Rotorua Central Business District
Retail Strategy - 2003

Vision:

“To grow Rotorua’s retail economy, making Rotorua a leading shopping, dining and leisure destination.”

1. Introduction

This retail strategy is intended to be a concise document with a focus on action and implementation, which includes timeframes and estimated costs. It is not a lengthy report. The strategy is designed to engage the community, particularly the business sector to help shape future policy.

This retail strategy has been developed in conjunction with various retail and other stakeholders and is an outcome of two retail strategy workshops held on 5 September and 1 October 2003 along with validation through the provision of a feedback process and retail strategy shop run over November and December 2003.

The workshops identified opportunities and new initiatives that, if implemented, will provide a positive direction for growing the Rotorua retail economy.

The strategy will provide a framework for retailers, developers, and the community in Rotorua, as well as Tourism Rotorua’s retail marketing and tourism objectives.

The focus of the strategy is on Rotorua’s Central Business District, which can broadly be described as covering the area from Lake Rotorua in the north through to Victoria Street at the southern end, and from Ranolf Street in the west across to Fenton Street in the east. (note: a location map will be attached to the final strategy)

Rotorua also has shopping areas located outside of the CBD eg at Ngongotaha and Selwyn Heights. While this strategy is focused on the CBD it is intended that the framework will sit alongside any strategies developed for the suburban shopping areas.
Planning Linkages

Under the new Local Government Act 2002, Councils are required to adopt a long term council-community plan (LTCCP) by 1 July 2006. A key feature of the LTCCP is community outcomes. The approach provides for community involvement in long-term planning and it allows the community to identify its desired outcomes and priorities.

The retail strategy will contribute to the community outcomes which form part of the LTCCP.

While there are important links to the Council, much of the energy to drive and implement the retail strategy has to come from the Council working with the private sector.

Council’s Vision

Council's vision for Rotorua is:

To be world renowned as New Zealand’s unique cultural and geothermal heartland and a great place to live.

Growing the retail economy supports Rotorua District Council’s vision and is a key component of the overall development of Rotorua’s economy. As such, this strategy will form part of a growth strategy for the district.

2. Retailing in Rotorua

Rotorua has become a main service centre for the wider Bay of Plenty region. Retailing is an important contributor to the District’s economy and its vitality. Retail attracts income, both locally, regionally and internationally. The retail sector is continually changing with market trends, which include a move towards “big-box” or large format, bulk retailing.

The retailing sector is one of the most significant industries in the Rotorua District. It employs 13.2% of the workforce.

The retail strategy is also linked to other Council documents such as the District Plan, Tourism Strategy, Economic Development Strategic Plan and Rotorua’s city design principles.
For the year ended March 2003 Rotorua urban retail sales totalled over $400 million.¹

There is a strong relationship between visitor numbers and retail spending in Rotorua. The Rotorua district received 1.8 million visitors in 2001/2002.

Retail areas are increasingly associated with leisure and social activities. Central city retail areas have an important role to play in terms of acting as a social hub and also for heritage and amenity values. Rotorua needs a co-ordinated approach if full advantage is to be taken of the shopping-as-recreation trend and its links with tourism.

Rotorua has made some important steps towards re-vitalising the CBD. The early 1990’s saw an extensive city redevelopment programme. The central shopping area was revamped with terracotta street kerbing, Edwardian lighting, cobbles and improved pedestrian walkways. A city focus area was also established. In 1993 a Rotorua City Redevelopment guide was produced to encourage developers to adopt certain design themes.

Rotorua must promote its shopping advantages and ensure that physical improvements are made to the CBD continue. The CBD should be a type of shopping centre that competes successfully with the amenities provided by a shopping mall such as, brand image and good pedestrian shelter. In the face of a changing market and increasing competition, Rotorua needs to ensure that its CBD remains vibrant, significant and competitive.

¹ Source: Statistics New Zealand. Industry employment figure is for 2001. Rotorua urban retail sales excludes categories such as cafés, restaurants, accommodation and motor vehicle retailing.

3. **Vision**

This strategy is intended to help position Rotorua as one of New Zealand’s most popular tourist destinations as well as a great place to live. The focus is on growing the retail economy to ensure a successful retail environment.

**THE VISION FOR THIS RETAIL STRATEGY IS:**

To grow Rotorua’s retail economy, making Rotorua a leading shopping, dining and leisure destination.

4. **Key Strengths**

A number of key strengths for retailing in Rotorua emerged from the first retail workshop. A summary of these strengths are as follows:

- Tourism - visitor numbers and catchment
- Landscape - CBD close to lakefront
- Potential for development
- Proximity of big-box and strip retailing
- Good infrastructure

5. **Principles**
Several important principles underpin this Retail Strategy. These are:

1. Increasing market share.
2. A holistic view of the CBD.
3. The Central Role of the CBD as a business hub for the District.
4. A continuation of the city redevelopment programme.
5. Adequate budgets to promote and manage the area.
6. Providing a level of convenience and amenity which is commensurate to an indoor shopping mall.
7. Emphasising and linking the CBD’s two anchor points (the lakefront and Rotorua Central).
8. Strong relationship between retailing and tourism.
9. Emphasising Rotorua’s unique natural and cultural environment.

6. Strategic Directions

The retail workshop identified various opportunities and initiatives for growing the retail economy in Rotorua. These have been developed into five main strategic directions with specific actions or directions contained within each.

1. CBD Environment

Principles 2, 3, 4, 7 and 9

The CBD environment in terms of appropriate layout, appearance, design and operation is essential to growing the retail economy and ensuring that Rotorua’s CBD is a destination in itself.

(a) Clusters and Themes
A map has been produced which promotes the use of themes and clustering for the CBD (see Appendix 1). Clusters are based on the type of retail activity but should be flexible, not prescriptive. Cluster areas can be identified and made available to retailers. Themes could be carried through into window displays and promotion. Opening hours would be appropriate for each cluster. Retailers will need to be educated about the plan and provided with the opportunity to comment. Incentives may need to be looked at to encourage retailers to act in response to the plan. A computer-generated map of the CBD which illustrates how the clusters and themes would look if implemented has also been recommended.

This could be extended to show retailers and the community what the CBD would look like when other initiatives are implemented, such as fresh paint, more colour and improved public space. While a cluster and theme initiative would take time to implement it is an important initiative for anchoring the future of Rotorua’s CBD.

The plan to encourage clustering and use themes within the CBD needs to be agreed and implemented in a staged manner.

(b) Living Colour
The use of seasonal colour throughout the central area should be encouraged. Initiatives could include flower displays or hanging flower boxes, art in the city, street banners, and Christmas decorations in fresh and vibrant colours. Any initiatives must be done in consultation with retailers.

(c) Clean and Safe
Ensuring that the CBD is clean and safe is vital. The continuation of City Focus will aid this. It is important to ensure that graffiti is always removed quickly. Street cleaning, waste removal and maintenance should be at a high standard. To make the CBD a safe environment there should be interaction with the police and the continued use of cameras. A retailers neighbourhood watch could also be set up. Rotorua District Council should enforce by-laws. Public education programmes to reduce crime are important. The responsible serving of alcohol should be promoted. A separate workshop to address the safety and security issue has been recommended by the workshop.

(d) Continuation of City Design Principles
To make a vibrant CBD that is attractive to tourists and locals Rotorua’s city design principles should be encouraged. The principles include recommended colours, layout and design. A computer generated image of the CBD (as mentioned in 1(a)) would also be useful to show retailers and the community what the area would look like with the city design principles implemented.

(e) Opening Hours
There needs to be consistency and uniformity for retail opening hours. Minimum hours should be set and all retailers should be encouraged to at least remain open for that time. Obviously there will be some retail activities that this will not suit (eg restaurants will have different opening and closing times). There will need to be consultation with franchise and chain stores as they may have set opening hours. The local media could also support those shops that stay open by advertising their opening hours. It should be recognised that this needs to be done for a period of time. Opening hours should also be displayed in each shop.

(f) Creation of a Night-Time Economy
This is a key component if Rotorua is to take full advantage of the opportunities available and keep up with the competition. Suggested initiatives are extended evening opening hours, the promotion of at least one late shopping night, marketing support for those restaurants and cafés that are open until at least 11 pm. The mini-bus proposed in 4(a) could also run at night.

(g) Linkages
One of Rotorua’s main strengths is the proximity of the CBD to the lakefront. Strong links need to be developed between retail activities, the lakefront and Government Gardens. Initiatives could include developing the Northern side of Amohau Street to promote cross-shopping between Rotorua Central and the CBD, developing the lakefront area, and the use of signs and maps to show people where they are and where various landmarks are located (eg the lake).

2. Marketing and Promotion

Principles 1, 8 and 9

The key to the success of this strategy is the successful marketing and promotion of the CBD area.

(a) Tourism
A core component of marketing and promoting the CBD is co-ordination. In particular, linking the retail sector with tourism as they are mutually beneficial. Tourism-promoted conferences and events all boost numbers to the District which is of benefit to retailers. Consolidated tourism and retail information booklets could be produced. There should be regular updates provided by Tourism Rotorua to the retail sector. The co-ordination of Tourism Rotorua and the retail sector is essential to enable Rotorua to take advantage of its high visitor numbers. The retail sector could join with Tourism Rotorua in terms of funding.

(b) Activities and Events
Cultural activities and events can provide spin-offs for retailers. It is important that the focus is on the attraction of customers, and not just a crowd of people who only come to the CBD for the event or activity. Rotorua should look towards developing new activities, in collaboration with stakeholders, which can grow into uniquely Rotorua events. Lakefront concerts would also draw people into the CBD as would a spring/summer festival. Organising fashion and art weeks where products on display are available in the shops is another event that would attract customers. Free activities available in and around the CBD should be promoted. The potential of City Focus should be maximised.

(c) Promotion
Promoting the CBD is one of the most vital aspects of this strategy: “A successful centre is a promoted centre.” There needs to be positive publicity if retailers are to extend their opening hours. The compact nature of the CBD should be emphasised. To be effective, collective promotion is necessary. More support for Ready to Retail (and / or marketing promotions coordinator) is an important element of this.

Recognition of excellence awards for retailers would also help to promote the central area.

(d) Branding
Branding is important for the successful promotion of shopping in Rotorua and the CBD area. Distinct brands should be developed for Rotorua Central and the CBD as has been developed for The Streat.

(e) Skills and Training
There is a need for up-skilling and training for retail employees with a strong emphasis on service. A dedicated training programme for retail managers and business owners.
Accreditation scheme for retailers.

3. Development

Principles 3, 7 and 9
Development and renovation are required if the CBD is to remain visually appealing and a great place to visit.

(a) Redevelopment and Renovation of Buildings
An audit should be done of the CBD area which identifies all buildings that need attention and all empty premises. The CBD needs to be attractive. Suggestions are: fresh paint for buildings; facelifts for structurally good, but unattractive buildings; removal of structurally unsound and old/tired buildings. There is potential to create space for larger stores and car parking. Consultation with property owners will need to occur. There is the possibility of sponsorship or financial

2 The Community Builders Handbook, at 442
support from Council for property owners wishing to paint or do up their buildings. Affordable land is available in Rotorua and good investors and developers should be encouraged.

(b) Development of the Lakefront
Development of the lakefront is important as this scenic feature is a major draw card for the CBD. It would also assist the linkage from Rotorua Central through to the lakefront area. A major anchor for the lakefront should be considered. Retail such as restaurants or cafés could be developed by the lakefront. Reviving the pier development for the lakefront is another option that would provide an anchor. Any development that takes place close to the lakefront will need to be carefully controlled.

(c) Relocation
Inappropriate CBD activities need to be relocated. The workshop suggested the relocation of the Courthouse. A short term option could be the creation of a courtyard for the Courthouse or a larger waiting area to ensure that attendees have a place to wait which is off the street.

(d) Changing Land Use
The land use in and around the CBD is changing. Inner-city living is becoming popular. It may be an advantage for retailers to have residents living close to or in the CBD. Companies and offices should remain close to the CBD.

4. Infrastructure and Amenities

Principles 2 and 6

Good infrastructure and amenity value are important considerations for the CBD.

(a) Transport and Parking
The CBD is well located at the centre of the District and in relation to the roading network. Ease of access to and within the CBD is critical to its success. Free or low-cost transport circling the CBD area, such as a mini-bus, is one initiative that would assist access. The bus driver could also act as a guide. Reinforcing connections to resort areas would also assist. Ensuring that there is enough parking is important. This needs to be investigated to determine whether a new parking building is required. There is the possibility of leasing car parking areas to private companies to manage or develop. Those that work in the CBD, such as retailers and their staff, should have their own parking that does not take parking away from potential customers. Other options to make it easier for people to come into the CBD include reducing rates for parking on the weekend to encourage shopping at this time or providing the first hour of parking for free. A Park and Ride option when large events are taking place is another consideration.

(b) Gateways
Developing gateways to the city is another initiative to make the CBD appealing and easy to locate. This involves upgrading and enhancing the roadway approaches to the CBD. The workshop suggested a Maori cultural theme for the gateways.

(c) Cyclists and Pedestrians
Opportunities for creating and sign-posting cycle and walking routes from the lakefront and resort areas to the CBD could improve the retail experience and also cater for local residents. It could also reduce parking demand.

(d) Public Space
The public space within the CBD should continue to be developed or enhanced. Components of an upgrade could include: a boulevard or pedestrian mall; undercover shopping such as a canopy or glass covers; more street furniture; trees; enhanced lighting and paving; outdoor café seating; improved signage, and continual veranda to close gaps. The theme areas, as recommended in Appendix 1, should also be put in place. Such improvements need to be done in conjunction with the Rotorua City Design Principles.

5. Funding and Management

Principle 5

Funding and management will provide the basis for the implementation of this retail strategy.

(a) Communication

Effective communication between Rotorua District Council and retailers will provide the opportunity for input into activities, events and issues of relevance to retailing. To improve communication between Tourism Rotorua, Council, property owners and retailers, a bi-annual retail forum is recommended. This could be held in the spring and autumn of each year. Smaller meetings made up of a block of retailers are also recommended. All events and activities of importance should be added to the District News and this should be circulated to all retailers. Statistics and other measures should be provided to retailers. This could form part of the District News or a separate publication such as a monthly retail newsletter. Ready to Retail (and / or the marketing promotions coordinator) should co-ordinate activities and liaise with Council, Tourism Rotorua and external stakeholders. There needs to be more support for Ready to Retail (and / or the marketing promotions coordinator) from the retailing sector. It is imperative that retailers are consulted before changes are made.

(b) Council's Role

Council’s role should be one of facilitator, in conjunction with the private sector. Council is also responsible for the public spaces in the City.

(c) Marketing/Promotion Coordinator –(MPC)

A specialised person or organisation to develop and implement a marketing and promotion strategy for the CBD and act as a liaison between the key parties. This position could be within or external of Council. However the position is structured the critical element to the success of this role would be the unified support and commitment gained from the Rotorua retail community.

(d) Annual Budgets

Funding for the implementation of an expanded retail marketing and promotion programme should be considered. Funding could come from a targeted rate or levy on retailers. The commercial differential for rates is being revisited to look at the possibility of a targeted rate being implemented. There is also the possibility of leveraging some funding from Tourism Rotorua if tourism and retail work together. Annual budgets should be set to allow for the actions proposed each year. The budget should be included in Council’s annual plan as well as the appropriate contributions from the public/private sectors. These need to be carefully justified.

(e) Benchmarking

The bi-annual forum should set targets and benchmarks in order to monitor and review its success. Benchmarks could include measures
such as the yearly turnover of the retail sector, vacancy rates, pedestrian traffic in the CBD, and numbers of renovated buildings. Statistics should be provided to retailers. Retailers need to be able to see the benefits of the strategy especially in the area of promotion.

7. Implementation

Converting the strategic directions of the Strategy into specific action is the key to the success of this Strategy. The implementation of the Strategy will depend on incremental successes and community involvement. There are certain actions that can be started immediately and others that will require a long-term commitment.

Successful implementation relies on Council support and effective coordination between property owners, retailers, Tourism Rotorua, Ready to Retail (and or Marketing promotions Coordinator) and Council.

Current Situation:

- Strategy in a Draft form.
- Sign off from the RDC is sought in relation to budget allocation for implementation options outlined below.
  - Council decision on targeted rate under the banner of Destination Rotorua being debated.
- Ready to Retail have their current provision of services contract of the past three years for $60,000 (year 1), $50,000 (year 2) and $40,000 (year 3) expiring on the 30th of June 2004. This current contract has the following scope of service:
  - Formation and operation through a representative R2R committee
  - Provision of a advocacy role with and for all Rotorua retailers on retail promotion providing a voice on issues as a means to ensure views are accurately conveyed both to and from the Rotorua District Council.
  - Provision of services and development of initiatives which create a robust, co-ordinated and committed retail sector.
R2R have indicated that they wish to stay independent of other organisations in the delivery of their role.

Landlords are being consulted with as to their views on how to go about the implementation of the areas of the Strategy that effect them.

RDC policy on renewal of contracts over $25,000 requires RDC to go to the market place, stating: "Where the value of goods or works proposed to be purchased or sold exceeds $25,000, publicly advertised tenders are to be called for, and such tenders opened in the presence of the Departmental Head or nominee, together with a representative of the Corporate Services department".

Options for Implementation:

The implementation of the Strategy has been broken into twenty three separate actions covering the five strategic directions of the Strategy, each action has key lead and supporting agencies along with timeframes and funding sources identified for them. One of the funding mechanisms identified is through the provision of a targeted rate.

In order to gain the maximum effectiveness and management of the implementation of this Strategy we have split out the actions that relate specifically to the marketing and promotions coordination of the CBD retail environment from those relating more to infrastructural and property development.

The implementation of the actions relating to infrastructural and property development will be managed by the identified key lead agencies with some facilitation support from the relevant sections of Rotorua District Council, it is proposed to allocate a budget of $50,000 per annum to the implementation of these strategies the provision for this budget would be incorporated into the Economic Development Unit operating budget.

The areas of operation covered by this element of the strategy are:

1. CBD Environment:
   a. Living Colour & street scape
   b. Clean & Safe
   c. Continuation of City Design Principals

2. Development:
   a. Facilitation of Redevelopment & Renovation of Buildings in partnership with the land lords
   b. Lake front development
   c. Relocation
   d. Changing Land use

4. Infrastructure & Amenities:
   a. Transport & Parking
   b. Gateways
   c. Cyclists & Pedestrians
   d. Public space

5. Funding & Management:
   a. Councils role in the implementation of the strategy – Facilitation
Marketing / Promotions and Coordination Implementation options:

**Marketing and Promotions Coordination elements defined**

“A successful centre is a promoted centre”

1. CBD Environment:
   e. Clusters & Themes
   f. Opening Hours
   g. Creation of the Night-Time Economy
   h. Linkages
2. Marketing and Promotion:
   i. Tourism linkages
   j. Activities and Events
   k. Promotion
   l. Branding
   m. Skills and Training
5. Funding and Management
   b. Communication
   c. Marketing / Promotion Coordinator

**Option One: Ready to Retail’s current contract is expended to include the Marketing / Promotions coordination roles outlined above.**

**Service Delivery:**
- Ready to Retail would expand their current operation to include the elements outlined above.
- An internal RDC management group set up to monitor and review the contract delivery.

**Budget:**
- This would require an increase in their current funding levels to a value of $250,000.
- It would be expected that if R2R could secure this level of funding from RDC it would be able to leverage off this in order to generate contributions from other sectors of the community towards its operations as they grow.

**Advantages:**
- The elements of the Strategy would be implemented.
- Industry lead – with volunteer base leadership.
- R2R have a history in this role.
- R2R have a membership base in the current retail environment.
- Independent Retail voice with Council.
- Role so far with Retail Strategy.

**Disadvantages:**
- The management of the funding goes outside RDC’s control to a degree.

**Risks:**
- Performance levels in relation to delivery on contract requirements.
- Does R2R currently represent the majority of the retail community?
- The mix of advocacy and contract delivery around Marketing and Promotion coordination.
- RDC Policy on contract renewal.
Option Two: *Run a market tender process calling for tenders in relation to the service delivery of the Marketing and Promotions coordination roles outlined above.*

**Process - Service Delivery:**
- Run a targeted price tender process in line with the Marketing and Promotions coordination elements outlined above.
  - This process will depend on the budget allocated by the LTCCP process.
- An internal RDC Management Group set up to monitor and review the contract delivery.

**Budget:**
- This would require funding levels to the value of $250,000.
- It would be expected that the successful party would be able to leverage off the RDC commitment in order to generate contributions from other sectors of the community towards its operations as they grow.

**Advantages:**
- The elements of the Strategy would be implemented.
- Potentially industry-lead organisation implementing strategy elements.
- Fresh approach to the marketing and promotion of the CBD.
- A chance to look at and weigh up the ability of competing service-delivery organisations and individuals against each other.
- Open and transparent process in accordance with RDC Policy and the new Local Government Act principals relating to local councils.

**Disadvantages:**
- The management of the funding goes outside RDC’s control to a degree.
- Untried or proven in the current retail marketing environment.

**Risks:**
- Performance levels in relation to contract requirements?
- Will they be able to gain the retailers support?

Option Three: *Develop a CBD Marketing & Promotions Coordination role within Council covering the areas outlined above.*

**Service Delivery:**
1. Inside the Tourism Rotorua Structure.
2. Inside the Economic Development Unit Structure.
- Reporting to the retail industry in an advisory role through a communication mechanism.

**Budget:**
- This would require an increase in their current funding levels of the appropriate budget areas to a value of $250,000.
- This budget allocation would need to incorporate a salary as well as a budget from which to deliver on the projects outlined in the areas above.

**Advantages:**
- The elements of the Strategy would be implemented.
- RDC would have control over the implementation.
- RDC would have a dedicated CBD retail presence.
- Power and resources of RDC behind the implementation of the strategy elements identified.
• The ability to integrate elements of the role with other Council departments and economic sectors e.g.: tourism & events.

**Disadvantages:**
- Lack of industry leadership – although would be one of the key areas of the role to be developed.
- Lack of proven track record and experience in the current retail marketing environment.

**Risks:**
- Gaining the support and buy in from the Rotorua retail sector.
- Politics influencing the implementation of the Strategy elements identified.

**Option Four:** Do nothing – Keeping R2R funding levels at their current levels with the similar contract in place?

**Issues to be considered:**
- What would happen to Ready to Retail funding if they were not successful in securing the Marketing and Promotions role?

The details and actions for implementation of the strategic directions are outlined in table format below.
1. Strategic Direction 1: The CBD Environment

(a) Clusters and Themes

Explanation: Promotion of cluster shopping. Use of themes to characterise different streets or street blocks. Needs to be flexible. See Appendix 1 for map.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Lead Agency</th>
<th>Support Agencies</th>
<th>Level of Difficulty</th>
<th>Timeframe</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medium</td>
<td>Property owners, retailers</td>
<td>RDC, Ready to Retail, Marketing Promotions Coordinator</td>
<td>Medium to high</td>
<td>5 years</td>
<td>Property owners with support from RDC</td>
</tr>
</tbody>
</table>

(b) Living Colour

Explanation: Use of seasonal colour throughout the CBD – eg flower displays, art in the city, street banners, Christmas decorations, painting of buildings. Must be consultation with retailers before such initiatives are implemented.

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</thead>
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<tr>
<td>Medium</td>
<td>RDC, Property owners</td>
<td>Ready to Retail, City Focus</td>
<td>Low</td>
<td>12 months</td>
<td>Sponsorship, Property owners and retailers with some support from RDC</td>
</tr>
</tbody>
</table>

(c) Clean and Safe

Explanation: Ensuring that the CBD is kept clean and is a safe environment for people to enjoy day and night. Continuation of City Focus. Ensuring the speedy removal of graffiti. Street cleaning, waste removal and maintenance at a high standard. In terms of safety and security, interaction with the Police and public education programmes to reduce crime. RDC to enforce by-laws. Retailers neighbourhood watch. Promote the responsible serving of alcohol. A separate workshop to address the safety and security issue in the CBD.

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</thead>
<tbody>
<tr>
<td>High</td>
<td>RDC, City Focus, Police</td>
<td>Retailers, property owners, general public</td>
<td>Medium</td>
<td>6 – 9 months and ongoing</td>
<td>Tax payer / rate payer cost (i.e. already funded)</td>
</tr>
</tbody>
</table>

(d) Continuation of City Design Principles

Explanation: Encouraging and promoting the use of good design as set out in the “Rotorua City Design Principles” document.

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<tbody>
<tr>
<td>High</td>
<td>Developers, retailers, builders, architects, property owners</td>
<td>RDC</td>
<td>Medium</td>
<td>Ongoing</td>
<td>Sponsorship (eg for paint), Private funding</td>
</tr>
</tbody>
</table>
### (e) Opening Hours

**Explanation**
Consistent and standardised opening hours for most retailers. Local media support for retailers that are open for those minimum hours. Opening hours to be displayed in shop windows – signs provided by Chamber of Commerce and Ready to Retail. Consultation with franchise and chain stores will need to take place as they may have different sets of opening hours.

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<tr>
<td>High</td>
<td>Ready to Retail, Marketing Promotions Coordinator, and retailers</td>
<td>RDC, Chamber of Commerce</td>
<td>Medium</td>
<td>6 - 12 months</td>
<td>RDC / retailers to fund: targeted rate or levy – advertising and signage</td>
</tr>
</tbody>
</table>

### (f) Creation of a Night-Time Economy

**Explanation**
Creating a night-time economy will involve encouraging extended opening hours and activities and events that take place in the evening. Marketing support for those restaurants and cafés that stay open until at least 11 pm is recommended. Mini-bus (see 4(a)) could also run at night.

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<td>High</td>
<td>Ready to Retail and retailers, Marketing Promotions Coordinator</td>
<td>RDC, Tourism Rotorua</td>
<td>Medium</td>
<td>6 months – 1 year</td>
<td>Marketing support could be arranged with local media – RDC / retailers to fund (Targeted Rate)</td>
</tr>
</tbody>
</table>

### (g) Linkages

**Explanation**
This involves linking Rotorua Central, the CBD and the lakefront. Cross-shopping between Rotorua Central and the CBD is a key component, as is development of the lakefront, developing the Northern side of Amohau Street to attract customers across to the CBD, ease of access, and use of signs and maps.

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<td>Ready to Retail and retailers</td>
<td>Medium to high</td>
<td>2 years</td>
<td>Private funding</td>
</tr>
</tbody>
</table>
## Strategic Direction 2: Marketing and Promotion

### (a) Coordinating Tourism and Retailing

**Explanation**
Co-ordination between Tourism Rotorua and retailing. This would be facilitated by a forum (see 5(a)). Regular updates for retailers from Tourism Rotorua. Publication of a tourism and retail information booklet. Possibility of the retail sector joining with tourism for funding. Position for retail representation on Tourism Advisory Board.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Lead Agency</th>
<th>Support Agencies</th>
<th>Level of Difficulty</th>
<th>Timeframe</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Tourism Rotorua, Ready to Retail and Retailers, Marketing Promotions Coordinator</td>
<td>RDC</td>
<td>Low to Medium</td>
<td>3 – 6 months</td>
<td>Tourism and Retailers to provide funding: <strong>targeted rate</strong> or levy</td>
</tr>
</tbody>
</table>

### (b) Activities and Events

**Explanation**
Build and support a varied calendar of events that attract people and provide spin-offs for retailers. Creation of uniquely Rotorua events and a signature event for Rotorua. Maxmise the potential of city focus. Spring/summer/winter festival, fashion and art weeks. Lakefront concerts. Promote free activities in and around the CBD.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Lead Agency</th>
<th>Support Agencies</th>
<th>Level of Difficulty</th>
<th>Timeframe</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medium</td>
<td>Tourism Rotorua, Ready to Retail, Marketing Promotions Coordinator</td>
<td>RDC, Event Venues Rotorua</td>
<td>Medium</td>
<td>6 months – 1 year</td>
<td>Tourism and retailers to obtain funding: <strong>targeted rate</strong> or levy</td>
</tr>
</tbody>
</table>

### (c) Promotion

**Explanation**
Effective promotion of retailing in Rotorua. A collective promotion and marketing campaign which publicises extended opening hours, events and activities. Emphasise the compact nature of the CBD. Awards for retailers.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Lead Agency</th>
<th>Support Agencies</th>
<th>Level of Difficulty</th>
<th>Timeframe</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Marketing Promotions Coordinator, Ready to Retail and Chamber of Commerce</td>
<td>RDC, Tourism Rotorua</td>
<td>Medium</td>
<td>6 months – 1 year</td>
<td>RDC / Retailers to fund: <strong>targeted rate</strong> or levy</td>
</tr>
</tbody>
</table>
### (d) Branding

**Explanation**
The creation of a distinctive brand for the CBD to be used throughout the central shopping area. Develop branding with Tourism Rotorua.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Lead Agency</th>
<th>Support Agencies</th>
<th>Level of Difficulty</th>
<th>Timeframe</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Marketing / Promotions coordinator, Ready to Retail and Chamber of Commerce</td>
<td>RDC, Tourism Rotorua</td>
<td>Medium</td>
<td>6 months – 1 year</td>
<td>RDC / Retailers to fund: targeted rate or levy</td>
</tr>
</tbody>
</table>

### (e) Skills and Training

**Explanation**
Up-skilling and training for retail employees with a strong emphasis on service. Training for retail managers and owners by way of a dedicated programme of training and mentoring business people. Accreditation scheme for retailers. – Key aspect identified in 2003-04 retail study.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Lead Agency</th>
<th>Support Agencies</th>
<th>Level of Difficulty</th>
<th>Timeframe</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Retailers, Ready to Retail and Chamber of Commerce</td>
<td>RDC, Waiariki &amp; other PTE's</td>
<td>Medium</td>
<td>6 months – 1 year</td>
<td>RDC / Retailers Fee to participate</td>
</tr>
</tbody>
</table>
3. **Strategic Direction 3: Development**

### (a) Redevelopment and Renovation of Buildings

**Explanation**
Audit of the CBD identifying all buildings that need attention and all empty premises. Facelifts for structurally good but unattractive buildings. Removal of old, tired, and structurally unsound buildings. New paint for buildings. The aim is to eliminate drabness and unsightliness and to stimulate business opportunities. There is potential to create spaces for larger stores or car parking. Need to consult with property owners.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Lead Agency</th>
<th>Support Agencies</th>
<th>Level of Difficulty</th>
<th>Timeframe</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Property owners for private buildings RDC and Central Government for public buildings Valuers</td>
<td>Financial institutions Real estate industry</td>
<td>Medium (for basic renovations) High (for major redevelopment)</td>
<td>6 mths – 1 year (for basic renovation such as painting) Up to 5 years (for building removal and other redevelopment)</td>
<td>Possible sponsorship for painting and other renovation work Property owners with some Council assistance</td>
</tr>
</tbody>
</table>

### (b) Development of the Lakefront

**Explanation**
Encourage development and investment around this area. This should be monitored carefully so as not to over-develop around a natural amenity area. Cafés or restaurants should also be encouraged to locate near the lake. Activities could also take place towards that end of the CBD. Reviving plans for a pier development.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Lead Agency</th>
<th>Support Agencies</th>
<th>Level of Difficulty</th>
<th>Timeframe</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medium</td>
<td>RDC, Developers/investors Tourism Rotorua, Pukerua Oruawhata Trust, Lake businesses (eg boat operators)</td>
<td></td>
<td>Medium to High</td>
<td>2 years</td>
<td>Private developers RDC to fund pier development and activities</td>
</tr>
</tbody>
</table>

### (c) Relocation

**Explanation**
The relocation of inappropriate CBD activities. Relocation of the courthouse away from the central shopping area. A short term option is to create a larger waiting area or courtyard for Court attendees.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Lead Agency</th>
<th>Support Agencies</th>
<th>Level of Difficulty</th>
<th>Timeframe</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medium</td>
<td>RDC with Central Government Property developers</td>
<td></td>
<td>High</td>
<td>2 years</td>
<td>Central Government to fund</td>
</tr>
</tbody>
</table>
**Changing Land Use**

**Explanation**
Land use in and around the CBD is changing. Allowing for residential inner-city living could be of benefit to retailers. This will need to be carefully planned with particular regard to reverse sensitivity issues. Companies and offices should be encouraged to remain close to the CBD.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Lead Agency</th>
<th>Support Agencies</th>
<th>Level of Difficulty</th>
<th>Timeframe</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low - Medium</td>
<td>RDC, property developers</td>
<td>Property owners</td>
<td>Medium</td>
<td>2 years</td>
<td>Property owners and developers</td>
</tr>
</tbody>
</table>
### Strategic Direction 4: Infrastructure and Amenities

#### (a) Transport and Parking

<table>
<thead>
<tr>
<th>Priority</th>
<th>Lead Agency</th>
<th>Support Agencies</th>
<th>Level of Difficulty</th>
<th>Timeframe</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medium</td>
<td>RDC / EBOP</td>
<td>Tourism Rotorua - bus Private enterprise/developers - parking buildings Ready to Retail</td>
<td>Medium</td>
<td>6 months – 1 year</td>
<td>Bus – self-funding Carparks – private enterprise could lease from Council and run and manage the car parks.</td>
</tr>
</tbody>
</table>

Explanation: Ensuring the ease of access around and to the CBD. Transportation within the CBD – mini-bus that circles the area and runs from resort areas through Rotorua Central to the Lakefront and Government Gardens, to service retail customers and tourists. The bus should be novel and the driver could also act as a guide. Monitor parking to determine the need for more car parks. Possibility of leasing car parks to private enterprise to manage or develop. Car park for retailers and staff. First hour of parking free. Reduced parking rates on the weekend to encourage shopping at this time. Park and ride for major events.

#### (b) Gateways

<table>
<thead>
<tr>
<th>Priority</th>
<th>Lead Agency</th>
<th>Support Agencies</th>
<th>Level of Difficulty</th>
<th>Timeframe</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medium</td>
<td>RDC</td>
<td>Transit NZ</td>
<td>Medium</td>
<td>1 year</td>
<td>RDC – public cost</td>
</tr>
</tbody>
</table>

Explanation: Develop gateways to the city – upgrade roadway approaches and make those areas visually appealing to encourage people into the CBD. Use a Maori cultural theme.

#### (c) Cyclists and Pedestrians

<table>
<thead>
<tr>
<th>Priority</th>
<th>Lead Agency</th>
<th>Support Agencies</th>
<th>Level of Difficulty</th>
<th>Timeframe</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medium</td>
<td>RDC / EBOP</td>
<td>Medium</td>
<td>6 months - 1 year</td>
<td>RDC – public cost</td>
<td></td>
</tr>
</tbody>
</table>

Explanation: Creating and sign-posting cycle and walking routes from the lakefront and resort areas to the CBD.

#### (d) Public Space

<table>
<thead>
<tr>
<th>Priority</th>
<th>Lead Agency</th>
<th>Support Agencies</th>
<th>Level of Difficulty</th>
<th>Timeframe</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medium</td>
<td>RDC</td>
<td>Ready to Retail, property owners</td>
<td>Medium</td>
<td>1 year</td>
<td>RDC – public cost, property owners</td>
</tr>
</tbody>
</table>

Explanation: Develop/upgrade public spaces in the CBD. Undercover shopping such as a canopy or glass cover. Continual verandas. Other developments: more street furniture, trees, enhanced lighting, paving. Outdoor café seating should be encouraged to promote 'street life'. Improved signage to orientate visitors to the CBD.
### 5. Strategic Direction 5: Funding & Management

#### (a) Communication

<table>
<thead>
<tr>
<th>Priority</th>
<th>Lead Agency</th>
<th>Support Agencies</th>
<th>Level of Difficulty</th>
<th>Timeframe</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>RDC as facilitator</td>
<td>Tourism Rotorua, retailers, property owners, Marketing Promotions coordinator, Ready to Retail, Chamber of Commerce</td>
<td>Low</td>
<td>2 months</td>
<td>Participating agencies</td>
</tr>
<tr>
<td></td>
<td>(Targeted Rate)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Explanation**
- Ensuring that there is effective communication between Tourism Rotorua, retailers and other stakeholders, and RDC. A vehicle for this could be a retail forum which is made up of members from each sector. Ensuring that all activities and events of relevance to retailers are published in the District News and that this is circulated to retailers. Major events should be directly notified. More support for Ready to Retail by retailers. Ready to Retail should co-ordinate activities on a regular basis with RDC, Tourism Rotorua, Chamber of Commerce and other stakeholders.

#### (b) Council’s Role

<table>
<thead>
<tr>
<th>Priority</th>
<th>Lead Agency</th>
<th>Support Agencies</th>
<th>Level of Difficulty</th>
<th>Timeframe</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medium</td>
<td>RDC</td>
<td>RDC</td>
<td>Medium</td>
<td>6 months</td>
<td>RDC – public funding</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Retailers to contribute by way of a targeted rate or levy</td>
</tr>
</tbody>
</table>

**Explanation**
- Council should take up the role of facilitator in conjunction with the private sector. Council is also responsible for public space areas of the CBD. It may also wish to consider the implementation of a retail marketing programme.

#### (c) Marketing and Promotion Coordinator

<table>
<thead>
<tr>
<th>Priority</th>
<th>Lead Agency</th>
<th>Support Agencies</th>
<th>Level of Difficulty</th>
<th>Timeframe</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>RDC</td>
<td>Tourism Rotorua, Ready to Retail, Chamber of Commerce</td>
<td>Low - Medium</td>
<td>6 months</td>
<td>Funding from targeted rate or levy or as part of Tourism Rotorua funding</td>
</tr>
</tbody>
</table>
Appendix 1: Central Business District – Cluster & Theme
Shopping Concept