



Report Authors

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Auckland Transport by First Retail Group Ltd, July 2018

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2 Executive Summary

Supporting Success

Grey Lynn is a diverse and continually evolving collection of individually characterful communities. Whilst each area is unique in appeal, demographic and performance, they share similar values which prioritise social and environmental sustainability – important differentiators that attract like-minded businesses and consumers.

A multi-cultural, creative and artisan heritage has fostered a strongly independent theme for Grey Lynn's traders and commercial centres. It has also supported the development of both emerging and established niche specialities that the area has become known for around food, creative and lifestyle products.

Grey Lynn's consumer offer has developed, organically - driven by a collaborative commercial community and enthusiastic local support. This has created opportunities for talented entrepreneurs to grow & prosper, surrounded by supportive traders and consumers who value unique shops, services and food and beverage offers.

Despite these benefits, most are small businesses, especially vulnerable to changes in demand or profitability. Supporting and enhancing their economic sustainability is vital for continued success of the area.

Managing Risk

Recent challenges resulting from street infrastructure development work compromised goodwill and performance for some businesses. With further projects planned, the Grey Lynn Business Association (GLBA), in partnership with Auckland Council and AT are intent on developing a strategic approach to improving resilience through interpreting opportunity, driving performance and managing risk.

An objective of this project is to determine how Grey Lynn can continue to successfully differentiate, setting itself decisively apart and maintain a competitive edge – in-turn mitigating risk from any disruptive impacts of future work.

Consumer Appeal and Experience

The retail and hospitality sector is transforming as consumer needs and expectations evolve and competition intensifies. This is especially pertinent to the Auckland's city fringe which is experiencing strong economic growth that is influencing demand and supply.

Grey Lynn already delivers many of the characteristics that contemporary town centres aspire toward including local relevancy, heart-of-community positioning, social and environmental responsibility and differentiation.

The area's opportunity centre's on further enriching its offer with more 'like' businesses, in theme and culture, while achieving greater theatre in delivery. Clustering is an important part of this strategy – encouraging complementary categories to near and co-locate to strengthen destination value.

Including community aspirations in how Grey Lynn develops is vital. The GLBA should engage continuously with consumers to understand how traders can better deliver, the products and services they would most like to see offered – and experiential aspects that would give greater priority for the local offer over other choices.

Accessibility

Grey Lynn's primary goal must be to make consumer interactions as frictionless as possible – making it easy and enjoyable for people to visit the villages, discover the wider offer and spend time and money. This relies on accessibility and convenience as key elements in successful customer experiences – GLBA's primary objective in supporting commercial sustainability.

Townscape

The area's heritage features and largely unspoilt architecture further differentiates the visitor experience and are features of pride for Grey Lynn businesses and residents.

The village centres and retail pockets make for enjoyable shopping and dining experiences, not found in such prevalence, elsewhere in Auckland. Enhancing these features, through sympathetic development, amenities and beautification will further strengthen destination value– and commercial opportunities.

Partnerships with property owners, Auckland Council and AT, should focus on developing the unique character of each area – supporting identity, community ownership and individual appeal. This could include differentiated street furniture, lighting and paving.

Performance

Grey Lynn businesses operate in an increasingly competitive and challenging marketplace. To maintain and strengthen performance, the Villages must focus on leveraging differentiation, building awareness and continuing to encourage new offers to the area.

Motivating, monitoring and sustaining positive results is reliant on contemporary key performance measures, that consider success beyond financial outcomes.

Commercial Community

Grey Lynn is one of the few Auckland areas not yet represented by a rating-funded business improvement district. Its independent spirit, already strong social and environmental guardianship and hybrid business principles contrast with more structured regimes that could quell open participation and contribution.

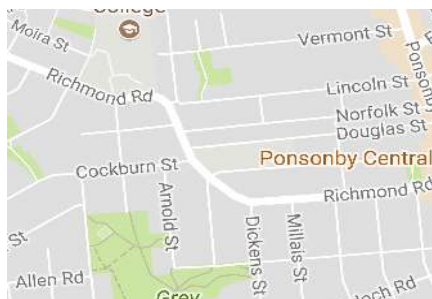
GLBA's planned evolution encompasses economic, ecological and humanistic objectives. This creates a unique governance model best reflective of this progressive community.

Forward Focus

This strategy provides a forward-looking perspective on how Grey Lynn and its businesses can best position to develop potential, drive performance and mitigate risk.

2.1 Area-Specific Highlight¹ Priorities

Richmond Rise

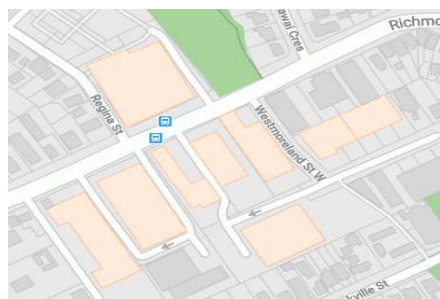


Accessibility – Increase short-stop parking availability to support destination traders

Gateway Potential – Leverage these audiences to drive awareness of Grey Lynn's wider offer

Area Identity – Develop a village brand to define character & proposition

Richmond Valley

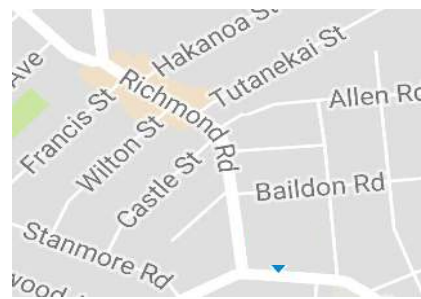


Accessibility – Enhance appeal & convenience for visitors by bus and active transport modes

Sustainability – Encourage large retailers to use local stores to trial wider environmental initiatives

Alignment – Encourage large retailers to develop their Grey Lynn stores to meet the local market.

West Lynn



Performance Recovery – Support traders to rebuild visitation, sales and goodwill

Accessibility – Prioritise ease of visitation & convenience across all transport modes

Resilience – Ensure businesses are able & prepared to reduce future impacts of road work

Clustering – Strengthen the offer through attracting complementary businesses to the area

Area Identity – Develop area and village brands to better define character & proposition

Promotion – Increase consumer awareness, connection, engagement and sales conversion

Streetscape Enhancements – Area-relevant street furniture, lighting & communal spaces

Consumer-led Curation – Need and expectations helping define the future proposition

Grey Lynn



Safety & Security – Reduce risks from anti-social behaviour and crime

Demand – Profile available retail spaces to attract more businesses to the area

¹ Detailed and shared priorities identified further in the following pages.

3 Strategy Overview

Grey Lynn Business Association represent the interests of commercial stakeholders; including business and property owners across the villages that make up the wider area, including Richmond Rise, Richmond Valley, West Lynn and Grey Lynn.

This voluntary membership-based group is unique through its depth of community engagement and culture of guardianship that spans commerce, social resilience and environmental responsibility.

While the organisation is focused on economic performance, it also has a strong ethical mandate – ensuring enterprises balance sustainability and embrace community values.

This hybrid business culture and priority differentiates Grey Lynn from other Auckland districts and reflects the area's humanistic culture and identity.

Commercial and community dynamics across the area are diverse. From the success of Richmond Rise's 'on-the-way' solutions, Richmond Valley's collective of everyday brands and West Lynn's village character, to Grey Lynn's mix of traditional and speciality businesses, propositions have developed individually, but with common purpose around social and environmental values.

The Business Association is intent on better enabling these areas to continue developing individually to best meet their markets but also achieve collective destination value and recognition. This requires careful and strategic curation - guiding the successful evolution of existing businesses and encouraging complementary offers to establish in the area.

This forward-looking project considers local area influences, regional dynamics and macro trends that create or challenge opportunity for Grey Lynn to be the best it can in terms of consumer appeal and commercial performance.

3.1 Area Definition



Richmond Rise Village



Richmond Valley / Westmoreland Road



West Lynn Village



Grey Lynn Village

3.2 Key Outcomes

Commercial Performance	Environmental Sustainability	Social Resilience	Area Preferences
Successful Business Environments. Strong, consistent and profitable commercial performance that rewards talent, skills, investment and entrepreneurship.	Sustainable Futures. Businesses working collaboratively toward minimising waste, conserving energy and operating in an environmentally responsible way.	Community Centricity. Commercial areas that enrich their communities by providing the products, services, social and consumer experiences resident's need and value.	Destinations of Choice. Creating consumer propositions, shopping and dining environments that prioritise Grey Lynn businesses over other options.

3.3 Project Background

The Grey Lynn area includes traditional village centres, pockets of individual shops and hospitality businesses and a mid-format, destination retail centre, situated along a busy commuter route.

While independently located, the area's social and environmental focus provides a unified theme and culture that each of the villages embrace. This helps achieve common purpose, collegiality and shared culture.

Recent development of dedicated cycle lanes through West Lynn Village challenged commercial performance and consumer goodwill for businesses located there.

The need to restore visitation and sales performance has been the catalyst for this project that uses the opportunity to consider, collectively, how the area can better adapt to meet its market and create new ones.

3.3.1 Grey Lynn Plan

The Grey Lynn Plan was developed in 2012 in response to Auckland Council Urban Planning reviews. The document focuses on how the areas can develop in line with community needs, expectations and values, while adopting best practice environmental and placemaking principles.

The stakeholder-led plan has been acknowledged by Auckland Council as a reference point for the area's continued evolution and remains a benchmark that represents stakeholder needs and aspirations.

A key recommendation from the plan was to develop a dedicated retail strategy, that guides the evolution of the area's consumer offer and experience.

3.3.2 Collaborative Focus

The strategy recognises voluntary participation by stakeholders and already significant, unremunerated commitment made by Board Members for the benefit of Grey Lynn. Therefore, the themes are collaborative and acknowledge progress relies on collegiality and goodwill.

3.3.3 Grey Lynn Urban Centre Strategy

This project benefits from earlier planning by Grey Lynn Business Association to create an area vision, along with economic planning, urban design strategies and a highly engaged group of stakeholders.

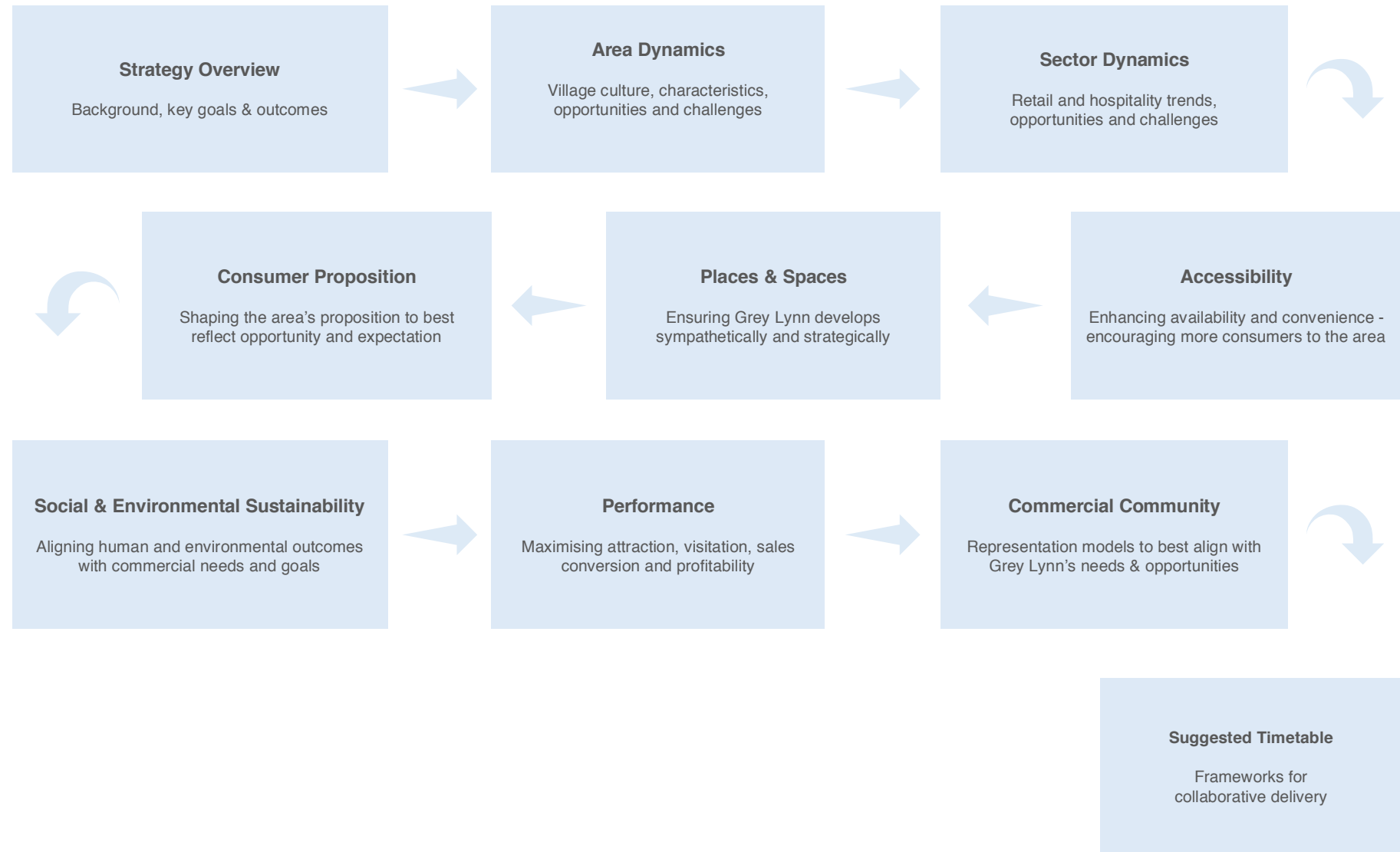
The Grey Lynn Business Association has taken an active role in bringing stakeholders together to share aspirations and ideas for the Grey Lynn Urban Centre Strategy. This has ensured development has been community-led, reflective of local values and representative of opportunities recognised by both the commercial sector and residents.

The strategy has included close participation from a broad range of businesses, property owners and community leaders from all village and commercial areas. It has also benefited from contributions from civic agencies; Auckland Council's Design Office, Auckland Transport (AT) and the Grey Lynn Residents Association.

Engagement has ranged from individual meetings with stakeholders, group conversations, drop-in clinics, social events and Board Meetings. This has ensured that active and engaged stakeholders have had the broadest possible opportunity to connect and share their views.

The strategy is designed to be a living document, updated regularly as initiatives are progressed and new opportunities and challenges are recognised.

3.3.4 Report Process



4 Area Dynamics

4.1 Background

The Grey Lynn area comprises four predominant commercial districts including distinct village centres and further areas where businesses are more dispersed in location.

This project focuses on Richmond Rise, Richmond Valley, West Lynn and Grey Lynn Village as areas that will most benefit from an integrated commercial strategy.

From a socially and economically challenged past, Grey Lynn has experienced considerable regeneration over the past decade into what are now some of Auckland's most sought-after suburbs. This has seen continued gentrification, greater commercial activity and increased appetite from businesses to be a part of these unique and aspirational communities.

While the audience and make-up of Grey Lynn has changed, an arts, ethnic and cultural influence and strong social awareness has remained. This has created an environment where many businesses reflect these values.

4.1.1 Common Themes

The greater area is diverse and seemingly unconnected, however common social and environmental goals tie Grey Lynn's destinations together. This differentiates from other parts of Auckland and are aspirations many other areas would like to achieve.

It is these themes that attract and engage consumers and businesses - providing scope to further develop from by encouraging sympathetic development and entrepreneurship.

Grey Lynn's DNA Values		Locally Reflected:
Sustainability	Environmental awareness & initiatives	Large concentration of specialist & wholefood stores Grey Lynn Farmers Market championing local produce Sustainable business focus is shared by most traders Active encouragement to recycle, upcycle & reuse Grey Lynn 2030 remains the sustainability benchmark
Social Responsibility	Community Centricity	Wellness and social good themes to the fore Awareness and prioritisation for the vulnerable
Creativity	Artisan Focus	Independent food, arts and fashion businesses abound

4.1.2 Differentiators

Grey Lynn's villages are unique in reflecting traditional heritage values and environments while successfully supporting the evolution and growth of contemporary businesses. Positive attributes include:

1. Lack of Chain Retailers. Owner/operators predominate among the businesses
2. Traditional Categories Remain. Bookshop's, butchers & independent stores flourish
3. Reflecting the Market. Locally relevant offers keep residents engaged & supportive
4. Experiential. The area and its businesses are characterful and unique
5. Aspirational. Consumers and businesses want to be associated with Grey Lynn

4.1.3 Consumer Perception

The Villages are often disparate in look, feel and proposition which means few consumers recognise these areas as one. This creates challenges in encouraging consumers beyond their traditional shopping and dining destinations, but also opportunity in better defining wider area identity and appeal.

Many among the collective audience identify with the areas' ideals and values, but don't necessarily visit each of the destinations, regularly. This is particularly relevant to Grey Lynn Village, which is geographically separated and has yet to benefit from the regeneration and subsequent concentration of successful businesses Richmond Road and West Lynn have achieved.

4.1.4 Shared Wider Area Aspirations



Local Sufficiency & Priority

Consumers being able to source the majority of their needs and prioritising spending locally.



Destination Value

Achieving a critical mass of complementary businesses that create a defensible proposition.



Hybrid Business Principles

Businesses collectively working toward a common purpose balancing social and economic outcomes.

4.2 West Lynn Village

Warnock Street to Surrey Crescent

West Lynn is a compact and successful shopping, service and hospitality village. The area is unique in the Auckland marketplace through its mix of contemporary and traditional traders and is well supported by local and destination consumers.

The village is at the heart of its community through a well-balanced socio-economic vision, shared by the majority of owners and operators. This balances social and environmental outcomes alongside commercial needs and has made West Lynn an aspirational destination for conscious consumers to visit and businesses to establish in.

Few other urban centres have achieved such a characterful environment and proposition that aligns with their market, placing West Lynn in a strong position to build from through further enrichment of its offer and customer experience.

Key Dynamics

Artisan & Independents. Differentiated, area-relevant businesses populate the village

Strong Anchors. Huckleberry and other anchor businesses attract large numbers of consumers

Synergistic Offer. Local traders are largely complementary, benefiting from similar audiences

Food & Beverage Predominates. Habitual demand draws customers on a frequent basis

Destination Value. Specialist stores, cafes & hairdressers attract consumers' from further afield

Aspirations		Outcomes
1.	Sustainability Exemplar. West Lynn, along with cohorts Richmond Rise, Richmond Valley and Grey Lynn Village as New Zealand's leaders in environmental, social and economic sustainability.	Further strengthening West Lynn's destination value for consumers that share similar values.
2.	Enriching the Offer. Encouraging new, synergistic businesses to locate in West Lynn, complementing the existing proposition and strengthening cluster value as tenancies become available.	Supporting innovation, improvement and refreshment to ensure West Lynn's offer continues to shape consumer expectations and evolve ahead of trend.
3.	Guiding Delivery. Building on the Grey Lynn plan to help businesses adapt existing premises and new businesses best represent GL's proposition, look and customer experience.	Curating the village to maintain its characterful environment that reflects heritage, maintains fine-grain frontages and supports edge activation improving store connections with the streetscape.
Challenges		Opportunities
Accessibility.	Predominantly destination businesses highly reliant on accessibility Village businesses rely on short-stop parking availability	More people accessing retailers using public transport and active transport modes. Extending shorter-term parking zones and discouraging commuter/local worker parking.
Curation	Ensuring new occupiers reflect West Lynn's character, look & delivery	'Localising' multiple retailers – ensuring products & experiences mirror neighbourhood needs Design guidelines helping businesses to respond to heritage and area values in fit out and range.
Performance	Recent street works have compromised some businesses sales, profitability and goodwill, while upcoming restorative work will also impact commercial performance.	Consider urban design elements, such as lighting to enhance area identity, character & appeal. Use upcoming road changes to re-launch the village through an event, festival or activities.

4.3 Grey Lynn Village

Surrey Crescent to Great North Road

Grey Lynn Village presents significant opportunity for improvement both in its environment, social and commercial performance.

Surrounded by newly gentrified residential areas and a changing consumer demographic, the Village has potential to leverage this expectant new audience, while continuing to be a 'place of the people' through hybrid business principles and strategies.

Delivering around this evolving model requires greater collaboration between property owners, businesses, Council and community groups in order to maximise potential while retaining character and reflecting values of the neighbourhood.

Key Dynamics

Traditional Offers Anchor. Established speciality businesses are destination drivers

Environmental Changes Can Transform. Edge activation, frontage and streetscape improvements will better engage consumers with Grey Lynn Village's offer.

Empty Spaces Create Opportunity. There is potential for new and unique businesses to establish successfully

Aspirations		Outcomes
<ol style="list-style-type: none"> 1. Meet & Shape the Market. Respond to and delight consumers by ensuring existing and future businesses understand needs and expectations while developing Grey Lynn Village's own unique proposition 2. Urban Pantry. Strengthening the predominant food and beverage theme by encouraging innovative clusters of businesses – such as Tiger Burger 3. Socially Responsive. Lead and embrace businesses' participation in social initiatives supporting vulnerable members of the community. 4. Commercial Sustainability. Encouraging creative and differentiated operators to make Grey Lynn Village their home by lowering the barriers to establishment, clustering of like businesses and greater focus on non-discretionary categories. 		Ensuring residents and visitors prioritise Grey Lynn Village as their shopping and dining destination of choice by delivering products and experiences that best reflect the local marketplace and emerging trends.
		Developing a critical mass of exceptional and likely, value-oriented eateries that attract customers on a frequent basis to strengthen community connection.
		A caring community which 'pays it forward' and has a place for everyone as the Village Centre continues to balance social and commercial goals.
		Establishment and occupancy models that enable independent and artisan businesses to develop, remain, and prosper.
Challenges		Opportunities
Building Stock / Development Hiatus	Less suitable buildings landlords & tenants are resistant to investing in.	De-Risked Options. Supporting agile and dynamic solutions for the establishment or refurbishment of retail and hospitality businesses' – reducing financial commitment and risk, while attracting the best in talent and entrepreneurship.
	Large-scale sites with plans for long-term redevelopment pending, impacting enthusiasm from landlords and tenants for area improvement	
Curation	Encouraging more artisan businesses to establish in Grey Lynn Village	Unique Consumer Experiences. Further differentiating Grey Lynn Village from competing destinations and increasing defensibility.
Relevance & Performance	Demonstrating destination value and maximising performance by strengthening the area's	Evening & Night-time Economy. Strengthening the area's appeal and value as a hospitality destination after dark.

4.4 Richmond Rise & Richmond Valley Ponsonby Road to the Intersection of Warnock Street.

Richmond Road is home to a diverse range of both 'on-the-way' and destination businesses serving the local market, neighbouring suburbs and beyond.

The corridor includes commercial clusters along with well-known individually-located businesses, such as Diamonds of Richmond, Moa Brewing and Trelise Cooper, among others.

Richmond Village has a blend of independent, convenience businesses including food, liquor and service categories such as hairdressers and a laundromat.

Further along Richmond Road, major retailers have located in Richmond Valley where local and national brands come together in larger-format stores including; Farro, Mitre 10 and Animates.

Key Dynamics

Wide Audience. Richmond Road is a 'window' into Grey Lynn's culture & vibe.

Draw. Icon destinations like Ripe & Farro attract consumers from beyond traditional catchments.

Supporter Role. Chore & staple products remain in the valley, leaving villages for specialist roles.

Aggregated Offer. Larger format businesses have co-located creating strong destination value.

Broad Retail Mix. The area includes a broad range of retail, hospitality and service businesses.

Aspirations

1. Gateway. Richmond Village businesses acting as Grey Lynn's gateway to the wider area's unique and experiential shopping, dining and service offering.
2. Alignment. Bigger chains mirroring shared environmental and social goals as specialist business across the Grey Lynn commercial community.
3. Balanced Offer. Maintaining a good mix of local and national brands – each delivering an offer and experience aligned with the market.

Outcomes

Sense of Arrival & Identity. Visual and cultural recognition of Grey Lynn's boundaries to differentiate consumer expectations and experiences.

Sustainability Prioritised. All businesses delivering on environmental goals, with larger organisations using their Grey Lynn Villages' locations to trial and showcase new initiatives.

Meeting the Market. Ensuring a consumer proposition that is broad enough to cater for most needs and expectations within Grey Lynn.

Challenges

Accessibility. Predominantly destination businesses with consumers arriving by car.
Large format stores in Richmond Valley are dispersed over a wide area.
Reliance on cars for big-shop, or bulky-goods purchases from this area.
Richmond Village businesses rely on short-stop parking availability.

Sameness. Chain retailers delivering the same range & customer experiences as elsewhere.

Sustainability Major brands can compromise Grey Lynn Villages' whole-of-area environmental aspirations.

Opportunities

More people accessing large format retailers using public transport and active transport modes.
Improving pedestrian connections to encourage walkability and greater use of public transport.
Economical, shared delivery services to reduce vehicle movements and achieve economic costs.
Extending the short-term parking zones and discouraging commuter/local worker parking.

'Localisation' of the bigger retailers – ensuring their products and experience mirror neighbourhood needs and values

Encouraging large format retailers to trial and lead sustainability initiatives using their Grey Lynn stores.

5 Alignment - Cross-Cutting Themes

	Auckland City Fringe Economic Development Plan	Grey Lynn Business Association / Grey Lynn 2030	The Auckland Plan 2050	Grey Lynn Shopping Precinct – Surrey Crescent Working Group	Boffa Miskall Reports
Community Resilience	Vibrant healthy, connected & inclusive communities	A creative, compassionate & tolerant community that embraces diversity	Foster an inclusive Auckland where everyone belongs Improve wellbeing for all Aucklanders by reducing harm and disparities in opportunities	Shared community vision Make public goals the primary objective, Preserve and encourage diversity and character	Enhance the sense of place for West Lynn centre for locals & visitors
Placemaking	Attractive & versatile spaces that meet community needs and expectations	Characterful & connective laneways, green & open spaces	Provide sufficient public places and spaces that are inclusive, accessible and contribute to urban living	A place where people want to be, to live, shop, cycle and socialise	Safe, legible & enjoyable pedestrian environment
Environmental Priorities	The natural environment is valued, protected & enhanced	Prioritising sustainable solutions for public transport, encouraging active transport modes and responsible waste management	Ensure Auckland's natural environment and cultural heritage is valued and cared for		Public spaces and pocket parks Encourage walking & cycling
Built Environment	A high-quality built environment that embraces our heritage	Scale, style and character of buildings will be appropriate	Develop a quality compact urban form to accommodate Auckland's growth	Attractive and active building frontages	
Accessibility	Accessible, connected & safe transport network & streets	Pedestrian primacy supporting commercial & social success	Better connect people, places, goods and services	Connect the destinations Support retail accessibility	Attractive, functional cycle infrastructure
Commercial Performance	Innovative, productive and resilient local economy	Hybrid business principles - balancing socio-economic and environmental sustainability goals	Create the conditions for a resilient economy through innovation, employment growth and raised productivity	Coordinated mix of retailers Enhance provision of short-term parking to support businesses	
Safety & Security		Environments where consumers and businesses feel safe and secure		Slow people down and create safe connections Open and safe spaces	
Business Continuity	Champion a best-practice approach to mitigating disruption caused by infrastructure projects	Become as exemplar for future works, minimising impact through greater collaboration and agreed performance standards.	Develop skills and talent for the changing nature of work and lifelong achievement	Thriving retail environment Increase destination shopping	

6 Retail & Hospitality Sector Dynamics

6.1 Success Principles	Locally Reflected:	
Heart of Community	Initiators and participators in local activities, support and collaboration with neighbouring businesses and social primacy	The Works Hair Salon. A welfare focus for other businesses and the vulnerable. Gopal's Pharmacy. A heritage of intergenerational care for the local community.
Locally Relevant	Businesses that reflect the market's needs and expectations in range, convenience, experience, values, and connection.	Ripe Deli. On-the-go & take-home food solutions to suit busy consumers. Vegan Shop. Products to support niche dietary needs & preferences.
Non-Discretionary	Products and services consumers need on a regular and reliable basis, delivering consistency and certainty.	Huckleberry. Food & household products for conscious consumers. Deus Barbers. Tribal following and advocacy driving repeat visitation.
Differentiation	Products and customer experiences that are unique and sought after, creating destination value and setting Grey Lynn apart.	Tart Bakery. Artisan business attracting consumers from across Auckland. Tiger Burger. Passionate owners, a unique brand-story and menu drives demand.
Responsible	Socially and environmentally sustainable, prioritising human values ahead of commercial gain.	Nature Baby. Environmental and social values define their proposition. Kokako. Originators in Fairtrade products and business principles.
Experiential	A theatrical, emotive and enriching experience that compels you to spend, return and advocate for.	Dear Reader. A warm, welcoming and cocooning shopping environment. Grey Lynn Butchers. 'Old-school' butchery reminiscent of a bygone age.
Frictionless	Convenient, easy to reach and do business with – seamless experience - becoming a destination of choice and preference	Grey Lynn Tyreworx. Convenient, neighbourhood auto service business.

6.1.1 Opportunities in Action

Anticipated Themes and Solutions		Grey Lynn's Opportunity	Delivery Concepts
Visitor Experience	Differentiation Beyond Compare	A cluster of hamlets, each with special character and appeal	Villages of Discovery. Unique & compelling stores & places to visit
	Destination Drivers	Actively encouraging a critical mass of traders within categories	Synergistic Offer. Like categories or themes co and near-locating
	Warmth, Welcome, Authenticity	Creating a uniquely GL flavour, everyone delivers in their own way	Experience Signature. Grey Lynn's DNA woven in each interaction
	Aspiration	A culture people relate to, love and want to be associated with.	Intensified demand from aligned businesses and consumers
	Local Provenance	Vertically integrated local food producers and micro-industry	Made in GL. Proudly part of AKL's most sustainable community
	Increased Edge Activation	Encouraging businesses to better connect with the street	Design Guide. Fitout & delivery guidelines that define expectation
Health & Wellness	Participative Programmes	Without-cost community-led activities encouraging inclusion	Caring Community – Free to participate healthy living programmes
	Local Provenance	United efforts to source and where-possible, produce, locally	Collective Gardens – supplying Grey Lynn's' cafes & restaurants
	Encouraging Self-Help	Building skills, capability and confidence within our community	Urban Harvest – Stores supporting GL's backyard micro-farmers
	Wellness Clusters	Strengthening GL's already strong health & wellness sector	Health Precincts – Bringing like providers together, collectively
Community	Connection Opportunities	Street dining, neighbourhood breakfasts & community meet-ups	Meeting, socialising and food anchoring the retail offer
	Educational	Businesses further enriching customer relationships	Instore programmes – such as cooking or yoga classes
	Inclusion	Encouraging affordability to ensure welcome and relevance	Value Options. Businesses encouraged to offer value ranges
	Welfare	Supporting those with greater needs within our community	Collective support of a different local charity each month
	Sharing Economy	Car-Share Schemes and bike rental programmes	Encouraging and supporting sharing schemes to establish
	Pay-it-Forward	Food businesses actively encouraging support for the vulnerable	A variety of creative ways consumers can donate goods or funds
	Local Priority	Become an exemplar in reducing spending attrition	Promotions to prioritise locals spending within the neighbourhood
Leisure	Auckland's Coffee Mecca	Strengthening resilience & performance of Grey Lynn's cafes	Increasing awareness around Grey Lynn's diverse range of cafes
	Hospitality the Anchor	Being known for its range of contemporary food offers	Working strategically to further shape the proposition

7 Consumer Proposition



Clustering categories to drive destination value



Differentiation in offer to decisively set the area apart



Encouraging existing businesses to better meet their market



Empowering consumers to influence the future offer

7.1 Protecting Grey Lynn's Uniqueness

The villages already include a diverse and largely differentiated range of retail and hospitality businesses. This has helped the areas' position themselves as individually unique destinations, reflective and respectful of their marketplaces, but part of the wider culture that is collectively Grey Lynn.

Increasingly, the area is seen by mainstream brands as a place to be associated with, helping build credibility and connection, however any future proliferation of chains is unlikely to align with local business ideals or community expectations.

Maintaining and strengthening Grey Lynn's largely independent and interesting stores, cafes, food outlets and services is vital and best achieved through a collective strategy that tenants, property owners and Council work jointly toward.

7.2 Collective Strength

Destination value for consumers relies on businesses demonstrating compelling propositions and convenience. This is possible when multiple organisations and the areas they populate, present to consumers as a unified offer.

Grey Lynn's strength lies in the specialist and destination nature of its businesses. Consumers will travel, confident in the knowledge that the area has a range of complementary offers and experiences, to support their needs

Categories such as wholefood, organics and vegan foods and general themes of health and wellness predominate in the retail and hospitality mix. These reflect aspirations among the community and have led to a strong and defensible offer.

Demand for these emerging categories continues to grow, supporting scope for existing businesses to expand and for others to join, adding diversity, interest and continued connection with the area.

Encouraging more health, wellness and environmentally sustainable types of businesses to Grey Lynn will not only strengthen consumer attraction, but also support incumbent operators, by creating a dominant and confident offer, that attracts more consumers.

7.3 Vertical Businesses

Micro-producers, artisans and designers make and sell their own products – creating unique niche markets. Grey Lynn is home to a number of these operators, particularly around the apparel, art and food sectors.

These integrated businesses often have a high degree of 'theatre' where the interplay between production and selling is visible and exciting. This adds character and provenance – vital elements in helping Grey Lynn continue to differentiate.

7.4 Dynamic Retail

Grey Lynn's continued retail evolution relies on attracting on-trend, or ahead-of-trend businesses to the area, through affordable commercial models and locations.

Temporary spaces help new businesses understand Grey Lynn's marketplace, interpret local demand and leverage the area's authority and credibility. They also provide a stepping stone for artisans to establish with low cost and risk – necessary factors for creative entrepreneurs.

On-trend brands are frequent users of pop-up spaces in Grey Lynn. These sites enable entrepreneurs to leverage the area's reputation as a sustainable, design-led community, while testing the consumers' appetite for their proposition.

A number of once-temporary traders have transitioned successfully into permanent locations over recent years, helping drive succession and evolution across the villages.

Popular local restaurant, Tiger Burger, is one business that began as a street-food stall before gaining the confidence and consumer support to establish permanently.

Grey Lynn should actively encourage empty or transition spaces to be used as pop-up locations, enabling increased diversity of offer, succession opportunities for existing businesses or upcoming tenancies.

This support could be in the form of landlord advocacy, connecting new businesses to customers through existing networks, fitout help and other community-based initiatives.

7.5 Community-Led Curation

Local consumer support is intrinsic to the performance of Grey Lynn businesses.

The community has well recognised needs and expectations, while sustainability, provenance and social values also feature strongly in driving goodwill for businesses that are new to the area.

Empowering the community in shaping Grey Lynn's future offer is vital to maintaining connection, relevance and spending.

A continuous feedback programme should gain user insight on customer experience, range and offer, opening hours and future needs. This should capture sentiment and ideas from both local shoppers and those from outside the Grey Lynn area, who visit and spend in the villages.

Through a combination of online surveys, customer intercept questionnaires, user forums and data from sources such as Marketview, the Grey Lynn Business Association can collect and analyse information that will help building owners and tenants make more informed decisions on needs and opportunities in the marketplace.

Grey Lynn has the potential to deliver New Zealand's most community-centric consumer offer through ongoing customer consultations, response and adaptation by businesses and actively working to provide solutions to what may currently be missing.

7.6 Differentiation

Unique, in-demand businesses attract consumers from beyond traditional catchments, benefiting neighbouring traders and driving overall destination value.

Grey Lynn should work purposefully to identify, attract and establish differentiators - helping create further points of interest and decisively setting the district apart from areas populated by repeatable and undifferentiated brands.

7.7 On Radar

It is likely many of the vacant retail spaces in the Villages are not on the radar of entrepreneurs Grey Lynn would most like to attract, to further enrich its offer.

With little incentive, smaller stores and potentially temporary tenancies rarely gain the attention of leasing agents – therefore lacking the benefit of marketing to wider audiences.

Instead, the Business Association should develop its own promotional strategies that would include online profile and promotion, along with strategic initiatives - directly targeting operators that can add value to the area – and Grey Lynn's wider offer.

Resources would include information on the Grey Lynn's commercial potential, catchment, consumer demographics, Marketview statistics, profiles on successful local businesses space availability and links to key decision makers.

The development of this collateral could be funded by property owners as a way to strengthen area awareness, accelerate validation and stimulate demand.

7.8 Risk Management

Property owners and tenants should consider the potential impacts any loss of neighbouring traders could have on the area and their business.

Elsewhere in Auckland, communities have been affected by the rationalisation of banks and other well-trafficked destinations - disrupting visitation and performance. This has caused challenges for neighbouring traders that have relied on the footfall generated by these services

Once vacant, the large tenancies are also difficult to lease, with spaces either remaining empty or lower quality retailers moving in, which affects area dynamics and can attract anti-social activity.

Some independent businesses are already struggling for sustainability or succession, which could create further vacancy. Pro-actively managing these to reduce effects on area confidence, consumer perception is vital.

The Business Association should be working closely with property owners, corporate occupiers and smaller tenancies to understand performance, identify opportunities to support the retention of services where possible, or how these spaces can be repopulated successfully to best support neighbouring businesses.

7.9 Precincting

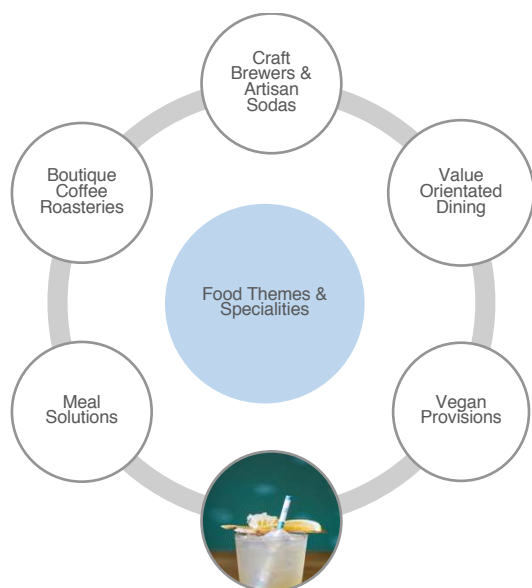
Encouraging like businesses to cluster together strengthens destination value and supports commercial resilience. Grey Lynn has a number of areas where like-categories could co-locate successfully.

Potential	Design & Homeware	Health & Nutrition	Pop-Ups/Makerspaces
Locations	Surrey Crescent	Grey Lynn Village	Grey Lynn Village
Rationale	Established destination for these categories		Long-term vacancy
	Space & accessibility		Good visibility

7.10 Complementary Category Clusters

Grey Lynn already has predominant themes, established and emerging, that reflect the community and help differentiate these villages from other destinations in the Auckland region.

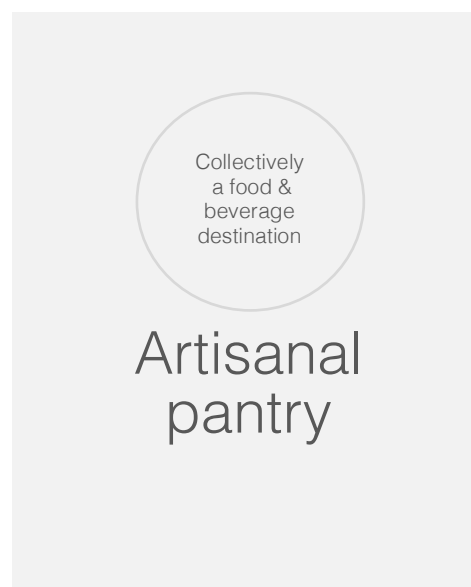
This organic development of category clusters has shaped not only make-up of businesses, but their delivery and culture, by attracting like-minded entrepreneurs, creatives and the customers that follow them.



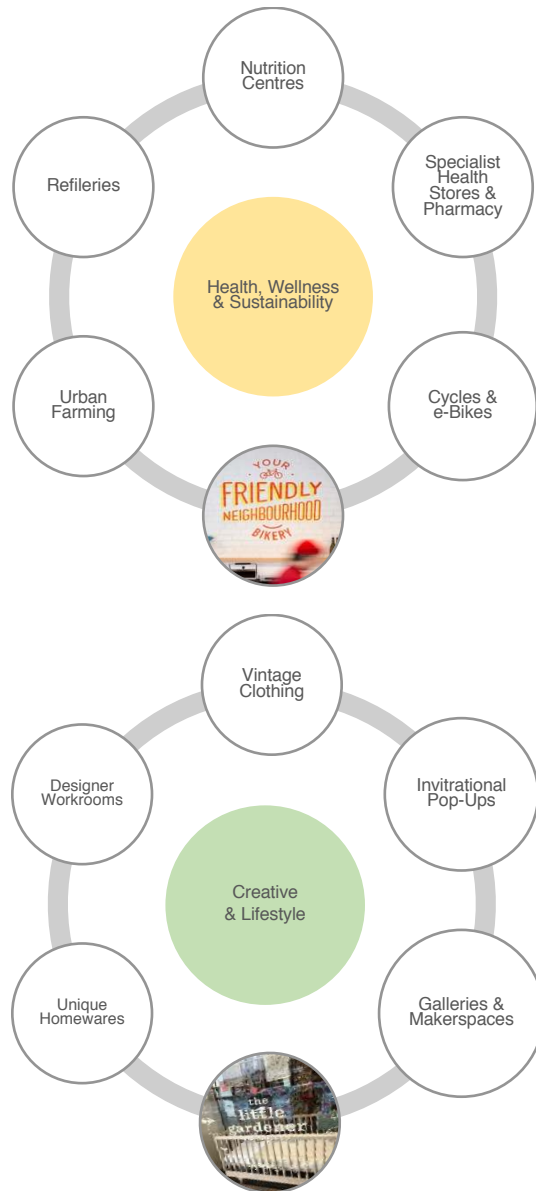
Success of the current, already-validated offer, provides a strong and confident foundation to build on.

The three key themes include: Artisanal and speciality foods, Healthy and sustainable solutions and Creative and lifestyle products. These align with Grey Lynn's wider values and reflect successful trends in other contemporary communities around the globe that share similar demographics, regenerative dynamics and aspirations.

Building strategically on these category groups will enrich the current offer and attract more consumers and support greater resilience by creating a critical mass of destination value.



- Localism. Locally produced goods to the fore
- Atmospheric & Engaging. Theatre of food is celebrated
- Cluster Benefits. Food specialities congregate together
- Authenticity. Provenance is part of every trader's story
- Welcome. Affordability and frequency encouraged
- Warmth. Food for the people is a uniting theme



Living well and responsibly

Healthy & sustainable

- Destination Value. Confident and convenient source
- Collaboration. Solutionists working collegially
- Convenience. Speciality businesses near or co-locating
- Social Balance. Inclusion through paying it forward
- Trust. Enablers for healthy living & sustainability
- Ahead of Trend. Identifying & responding to opportunity

Nurturing creativity & aspiration

Perfect world

- Differentiated Retail. Unique stores & experiences
- Community. Businesses complementing each other
- Inspirational Environment. Like minds & actions
- Originality. Celebrating ideas and creativity
- Aspiration. Values & creations people want in their lives

7.10.1 Contemporary Examples



Clockwise from bottom left: Junk & Disorderly – Northcote | Bicycle Junction – Te Aro | Rapha Cycle Club Surrey Hills | Wellworks Pharmacy – Te Aro | Wellington Apothecary | The Chipperry – Thorndon | CaliPress – Bronte | Mayan Man – Te Aro

7.11 Consumer Proposition - Recommendations

		Achievability			
		Lower		High	
Impact	Higher	Scalable Solutions	Targeted Engagement	Solutionist Positioning.	Area Specialities.
		Co-locations. Work with property owners and traders to develop communal retail or food spaces where businesses can benefit from shared staffing or infrastructure – reducing cost of establishment & operation	Enrichment. Strengthen the current consumer offer by actively encouraging ‘missing links’ in each of the key themes to establish locally through targeted engagement with prospective businesses	Curation. Active encouragement and support for businesses to attract like categories and complementary traders around them - driving destination value and increasing commercial sustainability.	
		Micro-Producers.	Differentiation		
		Vertical Traders. Support artisan producers that make and sell products on site to establish within the areas creating differentiation, theatre and provenance.	Rarity Value. Supporting ‘one-off’ businesses to establish locally, creating uniqueness and appeal that is not replicated elsewhere.		
	Lower	Makerspaces.	Regular Refreshment	Consumer Empowerment	
		New Uses. Work with Grey Lynn 2030 to encourage up-cyclers and support other small industries that add value to products and sell them, to establish retail spaces in the area.		Community-led Curation. Encouraging consumers to advocate for and even crowdfund the businesses they most want to see in the area.	
		Long Term Considerations			
		Risk Management. Changes in sectors such as banking are likely to release further space for retail, hospitality or service uses. Closely monitor future intentions of large occupiers ensuring a pro-active approach to finding the suitable businesses to replace these before any loss impacts the community.			

8 Places & Spaces



Embracing & enhancing heritage character



Activating frontages to improve appeal & connection



Warm, inviting streetscapes & features that attract & engage



Community leadership in maintenance & upkeep

8.1 Celebrating Identity & Differentiation

Grey Lynn is characterful and engaging - blending largely unspoilt heritage architecture, a unique mix of businesses and a visible sense of community.

This authenticity forms an ideal foundation to build from by championing retail environments that reflect these themes, while encouraging the individuality necessary to continue successful evolution of the area.

Grey Lynn Business Association can play a key role in shaping this future development by articulating back-story, developing a shared vision and forming recommendations to guide incoming traders who want to align their offer and delivery.

8.2 Retail Design Guidelines

Guiding Enrichment

Enriching the villages by supporting businesses to better connect frontages with their community, reflect endearing heritage features and respectfully decorate and sign their premises is important in delivering balanced and sympathetic regeneration.

This can be achieved by developing retail guidelines that include exemplars, plans and advisory solutions that property owners, tenants and leasing agents can use to assist new or existing businesses.

Best Practice

Retail guidelines are commonly used in heritage townships here and overseas², ensuring developments and fit-outs add value to the surrounding area, have higher potential for commercial success and are respectful of building features. Grey Lynn has similar opportunity.

Proposed retail guidelines would align both with Grey Lynn's Masterplan and Auckland City Council's urban design recommendations, be voluntary in participation, but recognised as a benchmark that businesses aspire toward. They could also be used as part of lease agreements to define standards that tenants must meet contractually.

Benefit & Value

Grey Lynn businesses enjoy significant local goodwill because they predominantly reflect the area, its character, culture and aspirations. This has come about through property owners that are sympathetic with area values and peer leadership from existing traders who have set already high standards.

Guideline Content

Heritage Themes	Identification of key attributes, eras and styles to guide design
Store Frontages	Active Edges. Frontages that connect and engage passers-by Visibility. Clear sightlines, encouraging consumers to venture in Lighting. Attractive lighting that complements neighbouring stores Signage. Façade & under veranda signage, freeing pavements Colour Schemes. Respecting heritage character in theme & tone
Store Interiors	Street Appeal. Visually engaging spaces welcoming consumers Characterful Layouts. Captivating retail and dining environments
Outdoor Activity	Street Curation. Closely defining outdoor furniture themes & use
Visual Clutter	Pedestrian Primacy. Footpaths free of signboards
Environmental Responsibility	Protocols. Waste & packaging vision and alignment strategies

² NZ. Queenstown Town Centre Character Guidelines, UK. Cheltenham Retail Design Guide,

8.3 Community Spaces

It is important to enable and strengthen the community's connection with each of the villages. This will help maintain the diversity of demographics that visit and those that call Grey Lynn home.

Encouraging relevance, visitation and ritual also supports commercial outcomes, ensuring consumers prioritise spending locally.

While the area has an abundance of parks, a well-used community centre and social spaces such as the RSC, the goal must also be to populate the streets, creating collegial spaces where people can meet and enjoy being part of the village atmosphere.

The development of permanent communal dining areas within the public realm is a way to encourage greater connection for all, not just those visiting cafes, restaurants or bars.

8.4 Area Upkeep

Improving the visitor experience is vital if Grey Lynn is to compete successfully for customers and encourage new businesses to locate there.

Streetscape standards are varied across the villages. Some areas have been recently renovated, while others have immediate need for renewal. As a collective, ongoing maintenance and refreshment is a priority for all the areas.

Grey Lynn Village is in most need of improvement. Paving, street furniture, plantings and facades are tired and the area is looking unloved. This is affecting consumer perspectives, motivation from existing traders and investment appetite from businesses. It is necessary to develop shared responsibility between Council, building owners and tenants in managing day-to-day cleaning with occupiers encouraged to look after areas outside their premises.

Similarly, business owners and landlords should have a regular maintenance schedule for building facades and windows – ensuring frontages are clean and fresh.

Collectively, the community should come together on a yearly basis to clean and refresh the villages, repainting street furniture, shopfronts and other areas in need of maintenance.



8.5 Place – Recommendations

		Achievability			
		Lower		High	
Impact	Higher	Pedestrian Priority Enhance Walkability. Work with AT to encourage walking in and between the villages and commercial areas, including greater emphasis on pedestrian crossings to support connection and enable discoverability.	Public Realm Improvements Enrich the Streetscape. Champion immediate and longer-term improvements including enhanced paving, planting and street furniture. Temporary or permanent greening solutions to screen traffic, noise and pollutants, through gardens, planters or hanging baskets.	Signage Reduce Visual Clutter. Work with retailers to reduce the amount of footpath and generic signage that affects the unique character of the villages, instead, encouraging appropriate frontage signage and decoration, digital visibility and collective, wayfinding signage.	Retail Guidelines Design Recommendations. Assist new and established businesses develop their unique character and offer, while adding value to the area through activated frontages, appropriate shopfront and signage choices, opening hours and other commercial community alignments.
		Outdoor Dining Areas Communal Tables. Incorporating permanent tables and seating into the streetscapes across all villages – encouraging community conversations and dining as a trademark of the areas culture.	Characterful Lighting Encourage Council and property owners to install lighting that highlights architectural features and helps more people feel safe and comfortable – filling the villages after dark, with diners, shoppers and community events.	Heritage Guidelines Define Parameters. Encourage property owners and tenants to respect and reflect the architectural and cultural heritage of the areas through guidelines that identify suitable colours, themes and fitouts.	Enhanced Edge Activation Drive Connection. Guide businesses and property owners to enhance retailers’ connections with the street through stakeholder engagement, design assistance and enablement assistance.
		Shared Maintenance Responsibility. Joint Initiatives. Lobby Auckland Council for increased attention in maintaining the area, while facilitating community involvement to enable annual clean-ups, repaints and upgrades to areas in need of improvement.	Retail Theatrics Activations. Encourage and facilitate frequent use of the street-fronts by retailers and food and beverage operators to activate the area, enhance character, appeal & drive commercial performance.	Individual Character Identity Themes. Develop and enable individual area themes which can better define each village’s special character, while still being seen collectively as Grey Lynn.	
	Lower	Realising Characterful Spaces Champion Increased Utilisation. Encourage complementary commercial activity in inner-block areas and behind street-front buildings through the creation of laneways or better activating dock-ways and carparks.	Balanced Regeneration Wise Counsel. Become thought leaders in how the area should develop - ensuring improvements do not overly gentrify the area, restricting appeal and relevance to the diversity of residents and visitors that populate the villages.	Ecological Waste Management Lead in Waste Awareness & Action. Encourage Auckland Council to deploy integrated bin arrays that enable people to self-segregate waste to landfill, recyclables and compostables in public waste receptacles.	Smart City Initiatives Become an Exemplar. Work with Auckland Council to prioritise investment in technology-driven, smart city initiatives that support both community & commercial wellbeing.

9 Accessibility



Prioritise short-term car parking to support traders



Commercial solutions that encourage active transport



Leverage public transport to drive visitation & sales

Grey Lynn's traders are predominantly convenience and destination businesses, delivering on-the-way solutions or unique products and experiences that consumers' travel for. Easy and assured accessibility to these businesses is a vital element for commercial performance and sustainability as well as wider goodwill for the area.

While public transport, cycling and walking to the village centres is possible for many, a significant proportion of consumers come from further afield, purchase bulky products or find it difficult to use these transport modes.

Grey Lynn has a strong environmental focus, however recognise a balanced approach is necessary to support all forms of transport in delivering contemporary solutions supporting both consumers and businesses.

9.1 Cycling

The Grey Lynn district has potential to become Auckland's leading bike-friendly community, where residents and businesses, prioritise cycling for their own needs, while traders create amenities for customers arriving on bicycles.

Continued development of bike lanes, increased use of e-bikes and greater adoption of local e-commerce and delivery solutions will see cycling become more popular in the local area. This is a shared community goal, which commercial sectors can be key enablers in achieving.



Big Street Bikers – Rechargery – Auckland CBD

Case Study: Uno Design

Location: 35 Surrey Crescent

Opportunity: Develop the area as a design precinct

Challenge: Customer parking availability

Uno Design is an interior design specialist established on Surrey Crescent for 16 years.

Uno is a destination store whose clients come from across Auckland and beyond. Most arrive by car due to distance and need to carry purchases or samples.

Grey Lynn's central position was a key factor in Uno's original choice in location. Easily accessed from most parts of the region, the store also benefitted from ample street-side carparking

Development in recent years has reduced availability of short-term parks as local workers and commuters increasingly occupy spaces without penalty.

A reduction in short term parking over recent years has meant some clients have been unable to make appointments while others have transferred custom and goodwill to competitors.

Parking availability is also recognised to have impacted neighbouring café, which has had to reduce its opening hours to remain sustainable.

Uno Design's needs:

1. Short-term Parking Availability. A reduction in long-term parkers (who are primarily local workers, or park-and-ride commuters)
2. Customer Convenience. Replacement of shorter term parks that support the patronage of local businesses
3. Compliance. Increased monitoring of parking to discourage vehicles from remaining in short-term parks beyond their time limits.

Cycling – Continued

Modern cycle parking that includes security and e-bike charging is necessary across the villages. In some areas this could be enabled by local retailers or property owners, leveraging facilities to provide necessary infrastructure.

This could include the encouragement of bike shops and cycle share schemes to establish, experiential end-of-trip facilities, carrying solutions, cargo-bike use and other benefits that ensure cyclists are not disadvantaged and make local businesses destinations of choice.

9.2 Public Transport

Well-patronised bus routes running through each of Grey Lynn's commercial areas, bring thousands of potential customers past street-front businesses each day.

Recent changes to fare systems enable passengers to alight and re-board within 30 minutes, then continue their journey for the original cost. This makes Grey Lynn an ideal stop-off and re-join point for convenience goods, coffee and other quick purchases.

It is anticipated more consumers will pause their journeys for on-the-way purchases as awareness of the new system and public transport patronage continues to grow.

This flexible fare model benefits many retailers in the villages selling food and beverages, but also supports trends of buying online and picking up products instore. Grey Lynn's already digitally-capable business community can leverage this demand successfully.

Working in partnership with AT, Grey Lynn Business Association can create shared promotion strategies to develop these villages as exemplars in better engaging consumers with public transport and passengers with 'on-the-way' solutions.

9.3 Walkability

Wide footpaths, easy gradients and verandas that provide good weather protection within the villages all contribute to the walkable environment Grey Lynn is recognised for.

Despite these advantages there are still many short car journeys made by residents and workers within the district, to nearby village centres. Similarly, visitors often fail to recognise close connection between the villages, choosing to drive instead of walk.

Transitioning this culture toward active transport modes is important to reducing vehicle movements, congestion and parking demand.

Walking should be encouraged through wayfinding signage, maps and digital tools indicating walk-times, area interest and the location of local amenities. This will enable greater discovery and closer engagement with businesses, by both locals and visitors.

The Richmond Valley shopping area could benefit from weather protection and improved visual connection between the separately located levels to better support walkability. Currently, some consumers drive between the near-located stores, which is unnecessary.

Streetscape changes in West Lynn, as a result of improvements to the cycleway will better align pedestrian crossings, supporting greater walkability.

In Grey Lynn Village, traffic light phases and crossing sequences should enhance pedestrian priority, helping to better activate both sides of the street.

9.4 Car Parking

Grey Lynn's high proportion of hospitality and convenience businesses rely on the availability of car parking to support visitation and sales.

The competitive nature of the hospitality and retail sector means consumers have alternative options, all within a comfortable drive time. As a destination, Grey Lynn must ensure the provision of car parking remains part of a balanced accessibility plan.

Commuters that park near the villages all day, using public transport for their onward journey, compromise the ability for consumers to reach local businesses.

With free, long term parking potential immediately adjacent to each village, local workers and city-bound commuters occupy these spaces from early morning on weekdays.

Greater availability of short-term parks would support accessibility and convenience necessary for local traders to compete with nearby areas where parking is more plentiful.

9.5 Supporting Sustainable Private Transport Choices

Grey Lynn's environmental initiatives should also include car-sharing and electric vehicle charging facilities.

Car sharing schemes can support up-coming co-housing areas and existing commercial precincts – such as the concentration of offices on Richmond Road. They reduce the need for car ownership and encourage people to be more purposeful about vehicle use.

Growth in electric vehicle use across Auckland has doubled each year³ however Grey Lynn has few charging facilities for these vehicles.

Working collaboratively with major consumer destinations – such as the supermarkets and Richmond Road shopping area, the business association should be encouraging the installation of charging points and promotion of the area as a confident destination for electric vehicle users.

³ Ministry of Transport data 2018

9.6 Accessibility – Recommendations

		Achievability		
		Lower	Higher	
Impact	Higher		Village Wayfinding	Customer Priority Parking
			Mode Shifts. Work with Auckland Council to develop signage and digital tools to help consumers navigate within and between villages, supporting active transport modes and subsequent closer consumer engagement with local businesses.	Create Capacity. Support local businesses to encourage staff to use public transport or active transport modes– freeing neighbouring streets for shoppers. Create Capacity. Advocate for increased time-limited parking, reducing all-day use by commuters, to improve availability for consumers.
	Lower	Local Delivery Solutions	Cycle Facilities	Joint Marketing Initiative Potential
		Champion Alternative Delivery Concepts. Encourage environmentally friendly, neighbourhood delivery solutions for groceries or bulky products that challenge customers who walk, cycle or use buses.	Mode Shifts. Work with AT to develop contemporary facilities for cyclists in all village centres which could include charging stations, security and other benefits that encourage residents, visitors and businesses to prioritise cycling	Engage Bus Passengers. Work with AT to promote Grey Lynn's 'on-the-way' range, experience and convenience - leveraging hop-off – hop-on flexible bus fares to shift commuter buying behaviour toward alternative local purchases.
		Electric Vehicle Charging	Bike-Friendly Promotion	Pedestrian Primacy
		Carshare	New Audiences. Further reinforce Grey Lynn's progressive environmental and wellness stance by promoting the area as safe, convenient and enjoyable destination of choice for cyclists.	Mode Shifts. Promote walkability through 'discovery' maps that highlight village features, local's favourite destinations, business listings and neighbourhood characters.
		Lead Suburban Car-Sharing. Work with Mevo and other car-share providers to explore potential for cars to be located in Grey Lynn supporting community and commercial needs.		

10 Social & Environmental Sustainability



Shared sustainability goals that shape actions & outcomes



Inclusiveness is a core value for all Grey Lynn businesses



Businesses as guardians in their communities



Resource sharing to reduce environmental demands & impacts

10.1 Caring Community

Historically, Grey Lynn has served a broad range of cultures and demographics. This has included the Pacific Island community, artists and creatives and people with unique or challenging needs.

Diversity has shaped Grey Lynn's nurture of talents, care for minorities and the vulnerable, along with supporting business collegiality and environmental responsibility. This is well reflected across the commercial sector and has contributed to what is one of New Zealand's most socially aware communities.

While most businesses are strongly focused on social and environmental guardianship, greater alignment of intent and efforts could strengthen outcomes, with more organisations working toward common goals.

The development of a sustainability charter would bring together the community's vision, helping establish key opportunities and aspirations that businesses could work collaboratively toward.

10.1.1 Hybrid Business Culture

Hybrid businesses balance sustainability with commercial outcomes. Many organisations in the Grey Lynn area are already working toward these goals culturally and commercially.

The area can lead in hybrid thinking and methodology - becoming an exemplar that others aspire toward. This would stimulate positive local change, while strengthening destination value for conscious consumers and businesses aligned in values.

As part of the Business Association's vision to build awareness and capability, helping members develop their organisations strategically to align with hybrid business goals, will strengthen commercial culture across the villages.

10.1.2 Supporting the Vulnerable

The Grey Lynn community has long recognised and supported those financially disadvantaged or otherwise vulnerable. This has included advocacy, individual assistance and other initiatives that encourage awareness and responsiveness to those most in need.

10.1.3 Begging

Homelessness and begging is challenging for Grey Lynn Village and Richmond Valley businesses where shoppers can be greeted by rough sleepers or those seeking money.

Begging is a complex issue; however, it is recognised that giving money to beggars indiscriminately, often supports existing addictions, criminal activity or intimidation. This creates risk for those individuals and anti-social outcomes for the area.

Creating alternative giving solutions is necessary - enabling consumers and businesses to support agencies that provide welfare and other wrap-around services to the homeless and needy. This could include area-wide support for a particular local cause, have each village sponsor a different charity, or alternate support on a regular basis around various neighbourhood organisations.

When consumers realise there are more responsible giving solutions, both opportunistic and necessary begging reduces as funding sources divert to achieve collective benefit.

10.1.4 Safety and Security

Grey Lynn Village has been particularly vulnerable to retail theft and most recently aggravated robberies, affecting liquor and convenience stores. These have impacted business and consumer confidence.

Mitigating potential for these events must be a shared priority between GLBA, NZ Police, Auckland Council and individual businesses. Collaboratively, there are a range of initiatives that can effectively reduce risk including:

CPTED ⁴	Encourage stores to remove window coverings that conceal activity
Removing Risk	Support businesses to diversify from high-risk products
Build Capability	Train businesses in pro-active risk mitigation/tactical communication
Awareness	Deploy & promote an integrated high-visibility safety and security programme, such as Eyes On to demonstrate vigilance

⁴ Crime Prevention Through Environmental Design

10.1.5 Inclusiveness

Grey Lynn is becoming more gentrified, which is increasingly excluding those less financially able, from living there.

In recent years, the Pacific community, supported living centres and some of the elderly have moved to more affordable areas, while residents with greater affluence have taken their place. This shift in demographics has changed consumer dynamics in the villages and from some perspectives, threatens the special character of these areas.

Businesses and the community are intent on maintaining inclusiveness and democracy across the villages, ensuring their products and experiences remain relevant and within reach for all. This is challenge when audiences change and costs continue to increase.

Encouraging businesses to include affordable products within their range and support of 'pay-it-forward' initiatives in stores and cafes, helps maintain inclusion.

Businesses participating in these initiatives could develop recognisable symbols of welcome for their premises, icons for menu items or store displays denoting affordability.

10.1.6 Social Initiatives

Grey Lynn can further enrich commercially-supported social initiatives by creating new conduits for awareness and giving. These include increased participation in programmes to reduce food waste and donation opportunities through more local businesses.

Community Fridge	Installing community fridges to reduce food waste, increase awareness and local giving and support those in need.
Food Rescue	Encouraging more businesses to participate by donating end-of-day remaindered and close to date food items.
Consumer Giving	Extend foodbank collections beyond supermarkets to include receptacles in all food and convenience businesses, encouraging consumers to buy an extra item, pay it forward, or donate their change to support those in need.

10.1.7 Social Enterprise

Encouraging community-led, social enterprises aligns with Grey Lynn's culture, but also supports goals for unique retail, food and beverage or service offerings. This helps the area further differentiate, creating destination value and consumer engagement.

Empty premises, pop-up spaces or stores-within-stores, could be used to house emerging businesses. The support of the property and business community can be leveraged to help these enterprises establish, prosper and then become self-supporting.

10.1.8 People Development

People and culture drive Grey Lynn's success as a place to live, work and invest. The area has attracted independent thinkers, talented creatives and commercially savvy businesspeople – creating an environment that is progressive and vibrant.

Further developing the villages' human capital will strengthen performance by building on these talents and skills. This is an outcome the Business Association can facilitate.

Partnerships with tertiary organisations can support pathways to employment within the villages, creating connections with local companies, Capability building programmes, run in tandem with organisations such as ATEED, will provide knowledge and confidence for business owners to or commit to investment.

This will ensure enhanced customer experiences, role development and business succession.

10.2 Environmentally Responsible Community

With already strong environmental credentials, Grey Lynn must continue breaking new ground in sustainability and further heighten participation in order to remain leaders and influencers in sustainability.

10.2.1 Environmental Alignment

Grey Lynn has potential to define realisable environmental standards that local business can aspire toward. This benchmark would help simplify adoption, improve performance and lead to greater consistency and assurance.

10.2.2 Supporting Sustainable Transport

Businesses have a key role to play in changing consumer behaviours by supporting sustainable transportation through improved functionality.

Grey Lynn Villages are closely connected, which supports walkability, cycling and short bus journeys. While many local consumers still use their car to visit nearby stores, improved facilities and services will help shift needs and expectation

Villages should develop wayfinding signs and improved cycle parking to encourage active transport modes, while local, environmentally-sustainable delivery services could support bulky purchases or regular purchasing needs.

10.2.3 Resource Banks

One business' waste is another's solution to packaging, adding value or other commercial use. This helps reduce costs, improve profitability and divert materials from landfill – key objectives of the Grey Lynn Waste Away programme.

An online resource bank would link businesses with spent resources that could be re-purposed or upcycled – furthering self-sufficiency and collaboration within the villages.

Similarly, shared purchasing models could help make environmentally responsible packaging affordable and more widely adopted by smaller businesses that can't achieve the scale necessary for economies.



10.3 Social & Environmental Sustainability – Recommendations

		Achievability			
		Lower		Higher	
Impact	Higher	Resource Banks Enable Sustainability. Work with Grey Lynn 2030 to develop collaborative initiatives that support the achievability of environmental outcomes for all businesses by improving awareness, availability and support to make changes.	Sustainable Transport Priority Support customers arriving by foot, cycle or bus, including bike parking, delivery solutions and other incentives.	Hybrid Business Culture Be the Exemplar. Encourage businesses to balance economic imperatives with environmental, community and people values	Vulnerable Support Initiatives Create Conduits for Giving. Initiate and lead partnerships with social agencies to collect funds and resources, helping reduce the harm of indiscriminate giving and anti-social behaviour.
		Nurture Social Enterprise Supportive Environments. Work with property owners to release empty spaces and local businesses to support solutions that encourage social enterprises to establish, prosper and permanently locate in Grey Lynn.	Inclusiveness Everyone's Welcome. Encourage businesses to develop a social remit that includes ensuring affordable products within ranges - democratising Grey Lynn's consumer offer.	Sustainability Charter Define Commitment. In partnership with Grey Lynn 2030, develop shared goals that guide commercial decisions, actions and outcomes, prioritising social and environmental sustainability.	Crime Reduction and Safety Develop an area-wide education, training and enablement programme helping businesses reduce their risk, protect staff and remove vulnerability
	Lower	People Development Skills & Confidence. Initiate capability building programmes to boost skills, confidence and performance for businesses and staff.			

11 Performance



Differentiated propositions consumers want to be a part of



In consumers' consideration set through physical & digital visibility



Accessibility driving convenience and preference



Enjoyable and memorable customer experiences

11.1 Customer Centricity

Retail and hospitality businesses make up the largest part of Grey Lynn's street-facing tenancies. Ensuring the performance and growth of these enterprises is vital to maintaining vibrancy and consumer appeal of the area.

Despite comparative success of these communities, financial performance is variable and often challenging for traders – many of which are independent operators, reliant on a single or smaller number of operations for commercial sustainability.

While this is representative of wider issues in these sectors and reflected across other parts of Auckland, Grey Lynn's close relationship with its community, provides greater potential to engage local consumers in shaping and supporting the area's shopping, dining and service proposition.

11.2 Differentiated Proposition

Consumers are tiring of the sameness in shopping and hospitality offers.

Chains are increasingly predominating popular retail destinations and even previously independent-held strongholds – such as nearby Ponsonby. This trend has potential to compromise area appeal and attraction, given these businesses deliver a similar offer and experience across all locations.

By contrast, Grey Lynn has managed to remain largely independent, retain characterful retailers and encourage new and unique businesses to establish there. It is this differentiation that sets the area's proposition apart and drives potential for greater performance through further curation and management.

Grey Lynn must protect their independent position through greater awareness of the value in differentiation, support for existing businesses to improve performance and encouragement for new concepts to establish there. This requires shared understanding between property owners and tenants along with improved visibility of the area's attributes to innovative and aligned traders who are looking for sites to locate in.

11.3 Convenience

Convenience is a primary factor in consumers' retail or dining choices.

People's lives are becoming busier and there is greater priority in time for family and friends. This results in less time for shopping, but greater appetite for experiences – such as cafes, bars and restaurants.

Accessibility supports convenience, enabling confidence in destination decision, preference and positive customer experiences that people will return for.

Grey Lynn businesses welcome a broad customer catchment who reach the area by a variety of transport modes.

The overall aim must be to make customer experiences as frictionless as possible – provisioning for and welcoming all consumers, irrespective of transport choice.

This includes enabling more shorter-term customer parking, increasing pedestrian connectivity, increasing facilities for cyclists and leveraging new public transport fare systems to capture trade from the growing number of bus passengers.

With many of the traders across the Villages destination businesses that consumers travel to reach, accessibility is vital in maintaining commercial sustainability and competition over other choices.

11.4 Promotion

Greater choice in both retail and hospitality offers and online shopping solutions dilutes potential for traditional destinations like Grey Lynn.

Heightening consumer awareness and achieving greater priority in their consideration set is vital if the area is to maintain and grow visitation and sales conversion. This requires strategic marketing in order to stand out from competitors through compelling proposition.

Grey Lynn Villages' each have unique character, heritage, businesses and people that attract consumers and drive goodwill. Collectively, they share human values and a strong sustainability theme that is equally engaging.

Telling these stories is an important part of widening the area's appeal, consumer catchment and commercial performance.

11.4.1 West Lynn Initiative

Recent pro-bono work by West Lynn marketing company Lemonade has been an excellent example of what is achievable in local area promotion.

In response to challenges for the retail sector, following protracted road construction, Lemonades' designers developed a campaign, designed to profile local businesses and encourage greater support from consumers.

The initiative included brand and themes, window decals, print collateral, social media and video, told compelling stories and encouraged calls-to-action from consumers

Collectively, this is the type of marketing that is most relevant for the wider Grey Lynn area as it demonstrates differentiation, recognises the characters that make this area special and builds engagement with new and existing consumers.

11.4.2 Brand Strategy

The Grey Lynn Business Association should consider a comprehensive strategy that includes refreshed branding, a unified theme for the wider area and sub brands that help define each Village.

New branding will help unite the geographically dispersed Villages, creating recognition of the area as one, while Village branding will strengthen individual identities, reinforcing values and strengthening the commercial community.

Other themes for consideration in the brand refresh should include sustainability, social mandate and localism – encouraging consumers to prioritise support for local traders.

11.5 Customer Experience

Overall, the standard of customer experience across Grey Lynn is good, with authenticity, warmth and welcome reflected by most businesses.

There is potential to further define the culture and themes that set the area apart in developing a customer experience charter that can guide new businesses or staff.



Metro Tunnels Supporting local business series, promoting areas and traders impacted by construction of Melbourne's new underground train line.

11.6 Key Performance Measures

11.6.1 Performance & Spatial Data

Spending Trends	Where are customers coming from and how much do they spend?	Accessibility	How easy is it for consumers to reach the Village businesses?
Overall Sales	Total value, transaction numbers, average sale value & by category	Car Park Availability	Frequency of park turnover, Quantity of short term 'shopper' parks
Village Sales	Sales by area to better reflect localised impacts and demographics	Visitation	Precinct pedestrian counts, crossing pedestrian counts, dwell time
Customer Origin	Local, regional, national or international cardholders	Cycle Counts	Quantity of cycle journeys made through the Village Centres
Spend Attrition	Value and transaction numbers locals spend outside the area	Public Transport	Boarding and alighting by bus stop by day and time
Comparatives	Sales, customer origin and attrition data from relative areas		
Edge Activations	How appealing and connected are building and site frontages?	Outdoor Dining	What changes are happening in areas allocated to outdoor dining
Active Edges	Offers two-way visual and physical permeability at street level. The activities in these buildings add a sense of activity and interest to the streetscape and Village, overall.	Square Meterage	Outdoor areas licenced for dining adjacent to hospitality premises
Moderate Edges	Provides some visual and/or physical access to the interior, but is partially obscured by distance, small fences or gates, signs or scale and type of glazing.	Retail Units	Occupancy, category representation and trends
Inactive Edges	Provides no visual or physical interface due to solid walls, car parking, driveways or a lack of windows and doors. Also includes vacant lots.	Occupancy	Units leased, on short-term rental, under refurbishment or vacant
		Categories	Types of businesses occupying space
		Rental Stock	New developments or change of use, adding or removing space

11.6.2 Stakeholder Perspectives

Stakeholder Sentiment	Consumer Insight
Confidence	Performance trends, investment appetite & employee numbers
Future Goals	What are business owners' plans for the future?
Safety & Security	How safe and secure do business owners feel?
Area Curation	What would businesses most want to see join the area?
	Customer Experience
	What are their impressions of service, range & retail environment?
	Visitation Frequency
	How often do they visit the Villages and wider area and why?
	Area Preferences
	Which other areas do Grey Lynn consumers patronise and why?
	Interpreting Potential
	How can the area improve its offer and experience?

11.7 Performance Initiatives & Priorities

11.7.1 Business

Goal Outcomes	Grey Lynn's Response Opportunities
<p>Profitability & Growth. Commercial sustainability and reward for business owners</p> <p>Goodwill & Advocacy. Consumer satisfaction driving repeat and new custom for growth</p> <p>Destination Value. Appeal, convenience & defensibility in offer through critical mass</p> <p>Succession. Businesses attracting new talent to take over and continue developing</p> <p>Commercial Community. Businesses helping each other to succeed through collaboration</p> <p>Social & Environmental Leadership. Balancing social mission & commercial imperatives</p> <p>Accessibility. Villages that are easy to visit and spend in - irrespective of transport choice</p> <p>Capability. Increasing the knowledge of business owners and staff to improve performance</p> <p>Safety & Security. Environments that are safe to trade in and welcome consumers into</p>	<ol style="list-style-type: none"> 1 Visitation & Conversion. More people coming to and spending in Grey Lynn 2 Digital Visibility & Performance. Businesses reaching beyond traditional audiences 3 Strength Through Clusters. Complementary categories driving destination value 4 Frictionless Customer Interactions. Ensuring the Villages are convenient & enjoyable 5 Safe Environments. Communities that are pro-active about safety and security 6 Collegiality. Businesses assisting each other through pro-bono work and mentoring 7 Hybrid Business Principles. Balancing social & commercial enterprise principles
Shared Understanding	
<p>Differentiated Proposition. Grey Lynn's success lies in unique offer & experiences</p> <p>Outstanding Experiences. Businesses must continue to enrich customer interactions.</p> <p>Hybrid Business Principles. Commercial and social success can be mutually achieved</p>	

11.7.2 Property Owners

Goal Outcomes	Grey Lynn's Response Opportunities
<p>Commercial Performance. Rental return and economically sustainable growth</p> <p>Lease Ability. Demand for space from area-aligned, capable and resourced tenants</p> <p>Resilience. Risk is understood and managed appropriately</p> <p>Capacity. Infrastructure improvements are necessary to enable scalability</p>	<ol style="list-style-type: none"> 1. Partnership. Actively working with tenants to align their delivery with area needs 2. Alignment. Understanding opportunity & ensuring new tenancies fill these needs 3. Appeal & Performance. Supporting the creation of an area design & delivery guide 4. Sympathetic Development. Ensuring new builds or refurbishments reflect area values
Shared Understanding	
<p>Accessibility. Maintaining & enhancing access for consumers is vital for tenant performance</p> <p>Curating Village Offers. Aligned tenancy choices are intrinsic to success of the Villages</p>	

11.7.3 Civic

Goal Outcomes	Grey Lynn's Response Opportunities
<p>Heart of Community Role. Locally reflective, characterful, socially aware and responsive</p> <p>Economic Success. Successful businesses, job creation and fewer empty stores</p> <p>Environmental Sustainability. Grey Lynn enhancing its role as a sustainability exemplar</p> <p>Community Responsibility. Collaborative and collegial guardianship</p> <p>Resilience. A community that has greater resistance to economic shocks and stresses</p>	<ol style="list-style-type: none"> 1. Enabler Role. Support and resource community-led public realm initiatives. 2. Accessibility. Ensuring frictionless customer experiences whatever transport mode. 3. Alignment. Prioritise environmentally sustainable bus fleets for Grey Lynn routes. 4. Continuity Protocols. Considerate contractor initiatives to minimise impact on Villages
Shared Understanding	
<p>Economic Foundation. Villages where businesses prosper enjoy greater social success</p> <p>Accessibility. Grey Lynn's predominantly destination businesses rely on accessibility</p>	

11.7.4 Consumers

Goal Outcomes	Grey Lynn's Response Opportunities
<p>Local Relevance. Businesses and services that reflect community needs and aspirations</p> <p>Reflected Values. Villages representing social & sustainability values important to Grey Lynn</p> <p>Accessibility. Maintaining & enhancing provisions for parking, walking, bus travel and cycling</p> <p>Public Realm. An environment people are proud of, enjoy visiting and frequent by choice</p> <p>Welfare & Security. Village Centres free from crime, vulnerability and anti-social behaviour</p>	<ol style="list-style-type: none"> 1 Community Participation. Consumer-led curation of the village's experience and offer 2 Empowering Locals. Community-led activities to refresh the streetscape, frequently 3 Pride. Actively encouraging consumers to frequent and advocate for local businesses 4 Responsibility. Local support for managing vulnerability and anti-social behaviour 5 Environmental Sustainability. Support in achieving NZ's most sustainable community 6 Accessibility. Greater use of active transport modes to visit villages & stores
Shared Understanding	
<p>Goodwill. Supporting local businesses is important for their success and the community</p> <p>Advocacy. Active encouragement is necessary to encourage more people to our villages</p> <p>Curation. Consumers should participate in helping the villages determine their future offer</p> <p>Responsibility. Locals can play a role in village upkeep and community building initiatives</p> <p>Balanced Priorities. Commercial success must align with social & sustainability values</p>	

11.8 Performance – Recommendations

		Achievability		
		Lower	Higher	
Impact	Higher	<p>Collective Marketing</p> <p>Consumer Awareness & Demand Drivers. Develop area-wide marketing promotions to represent the area as a confident destination for discovery and enjoyment.</p>	<p>Maintaining Differentiation</p> <p>Strengthening Core Attributes. Protecting the independent, artisan and creative themes that set Grey Lynn apart, creating demand and supporting positioning.</p>	<p>Convenience</p> <p>Prioritise for Consumers. Concentrate efforts on maintaining and enhancing accessibility, connectivity and convenience for consumers.</p>
		<p>Customer Experience</p> <p>Identifying Core Attributes. Define the culture and themes consumers value most about Grey Lynn, then develop these into a customer experience charter</p>	<p>Investment in Data.</p> <p>Baseline Collateral. Funding Marketview statistical data and other tools that will provide real-time analysis of spending, and visitation.</p>	<p>Key Performance Measures</p> <p>Agree Baselines. Determine most relevant data and user sentiment for Grey Lynn's KPI's, then implement scheduled re-assessments.</p>
	Lower	<p>Performance Initiatives & Priorities</p> <p>Task-Specific Collaborations. Develop focus and action groups with businesses, property owners, civic organisations and consumers to further opportunities and mitigate risk.</p>	<p>Brand Strategy</p> <p>Area Identities. Develop an all-encompassing brand for the area, with unique sub-brands that recognise each Village's special character.</p>	

12 Commercial Community

The majority of Auckland's commercial districts are represented by BID's (Business Improvement Districts) – a differential rating system that empowers and funds locally governed groups to deliver their own placemaking, promotional and resilience projects.

Grey Lynn is one of the few areas that does not use this model because of the rating threshold potential of its villages and already strong representation by the Grey Lynn Business Association.

This outlier position is unique, but not unusual when considering the area's independent-by-nature culture and level of performance. It also reflects the balanced socio-economic focus that differentiates Grey Lynn from other areas.

The organisation is continually reviewing its remit, engagement and funding structure to ensure it continues to meet the needs of stakeholders. This includes comparison of traditional structures – such as BID's or contemporary representation and guardianship programmes, that may be better aligned to its audience.

12.1 Representation Models

12.1.1 Business Improvement Districts

BID programmes are localised economic development initiatives run by a business association in partnership with Auckland Council under the BID policy.

A BID covers a specified commercial area that is then designated for a targeted rate, with boundaries agreed by the local board and business association

BID's rely on majority agreement by ratepayers to support a rating system that funds operation of the programme and initiatives the group can deliver to support the commercial community. Once mandated the levy is collected by Council.

A BID's role includes area marketing, stakeholder capability building, crime prevention, graffiti management, business networking, support and advocacy services,

The levy is made available for the business association to use on activities that promote economic growth in their area. Accountability requirements are set by Council's BID policy.

Through compulsory contribution, all ratepayers with a BID area are members by right.

Auckland has 48 BIDs representing more than 25,000 businesses, with a combined capital value estimated at \$24 billion.

12.1.2 Grey Lynn Business Association

Grey Lynn Business Association is a subscription-based organisation which represents the views of Richmond Rise, Richmond Valley, West Lynn and Grey Lynn.

With discretionary participation, not all stakeholders take part through either financial constraint or other reasons, however the association does have active support from most of the progressive companies in the catchment, along with community groups, and Council organisations.

Despite optional participation, the Business Association's inclusive mandate dictates that all stakeholders are considered in decisions affecting the community – ensuring broad and responsible and egalitarian representation.

The association benefits from a skilled and resourceful leadership team united through shared community and economic goals. This has resulted in higher engagement and participation than BID's with comparable demographics have been able to achieve.

The organisation delivers many of the roles a BID does, but without benefiting from the certainty of funding and dedicated staffing that a rating-based programme supports.

12.1.3 The Urbans

The organisation is delivering a contemporary solution that includes both commercial and social guardianship. This goes beyond what traditional business associations or BID's are charged with, creating a challenge in perception but potential for wider participation.

Developing a solution that reflects this broader remit, area culture and anticipated future needs is necessary for Grey Lynn Business Association to continue evolving strategically.

The organisation wants to develop a united initiative, to be known as 'The Urbans' – a stakeholder collective that encourages and supports balanced commercial and societal success. This transformative concept is unique but seen as necessary to maintain the broad remit of guardianship – going beyond traditional town centre management roles.

12.2 Forward Strategy

It is important to affirm a future mandate, determine the most appropriate representation model and encourage greater participation to support further initiatives.

Communicating the organisation's values, goals, continuity and performance measures through a strategic plan will allow stakeholders to determine which solution best matches the needs of the area.

12.3 Compative Stakeholder Representation Models – Other Areas

Location	Programme	Rationale	Funding Model	Successes
Dunedin heartofdunedin.co.nz	Heart of Dunedin	Stakeholders have collaborated to develop a representation and promotion platform to drive performance and manage risk	Property owners	The organisation has enabled Council to have one confident point of contact representing stakeholder views and sentiment.
Queenstown Downtownqt.co.nz	Downtown QT	Originally a Chamber of Commerce initiative designed to shape the town centre's commercial performance and offer through stakeholder collaboration	Direct Council, Property owners and businesses	Primary input source into new town centre plan, retail strategy in place, implementation of WiFi, increased collaboration, positive media presence, Lobbying of Council, NZTA, Otago Regional Council and other organisations of influence in town centre outcomes
Southland goretail.nz	GoRetail	Consumer and business sentiment was waning resulting in spending attrition and the loss of retailers. GoRetail has helped restore confidence and investment	Direct Council funding	Key season spending growth, implementation of WiFi in town centre, strong participation, Increased commercial community collaboration, heightened, positive media presence, capability building programmes, agile retail strategy.
Wellington ourcbd.co.nz	OurCBD	Wellington's CBD has a diverse range of stakeholder groups that were engaging reactively not pro-actively	Direct Council funding	Egalitarian stakeholder representation model, strong participation, retail and hospitality representation across key city decisions, positive media presence, capability building programmes, significant reductions in retail crime & anti-social behaviour, agile retail strategy.

12.4 Grey Lynn's Organisational Priorities

1 Performance & Sustainability	2 Socio-Economic Balance	3 Consumer Proposition	4 Marketing & Promotional	5 Quality Public Realm
Support businesses to improve commercial and environmental sustainability through collaborative and capability building activities.	Embrace strategies that deliver positive impacts for consumers, business owners, employees, consumers and the community.	Work to understand and respond to consumer needs and identified opportunities in helping to better shape Grey Lynn's proposition.	Tell the story of Grey Lynn's character, its values, community relationships & offer to encourage visitation, goodwill and spending.	Improved streetscapes, signage and wayfinding to strengthen visitor experience and destination value.
<ul style="list-style-type: none"> Developing skills & talents Enhancing accessibility Performance monitoring 	<ul style="list-style-type: none"> Support for the vulnerable Environmental responsibility Community involvement 	<ul style="list-style-type: none"> Demand interpretation Shaping proposition Design guiding delivery 	<ul style="list-style-type: none"> Digital visibility & performance Advocacy & support United marketing initiatives 	<ul style="list-style-type: none"> Increasing area appeal Enhancing connections Supporting safety & security

12.5 Commercial Community – Recommendations

		Achievability		
		Lower	Higher	
Impact	Higher	<p>Additional Funding</p> <p>Corporate Support. Discuss with major property stakeholders the comparative value that alternative solutions deliver over BID models, which may drive potential for greater direct, discretionary funding, comparative to mandated rating.</p>	<p>Empower Stakeholders</p> <p>Stakeholder-led Decisions. Survey stakeholders to determine which representation model best aligns with their needs and expectations.</p>	<p>Comparative Options</p> <p>Decision Collateral. Develop a balanced overview of both the traditional Business Improvement District (BID) model and Great Lynn Business Association's proposed guardianship programme – The Urbans</p>
	Lower	<p>Continuity</p> <p>Endurance & Evolution. Developing a robust continuity strategy to ensure the Business Association's model can successfully continue to evolve by attracting and retaining skilled and talented participants and financial contribution.</p>	<p>Centre of Excellence</p> <p>Developing Grey Lynn's commercial and social guardianship programme to be an exemplar through the use of agile and innovative practices that enable the Villages' to respond rapidly to opportunities or challenges.</p>	<p>Strategic Plan</p> <p>Workability & Direction. Develop a 3 – 5-year strategic plan to identify goals, objectives, potential challenges, delivery solutions and performance measures.</p>

13 Timetable

Theme			3 Months	6 Months	12 Months	18 Months	Ongoing
Places & Spaces	Design Guidelines	Develop guides to help businesses respond to heritage & local area values					
	Edge Activation	Work with occupiers & owners to improve street appeal & connection					
	Public Realm	Work with Auckland Design Office to explore area improvement opportunities					
		Explore characterful lighting opportunities to stimulate the evening economy					
		Work with Auckland Council and property owners to green the villages					
		Explore opportunities to encourage outdoor dining through street furniture					
Accessibility	Empty Tenancies	Work with owners to activate unused spaces with pop-ups & maker-spaces					
	Wayfinding	Explore signage themes to better connect villages and local destinations					
	Public Transport	Work with AT to encourage more bus passengers to patronise GL businesses					
	Cycling	Explore the development of bike facilities and cycle share schemes					
	Carparking	Encourage more short-term parking to improve convenience & accessibility					
	Walking	Develop maps to encourage walking and 'discovering Grey Lynn by foot'					
Social Sustainability	Vulnerable Support	Encourage pedestrian primacy by enhancing streetscape & connections					
		Work with social agencies & businesses to create alternative giving solutions					
	Safety & Security	Encourage businesses to adopt 'pay to forward' programmes					
		Build stakeholder capability to pro-actively manage risk					
Environmental Sustainability	Hybrid Businesses	Encourage balanced economic, social and environmental aspirations					
		Develop support programmes for businesses					
		Work with retailers ensuring their GL stores lead in environmental initiatives					
		Explore potential for an economical local delivery service to reduce car use					

Performance	Performance Data	Secure Marketview data and investigate other performance data sources	
	Key Performance	Collect baseline data to begin monitoring performance levels	
	Market Insight	Develop stakeholder and consumer insight systems to monitor sentiment	
	Destination of Choice	Ensure Grey Lynn delivers convenience, range & great customer experiences	
	Experience DNA	Develop the 'Grey Lynn Way' customer experience guidance for businesses	
	Business Continuity	Develop impact mitigation protocols to manage future infrastructure works	
	Cluster Strategies	Work with complementary businesses to strengthen destination value	
	Target Prospects	Develop a target list of businesses that would add value to Grey Lynn's offer	
	Profile Availability	Create	
	Capability Building	Programmes to build the skills and talents of business owners	
Commercial Community	Strategic Plan	Develop a 3 - 5 year plan for the Urban's guardianship programme	
	Comparisons	Develop a balanced overview of BID's compared to the Urban's concept	
Promotion	Marketing	Develop a brand strategy, overarching area brand and village sub-brands	
		Develop marketing and promotional tools for businesses and villages to use	
		Create the 'Grey Lynn story' – a compelling, values-based message to consumers	
		Develop 'local priority' campaigns to reduce spending attrition and boost visitation	

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- Commercial Property Owners (For commercial sensitivity purposes and at the request of some participants, individual owners have not been identified)
- Community Members

