collaboration, representation and strategy			
	Consumer Sentiment. Develop and implement an ongoing ‘voice of the customer’ programme			
	Promotion. Develop and implement an ongoing love your local, digital marketing campaign			
	Promotion. Develop Town Centre digital promotion specific to the short-stay visitor market			
	Promotion. Work with businesses to improve digital visibility and performance			
	Promotion. Develop alliances with Kāpiti Food Fair and other events to share audiences & build profile			
	Advocacy. Work with businesses to strengthen profile and performance on review sites			
	Resilience. Work with the banking sector to explore developing a shared banking hub in Waikanae			

## 15. Priorities

### Collaborations

	Develop a business group for collaboration and to steer progress	Align with the arts, culture and heritage sector as key stakeholders and anchors	Determine existing & required activation resources	Seek support/ sponsorship for additional activation resources	Leverage the Library to build-back diverse visitation	Work with the Midweek Market to help build the offer & grow visitation	Work with groups and individuals to better utilise the stage	Seek those keen to run activities like fitness and wellness in the Centre	Work with Council to enable more outdoor dining in the Centre.	Work with property owners to improve & activate frontages	Work with the banking sector to champion a shared banking hub	Weather protection measures to support year-round activation
	1	2	3	4	5	6	7	8	9	10	11	12
Marketing Initiatives	Develop shared social media presence for Town Centre	Build social media capability & shareable content	Work with businesses to lift digital visibility & performance	Work with Council to help raise profile of the Town Centre	Develop an ongoing 'voice of the customer' programme	Seek & develop complementary pop-up shop concepts & opportunities	Explore the creation of a food-map to highlight the diverse offer	Develop regular content in Council newsletter/social media around the Town Centre		Work with Kāpiti News & Kāpiti Observer to share, regularly, news of new openings & happenings		Work with Council to develop wayfinding for the Centre
	Develop unified messaging for the Town Centre	Work collaboratively with Council and the community to explore and develop a compelling brand for the Town Centre		Creating a unified customer and market-centric culture that helps differentiate the visitor experience		Develop and implement an ongoing love your local, digital marketing campaign		Develop Town Centre digital promotion specific to the short-stay visitor market		Develop alliances with Kāpiti Food Fair and other events to share audiences & build profile		