

FIRSTRETAIL

Kaitia Town Centre Retail Strategy

Produced for Kaitia Business Association

August 2022

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1 Executive Summary

Area Overview

Kaitaia is the predominant, northernmost commercial centre in the Far North District. It's township services New Zealand's broadest and most geographically isolated population.

The Town Centre fulfills a vital economic and social role – providing employment, services and provisions for Far North communities, businesses and visitors to the District, while supporting amenity and connection for the District's urban and rural residents.

Cultural Significance

The Far North has rich cultural significance with over 53% of residents being of Māori or Pacific descent and a trailblazing history that includes some of the region's first settler industries.

Six Māori iwi occupy the land surrounding Kaitaia and are known as the Muriwhenua.

This proud heritage is evident and celebrated throughout the District, with the Town Centre differentiating itself by reflecting the unique culture and values of its people, in its streetscape, shops and hospitality proposition.

Early settlement of the District at the turn of the century saw kauri gum-diggers – many from Dalmatia, move to the area and establish an active immigrant community, that still remains today. Their entrepreneurial nature and the back-story of this pioneer industry is well-told locally and is a further factor that makes Kaitaia special and characterful.

Economic Context

Agriculture and forestry are the primary economic drivers for the District, with Kaitaia being the main centre that services these industries and their workforces. While performing strongly in recent years, these sectors have experienced market driven challenges in the past that have affected employment levels with corresponding social impacts – some of which remain.

Many residents are on low or fixed incomes¹ and the population is spread over a large number of rural communities – some of which are the most deprived in New Zealand. This affects consumers' spending capacity and the performance potential of Kaitaia's retail businesses that rely on local custom for trade and growth.

Kaitaia's wider catchment includes coastal and lifestyle areas benefiting from sea-change trends, flexible working and higher-value roles that are being brought to the District. In addition, many commercial sectors have prospered recently – supporting increased employment² and spending capability. Businesses offering premium products and experiences are seeing success that challenge traditional views others may have of the area's performance potential.

An improved local offer is likely to stem some of the spending attrition this area experiences.

Challenges

Kaitaia's societal challenges are similar to other provincial communities, however there is a feeling from locals that this Town Centre is especially maligned by those that do not know the District and its people.

External perception and past negative media commentary is seen by some to have impacted the ability to attract new businesses, investment and visitation, to the Town Centre.

The Centre has also been affected by out-of-town shopping prying customers and businesses, away from its once-central business area. The North Park retail development secured anchor businesses including The Warehouse, Pak'n'Save and McDonalds – shifting visitation and impacting the benefits these popular destinations once delivered for neighbouring businesses.

Since North Park's opening in 2011, the Commerce Street precinct has struggled to attract new retailers and hospitality offers - resulting in a declining offer and visitor experience.

Area Focus

This project concentrates on Kaitaia's retail area along and around Commerce St, which is recognised as the traditional Town Centre.

This precinct is characterised predominantly by smaller businesses, government, NGO's and service organisations, occupying older properties in a strip-shopping format.

A limited number of national retail brands are represented, along with a Farmers department store which is an important anchor and attractor of customers to the area.

Project Background

Kaitaia Town Centre has transformative property opportunities that have the ability to catalyse change for the area's attraction and relevance. Considering these, in alignment with consumer needs and aspirations, economic trends and achievability is necessary to ensure a solution that has the greatest benefit for this community and its commercial stakeholders.

Redevelopment stimulates confidence and wider investment – sentiment and actions that have been missing in recent years, due to economic and social concerns.

Leveraging strategic sites and wider property opportunities in tandem with strategic curation of the Town Centre's offer, heightened amenity value and inspiring public realm areas are pivotal elements in strengthening spending, building preference and overall success for the destination and the businesses that operate there.

¹ Far North District Council Independent Assessment Report 2017

² In 2020, Kaitaia recorded its lowest unemployment levels since 2007

Objectives

With a goal to define opportunities, build performance, navigate risk and determine a timetable for implementation, the Retail Strategy also informs the broader commercial strategy that will consider key moves around property and public realm while identifying ways in which public and private stakeholders can collaboratively support improvement in the Town Centre's proposition, appeal and performance.

Sentiment

The community and businesses are fiercely proud of Kaitaia. This was evident in engagement with over 500 stakeholders responding positively and often passionately, through surveys, meetings and event participation, to the Retail Strategy's research and fact-finding phase.

The Town Centre has high relevance for many residents, with 42% of respondents visiting every day and a remaining 46% of people calling in at least weekly. The Saturday Market was also popular with over 35% making that part of their shopping journey every week – further reinforcing this area's continued potential as the centre for commerce and connection.

Community feedback focused the Town Centre's social role, it's friendliness and the ability to interact, enjoyably, with each other. Future development must continue to enable and strengthen these attributes.

Respondents suggested the need for a broader range of categories and choice – in particular filling gaps for the products, services and experiences people travel outside the area for now. This includes the opportunity for clothing, shoes and healthcare outlets and contemporary hospitality venues.

Businesses shared concerns for increasing competition coming from outside the Town Centre and how best to attract new businesses to regain appeal, relevance and visitation.

Commercial feedback also recognised the Town Centre's social value and the need to build destination priority and engagement through enriching the offer and experience.

Approach

This Retail Strategy considers transformation in the context of experience, place and performance – creating a destination people want to play a part in, support and feel proud of.

Experience

Recalibrating the public's impression and experience of the Centre is necessary for the Town to rebuild goodwill and destination priority. Focusing improvement at every touchpoint that people have with the area will unify the approach, build consistency and create solutions that businesses and property owners can enable, collaboratively.

While Kaitaia has been recognised as NZ's most beautiful small town, the Centre's older unmaintained buildings and dated public realm creates an impression of decline.

This has an impact of consumer perspectives, business confidence and appeal to those considering establishing there.

The loss of retail businesses and the proliferation of office uses in Commerce Street has limited activation and vibrancy in the area. Efforts need to go into restoring a retail ecosystem including scalable tenancies, shared use of premises and more engaging and interactive frontages that will once again enliven Kaitaia's Main Street

Improvements inspire wider action. Accelerating initiatives to refresh the public-face of the Town Centre – Such as façade programmes, encouraging landlord and tenant investment and the attraction of new businesses must be a priority.

Place

Commerce Street is a busy and popular thoroughfare; however, many vehicles pass through this area with little benefit to businesses that operate there. Maintaining accessibility and convenience is vital, but slowing cars improving pedestrian connectivity and enabling people to better connect with the Town Centre is necessary in order to have a safe, welcoming and pleasant place to shop, dine and dwell.

Similarly, creating outdoor spaces – such as parklets and pocket parks – to support nearby food outlets, encourage more clustering of like and synergistic businesses and better activate the Town Centre is important to support social and economic objectives.

With the Centre a vital community connector, priority also needs to go into developing spaces that bring people together, positively.

A Town Square that links adjacent destinations with the Town Centre's 'main street' will deliver amenity, a safe and enjoyable environment people will want to be part of – and help activate inner-block areas off Commerce Street – creating 'starter' retail spaces and inspiring regeneration.

Tangata whenua themes are unique to Kaitaia but are under-represented in the Town Centre. Greater focus on giving presence and mana to these icons and stories is necessary within the public realm, while businesses can bring more Te Reo into signage and as a further acknowledgement of the importance this has in the community's culture and values

Performance

Improving commercial performance relies on growing visitation and spending in the Town Centre, which can be achieved through delivering more of what Kaitaia's audience need and want - with the particular focus on building regular and habitual connection with businesses.

Kaitaia's Town Centre serves a highly diverse demographic that is spread across a wide expanse of the North Island's East and West Coasts. People often travel long distances to reach the shops, services and hospitality businesses here, however many also have alternative choices in which to spend their money including nearby regional centres and online.

The township is in an increasingly competitive position and needs to regain goodwill and spend by becoming more market-centric. Presently, the Town Centre's offer lacks core categories and selection which impacts consumer confidence and means people need to shop elsewhere.

Future growth relies on heightening inclusion and relevance for this broad and expectant audience while further potential exists to attract even greater revenue and goodwill and stem spending attrition by aligning its proposition with demand.

Kaitaia consumers want an improved retail and hospitality offer with a wider range of categories, contemporary environments and experiences that they see elsewhere – also represented in their Town Centre. There is need and opportunity across the affordability spectrum with particular attention necessary to address gaps in the current proposition.

The success Kaitaia retailers have with premium products, experiences and services suggest unmet demand exists within the local marketplace for a heightened offer, however improvements are likely self-limited by a perception some businesses have of the demographic there.

Opportunity

Kaitaia Town Centre has been challenged over the past decade through the departure of businesses and audience. Difficulties have increased in recent years as COVID has further impacted business performance and confidence.

Now, as New Zealand's borders re-open and the District benefits from inward economic investment, opportunities for improvement and growth are becoming clear.

Recent openings of contemporary, new hospitality businesses – after a long hiatus of activity, are a strong indicator of positive change and will likely inspire further initiatives from others in the business community.

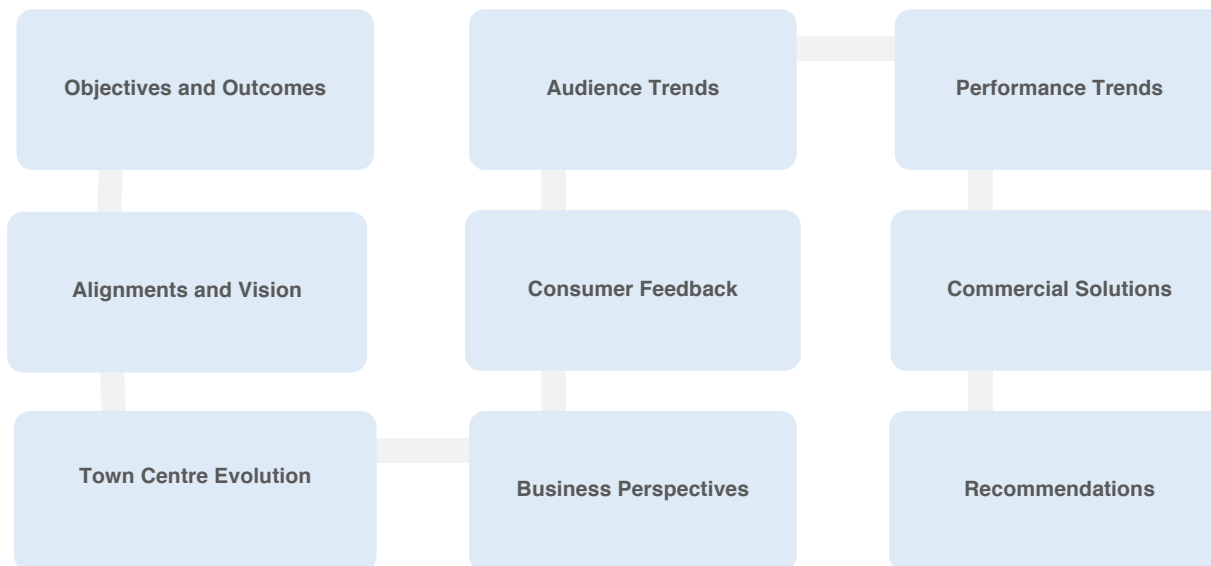
The strategic redevelopment of pivotal sites in the Town Centre will be regenerative and provide the strongest opportunity for positive and generational change, at scale.

This Retail Strategy has been co-designed with guidance from the community, businesses and property owners to present an objective view on needs, opportunity, risk and priorities in building relevance, performance and evolution for Kaitaia Town Centre and its stakeholders.

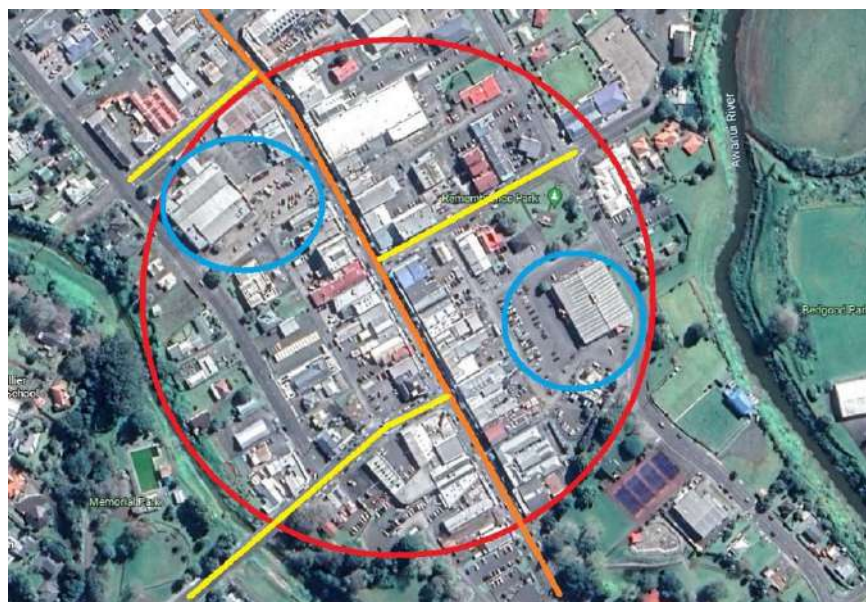


Dalmatian Gum Diggers in Kaitaia during the early part of the Century

1.1 Report Navigation



1.2 Area Focus



Legend

- Master Plan Boundary
- Strategic Sites
- Commerce Street
- Town Centre Feeder Streets

2 Objectives

What do we want to achieve?

Community Centred	Economic Performance and Resilience	Confident Destination	Authentic and Differentiated
A Town Centre that enables and reflects community aspirations, needs and values delivering connection, amenity and function.	A town centre offer and experience that encourages spending growth and goodwill, stems attrition and attracts inward investment.	A town centre that is accessible, convenient, enriching, functional, safe and secure – inclusive and welcoming all in the community.	Kaitaia's unique indigenous and pioneering culture, that sets this town apart and creates differentiation, is celebrated and leveraged.





2.1 Enablers

How do we get there?

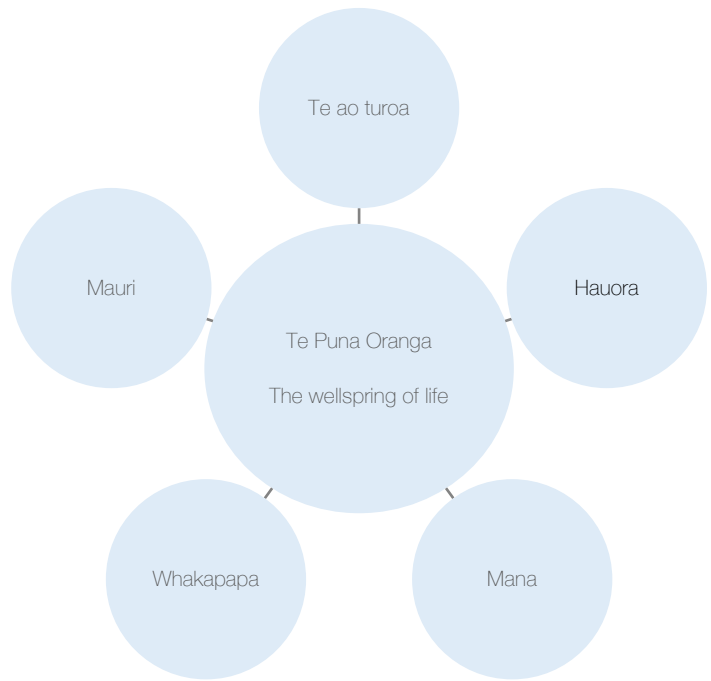
Market-Centric Focus	Encouraging Business & Property Champions	Unlocking Transformational Sites
Building from an understanding of consumer needs and wants, and strong goodwill from the community, to curate an offer and experience that meets and delights its market and creates renewed pride and preference for Kaitaia Town Centre.	Supporting retailers, hospitality and service businesses to adapt, refresh and build strategically on their offers to deliver more contemporary experiences that engage consumers and encourage spending in the Town Centre.	The former Warehouse and Pak'n'Save sites create potential to secure new, anchor businesses and mixed uses – such as offices, public space, amenity and appropriate residential and/or visitor accommodation, that will attract people back to the Town Centre.
Differentiation	Environment	Collaboration
Leveraging Kaitaia's strong cultural heritage, pride and determination to develop a brand and promise for the Town Centre that delivers confidence to unify stakeholders and guide future direction.	Working with property owners and FNDC to improve the look, feel and function of the Town Centre through façade improvements, greater activation and vibrancy of street-fronts and public realm areas and the development of area character .	Bringing the community, businesses and property owners on the journey to ensure the Town Centre thinks and acts in unison with its current and potential audience in focus.

2.2 Outcomes & Benefits

What would success look like?

			
Heart of the Community	Business Confidence and Growth	Safe, Vibrant and Welcoming,	Locally Flavoured and Reflective
A destination of pride and preference for the local and regional community – attracting people to the Centre on a favoured, regular and habitual basis to connect, spend time, enjoy experiences, provision and replenish.	A curated retail, hospitality and service proposition that delivers an integrated consumer offer and positive experiences businesses want to be a part of.	An inclusive and uplifting place that people feel confident, comfortable and rewarded in coming to – inspiring the support and goodwill of its community and visitors to the area.	An enriching and immersive experience reflecting Kaitia's unique tri-cultural heritage and shared values that set this part of New Zealand apart - creating advantage through back-story

2.3 Guiding Principles



Te Puna Oranga - The wellspring of life		
Pride in place for Kaitia Town Centre		
Te ao Turoa	Importance of place. Mana of the wider world around us, of nature and earth	Value and hierarchy of the Town Centre in this community as place to connect, meet, replenish and provision
Mana	The power of the elemental forces of nature embodied in an object or person	
Mauri	Life spark or essence inherent in all living things that is passed down from ancestors through whakapapa	Energy of the Town Centre, it's sense of place, heritage & role in people's lives
Whakapapa	Whakapapa is related to genealogy and our forefathers who lived on and valued this land	
Hauora	Physical, mental, spiritual and social health of our people	Welfare and care for local residents and visitors to the area

3 Alignments

Acknowledging and reflecting past community aspirations in the Kaitaia Town Centre Retail Strategy

3.1 Kaitaia Community Plan Vision

Kaitaia is an aspiring community where natural environment is a Taonga, people are safe and empowered and we value with pride our people our places and our sustainable practices.

Natural Environment	Community	Built Environment	Economy
Recognising our place in, and responsibility to the natural environment and embracing a Kaitiaki approach to the care. Management and use of natural resources	Kaitaia is a vibrant, engaged community where people are socially responsible, embrace cultural diversity and use learning and innovation to be healthy and prosperous.	Kaitaia has affordable infrastructure that is efficient, sustainable and environmentally friendly	The economy of Kaitaia is diverse and resilience and demonstrates high levels of self-sufficiency and independence.



Kaitia Community Plan Vision		Kaitia Town Centre Retail Strategy Response Pillars		
Pillar	Vision Objective	Experience	Place	Performance
Environment	All recreational tourism ventures and activities have a Kaitiaki approach to the utilisation of the natural environment.	Kaitia Town Centre demonstrates good environmental guardianship across every touchpoint visitors have with the area.	Recycling, electric vehicle use and charging, solar power and sustainable fitouts are encouraged, enabled and celebrated to deliver a unified approach to Kaitiaki across the tourism sector.	
Community	Improve community participation in community activities and events.	Creating opportunities and environments that enable safe and enjoyable participation – making the Town Centre a destination of pride and preference.		Ensuring Town Centre businesses can best benefit from activities & events in the area.
	Increase awareness of community organisations that exist in Kaitia.	Helping town Centre NGO's and other community organisations improve their facades, messaging and delivery to better connect and engage with the public.		Encouraging clustering of like and complementary organisations in the Centre.
	Increase visibility of Tikanga Maori in our town. Increased sense of Maoritanga as the day-to-day functioning of Kaitia.	Develop a brand specific to the Town Centre that builds pride, ownership and goodwill for the area, its businesses and amenities. Use Te Reo universally across street signage, wayfinding and Town Centre Marketing. Encourage businesses to adopt the principles of manaakitanga for unified customer experiences.		Encourage and support businesses to develop dual signage and celebrate cultural themes throughout their premises and across marketing.
	Increase Kaitia's Profile as an artisan community.	Encourage the creation of an artisan precinct where scalable, interactive maker-spaces and galleries can establish, prosper and grow, with the benefit of collective destination value, collaborative culture and economy.		
	Profile the Town Centre's potential: Kai Sustainability, Tourism Service Centre.	Encourage local provenance in our Town Centre's and sustainability in business practices.	Enabling recycling, upcycling and shared resources so the Centre can become more sustainable.	Reframe Kaitia's tourism proposition to differentiate from East Coast experiences and build-back local accommodation capacity.
	Kaitia has an image of being a community with a healthy, outdoor lifestyle.	Encourage more healthy choice food options, with contemporary outdoor dining enabled and encouraged.	Create walking/cycling signage to encourage active transport modes.	Encourage sporting goods retailers to further extend ranges and services including e-bikes and bike rental.
	Promote the concept of healthy bodies and healthy environments	Enable health-focused food choices to cluster in the Town Centre.	Develop pocket parks throughout the Town Centre to include urban exercise equipment, children's play and healthy, outdoor, communal dining spaces for shared kai.	Businesses across the Town Centre work in unison to promote healthy lifestyles.
	Develop a leisure or recreation park for Kaitia that is capable of providing 'whole of family' participation.	Create all-weather environments to support regular and habitual visitation that will benefit nearby businesses.		Businesses support the development of pocket parks, parklets and a town square to support positive recreational activity.
	The township of Kaitia affords high levels of accessibility to all community facilities for its disabled and impaired members.	Priority parking for disabled people, health and aged-care shuttles to make the Town Centre an accessible choice and positive experience for all ages and abilities.		Businesses are accessible and welcoming for those less able. The Town Centre is recognised as an accessible destination.
	The youth of Kaitia are well-rounded, autonomous people with healthy pastimes, clear goals and high levels of employment.	Rangatahi's ideas and aspirations help shape Town Centre improvements including street spaces and activities.	The Town Centre is a safe, inclusive and welcoming place that Rangatahi feel proud of and want to be part of.	Town Centre businesses are prosperous with employment, skill-building and advancement opportunities that attract Rangatahi.

Kaitaia Community Plan Vision		Kaitaia Town Centre Retail Strategy Responses		
Pillar	Objective	Experience	Place	Performance
Built Environment	Legislation and planning rules are used to disincentivise urban sprawl in Kaitaia.	An accord between providers' and the community establishes standards that will give residents comfort and assurance around social housing.	Appropriate social & private housing, essential worker and visitor accommodation and offices are developed and managed responsibly, around the Town Centre to strengthen audience & performance for local businesses.	
	Kaitaia has greatly improved parking and related facilities.	The Town Centre responds to its role as a regional destination and strengthens convenience to maintain priority over other destination choices. More strategic use of the street-space creates additional capacity, while allowing for any loss of parking through parklets or traffic calming measures.		
	A revitalisation programme is undertaken to upgrade community facilities and make the Town Centre more people-centric.	Businesses and the community are more engaged in determining how the Town Centre should look & feel through inclusion, the encouragement of feedback, sponsorship and the adoption of areas for maintenance and improvement.	Businesses and landlords respond in tandem – upgrading frontages to reflect wider improvements.	Businesses respond to increased visitation through improvements to their offer and experience – specific to audience needs.
	FNDC creates a labour force for Town Centre maintenance and cleaning – possibly through CBEC.		There is a shared focus between Council and the business community to improve plantings & presentation.	Town Centre maintenance is delivered by a community organisation & managed by KBA to engage all stakeholders in upkeep of the area.
	Prominent signage at Town entries that capture the geographic and cultural uniqueness of Kaitaia.	Kaitaia Town Centre has its own, positive, aspirational & locally representative brand building identity and pride of place.	The Town Centre brand is displayed often and proudly, throughout the Town Centre, is used by FNDC on street and amenity signage and other communications.	Kaitaia's new Town Centre brand is embraced and exemplified by businesses in offer, visitor experience and future direction.
Economy	Rebrand Kaitaia using themes that resonate with area culture and vision.			
	Parts of the Tourism economy is built around Maori culture, language, art and the Marae, Dalmatian and early European settler culture.	Tri-cultural themes are established and sit within the Town Centre brand, visitor story and streetscape.		Kaitaia's visitor proposition differentiates through these themes, unique culture and a joined-up response from businesses.

4 Forward

What's brought us here

Background

Kaitaia Town Centre is the heart of the Te Hiku District – a broad regional catchment of urban and rural settlements in the Far North.

This service town and social hub caters for diverse and often geographically remote communities, along with its historic gateway role to the North Cape – an iconic and internationally recognised visitor destination.

Kaitaia is a proud and progressive community, however it does face economic and social hardship. These issues affect external perceptions of the area and impact resident, visitor and investment attraction.

The Town Centre's fortunes have faced major challenges that influenced its current position, while immediate and upcoming opportunities provide potential to catalyse positive change, if managed strategically.

Town Centre Challenges

Previously a popular tourist town and thoroughfare, Kaitaia encountered increasing competition from the nearby Bay of Islands, which has developed as a significant destination and orientation point for domestic and international visitors over recent decades.

Today, the majority of travellers now reach 90 mile Beach and the North Cape, from the East Coast – skirting Kaitaia and its businesses. This has had a significant impact on what was a buoyant tourism sector – affecting the Town Centre and removing appetite for reinvestment in visitor accommodation and amenities.

The development of North Park – a dedicated retail park, outside of the Town Centre, attracted businesses and customers from Commerce Street which has been the traditional heart of this community. The impacts of loss of trade and non-retail uses that have back-filled these spaces remain.

Similarly, some property and businesses owners here have also been reluctant to invest back into their assets, which has resulted in neglect and dilapidation.

Kaitaia Town Centre's already fragile social and economic position was further tested through COVID, which affected performance and viability for businesses with some closing. It also concentrated vulnerable people and challenging behaviour nearby.

The effects of emergency housing on Kaitaia have been particularly visible and the community is understandably concerned about this.

Opportunities

After a long hiatus, progress is now possible for two large and transformational sites that have remained vacant in the for over a decade.

These properties, through strategic development and use, have potential to re-anchor the Town Centre – attracting people to the area, enriching the economic and social fabric of Kaitaia and having radiating benefit on the businesses and properties that surround them.

At the same time, new and emerging businesses are developing that are bringing aspirational and contemporary experiences to the Town Centre. These are already having positive impact on the area – re-engaging locals with the heart of their community and inspiring other enterprises to consider growth and improvement.

Recently announced arts, culture and heritage funding provides opportunity to develop performance spaces in the Town Centre – meeting the vision of the community and needs of businesses, in positively and purposefully activating the area.

Demand and potential funding for an Innovation Centre for primary producers further adds to the Town Centre's opportunities, along with outsourcing services for the government sector. These diversified uses could create a business campus – providing necessary skill-building and higher earning roles for the people of Te Hiku.

The gradual relocation of trades and industrial businesses to the Awanui Straight provides additional regenerative opportunity for mixed use development – adjacent to and beneficial for the Town Centre. Townhouses, essential worker or tourism accommodation and appropriate social housing uses could coalesce in these areas.

Guardianship

Developed, in tandem with the Te Hiku Revitalisation Programme, these opportunities are significant, timely and need to be given pace in order to best benefit the Town Centre.

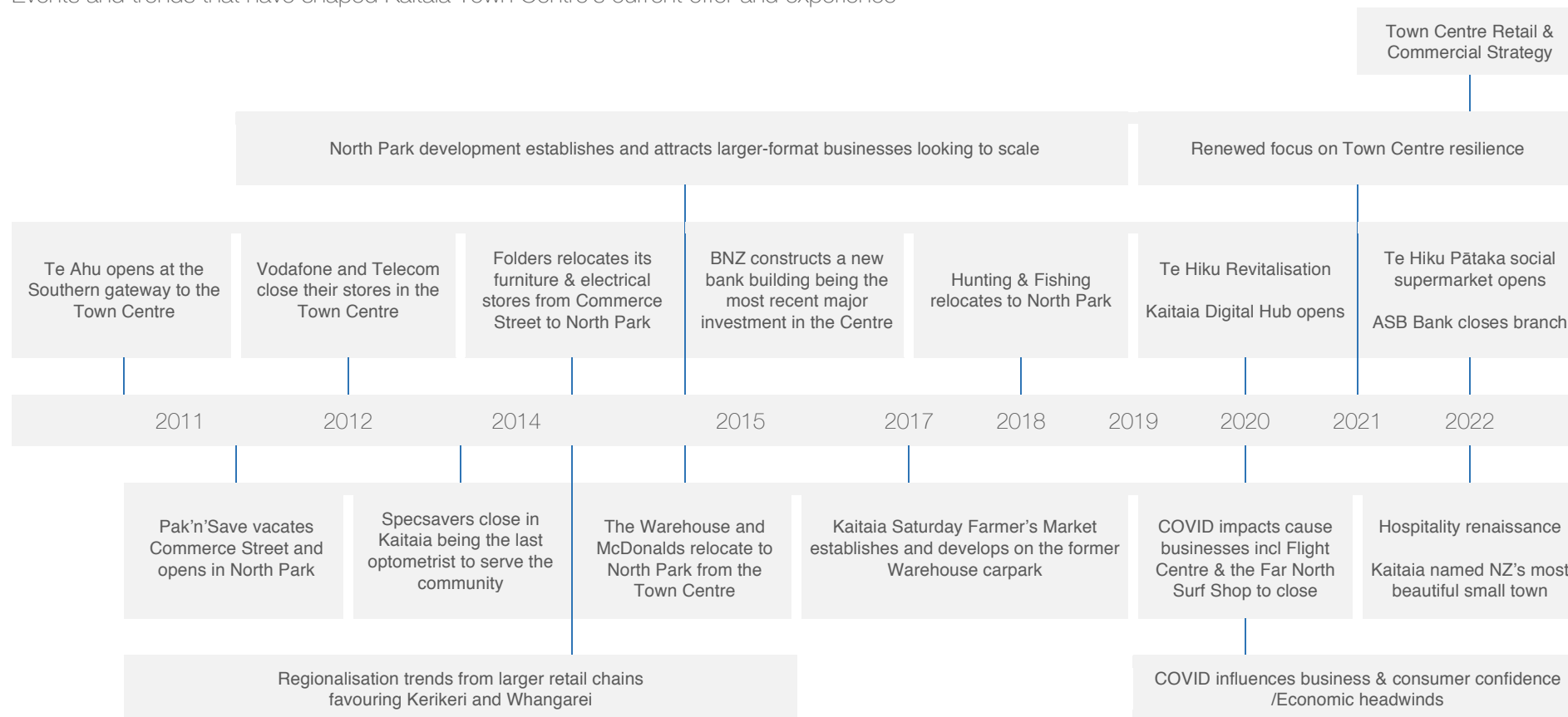
While the community is slowly recovering from the impacts of COVID on its people & economy, global financial headwinds are already having an effect on consumer and business confidence.

Kaitaia will need to leverage all opportunities available to maintain resilience and achieve growth in what is an uncertain economic future.

This retail strategy informs the Commercial Strategy being developed by the Kaitaia Business Association in partnership with the Far North District Council and Far North Holdings Ltd.

5 Town Centre Evolution

Events and trends that have shaped Kaitia Town Centre's current offer and experience



6 Audience Trends

Who are the Town Centre's customers and where do they come from?

Geographically Spread	Culturally Strong	Seasonally Strong	Economically Challenged
The Town Centre serves a wide catchment of communities across the West & East coasts	Iwi culture & values are at the heart of this community 56% of the population identifies as being from Maori descent ³	Northland's population almost doubles during the summer holiday season with visitors to the region & holiday homes ⁴	The catchment has a low median wage and amongst the top of the region's deprivation index

6.1.1.1 Catchment Overview

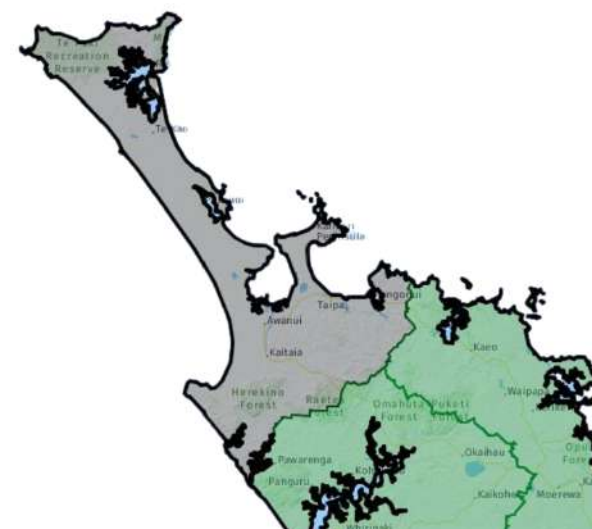
Te Hiku Population		Area (km ²)	Density (per km ²)		Median income
20,310		2,321km	8.75		\$21,600
Households	Seasonal Accommodation		Average age		
7,029	21% of dwellings are unoccupied		Currently 41	Projection 2031 = 44	Projection 2041 = 46
Future Population Growth Projections ⁵			Regional Relevance		

Future population growth is anticipated to be concentrated in the Kaitaia urban area.

The population of Kaitia (East and West) – the Town Centre’s most immediate audience, is projected to grow from 6300 in 2021 to 7100 in 2034 and 8100 in 2073

Kaitiaki's predominant audience is from the Te Hiku Ward, however some retail brands – including Farmers and Pak'nSave have regional draw as they are not represented in Kerikeri or Kaikohe.

KFC is another regional attractor.



³ Far North District Council id Population data 2018

⁴ Northland INC (Regional economic development agency) Investment Prospectus 2017

⁵ Infometrics population analysis for Far North District Council 2022

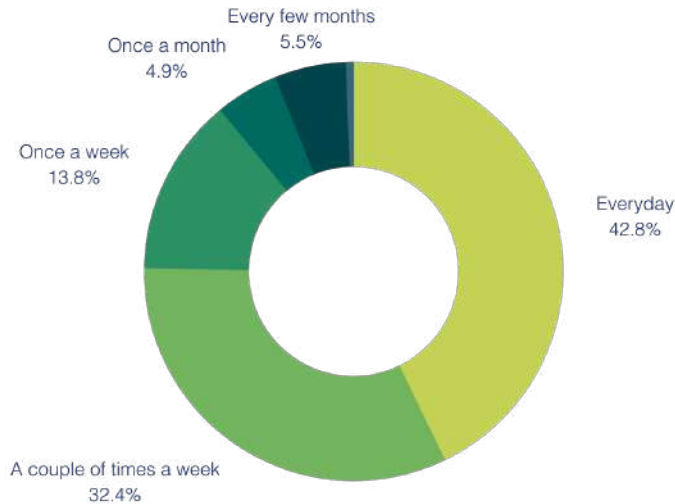
6.1.1.2 Population Distribution

Locality	Area	Population	Occupied Dwelling	Unoccupied Dwelling	Locality	Area	Population	Occupied Dwelling	Unoccupied Dwelling
Kaitaia Metro	Kaitaia West	3,694	1,119	105	Kaitaia Regional	Rangitihi	975	333	33
	Kaitaia East	2,642	768	87		Tangonge	1,221	393	66
Kaitaia Coastal	Ahipara	1,417	396	153	Doubtless Bay	Karikari	1,384	483	657
Kaitaia Regional	Herekino	1,045	330	105		Parapara	971	288	90
	Peria	1,261	426	90		Taemaro	1,041	283	242
	Rangaunu	2,592	777	174		Taumarumaru	2,586	882	516

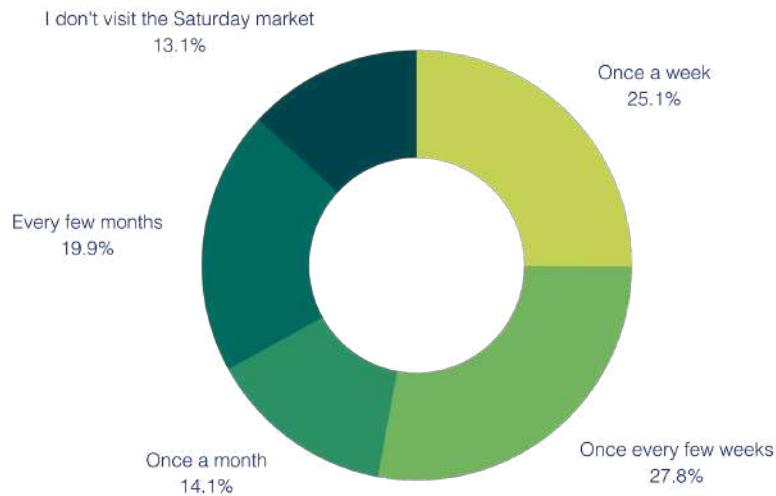
7 Consumer Perspectives

Positive & Proud	Social Value Emphasised	People-First	Economically Challenged
Locals are positive, optimistic and fiercely proud of the Town Centre and what it means to the community	The Town Centre is a vital connector – bringing people together socially ⁶ on a regular and enjoyable basis	Creating spaces and an environment that people want to be part of, enable positive activity and	The catchment has a low median wage and amongst the top of the region’s deprivation index

How often do you visit Kaitia Town Centre?



How often do you visit the Kaitia Saturday Farmers Market?



⁶ Far North District Council id Population data 2018

7.1 Consumer Feedback

Response Pillar		Consumer Commentary
Experience	Safety & Security	<p>Install consistent amenity lighting down the whole Main Street- like what Napier council has done, to brighten up the town at night also and make it feel safe.</p> <p>Better traffic management system on intersections such as Empire St & Commerce St.</p> <p>Public Toilets are never in the place where people need to use them, I see this all the time people asking where the toilets are and trust me they are never where the people are. Move the toilets near the empire market. Too many people drink and use drugs in this area.</p> <p>Brighten the shops up, especially those that aren't in use. Having better pavements & more sidewalk shrubbery.</p> <p>If only we could make our streets safer, especially after dark.</p>
	Welfare	<p>Regular Police patrols to address the antisocial people. Get the people picking up their methadone to collect from the alcohol and drug department at the hospital.</p> <p>Maori Wardens to encourage positive behaviour. Hastings has an initiative in conjunction with the council to promote positive behaviour. More activities for rangatahi that are safe and cheap.</p> <p>Mentally ill, lonely and misunderstood people roaming with nowhere to go to occupy their time and needs, this needs to change! We need more social areas and community patrols.</p> <p>Less loitering. I know we're having hard times but people getting drunk or high in town then making a scene is not a good look.</p> <p>Our youth need more guidance - number one, a youth centre. They are the future and I think that they should have a safe place and space for them to hang out and mix amongst each other. I know there's a youth type group just one without the religion would maybe be more appealing and welcoming to some youth.</p> <p>Something needs to be done for our troubled youth and our Kui & Kaumatua (Maori & Pakeha) .. yes our main retailers have gone out of the main shopping area .. but that doesn't mean Kaitia main street needs to turn into a ghost town .. bring back the laughter, bring back conversations .. Bring Back Life to our town!!</p>
	Accessibility	<p>Close off the street between Bank and Melba street to make it a community walk area and have tables and chairs there to make it whanau friendly and also smoke-free. Like Eat Streets in other cities.</p> <p>Make it possible for eateries to extend into streets with the use of tables etc. Have a small play area for children. Build a community "hangout" area. Have drinking fountains and plant fruit trees for shade. Have small speakers added to buildings where music and community notices can be played. Creating a positive relaxing environment.</p> <p>Increased accessibility for wheelchair users & mobility scooter users. It is difficult for people with limited accessibility to access businesses off the main street.</p> <p>Would be nice to have somewhere outside in town to sit and eat food from the bakery etc. I would like the main street to be partially closed from the old BNZ to Shackleton's so we could have a nice outdoor space like they do in Whangarei.</p> <p>Make it a real focus for pedestrians as a point of difference</p>

Response Pillar	Consumer Commentary
Place	<p>Proposition</p> <p>Put other clothing shops in, like Kmart etc. It's hard to buy for our children when there's really only Postie (which is great but doesn't have much stock for older kids) The Warehouse which is not always the cheapest or best quality, or Farmers which is often unaffordable. Our town would do well with more clothing & retail stores.</p> <p>Have some pop-up shop containers to encourage new business start-up. We need a shoe shop.</p> <p>Needs a theme, and some seasonal bling and events. Need to bring back the Street Maytz patrols. Promotion of the art walk and Te Ahu walk.</p> <p>Kaitaia needs a shoe shop!</p> <p>More retail and clothing stores that are not surf shops and are affordable.</p> <p>Alfresco type dining, but in a safe and none anybody can use space i.e., reserved or set up for the business providing kai.</p> <p>That the Town Centre would be open on the weekends.</p> <p>Make Kaitaia a place people want to stay, not just drive through. I want Kaitaia to be more attractive when other people from different countries get to see our town.</p> <p>Central place to meet and eat. There's nowhere to sit and korero with friends/family except for places outside an eatery like Mussel Rock, but it feels like you've got to be a patron to sit there to mix.</p> <p>It feels as if the town centre has been split into two groups. North Park and CBD. Kaitaia is divided. Constantly having to move between the two locations. No proper connection. Storage locations inside the Town Centre brings down the look and appeal.</p> <p>Please make the town vibrant! It may give a positive atmosphere to the whole area and psyche of people. Add colour!</p> <p>Christmas lighting down the street each year.</p> <p>More things for our kids to do. Like a small arcade or something where families can go and enjoy rain, hail or shine.</p> <p>Tidy up the former Pak'n'Save and Warehouse buildings to use for ice skating/ten pin/ bowling or a chipmunks playground or something similar.</p>
Culture	<p>We need more iconic signs and symbols of Maori cultural significance</p> <p>Māori histories and better consultation when it comes to historical signage and place names</p> <p>Change the aesthetic to embrace your location as the far north, 90-Mile Beach, rich in all cultures, look to other towns like Whakatane and their design along the main streets, incorporate local legends. So much potential.</p> <p>Continue with the visual imagery of far north Maori culture as well as images of the nature which is a part of Kaitaia surrounds.</p>
Presentation	<p>Too many empty buildings, so encourage more local businesses into them. Hope landlords don't price them out with large rents. Landlords need to invest in upkeep of vacant buildings to make them safe and appealing to new tenants.</p> <p>The buildings need TLC. It would be nice to have decent seating and attractive monuments, think about the vibe in Orewa, that would be cool for Kaitaia</p> <p>Shop owners need to look after the appearance of their shops, clean the windows, and broom the footpath in front of their shops. If a shop is not leased someone still needs to look after it.</p>

		<p>The artwork has helped; however, the buildings are looking rundown and unsafe, jeopardising the hard work that went into cleaning things up. The dirty buildings give off an unkempt appearance. Also, it's very hard to cross the road during the day, and crossings don't correspond with parking spaces. Either adding or moving a crossing or converting to a one-way street would be helpful. Perhaps considering a space of foot traffic only.</p> <p>A uniform approach to how our retail area looks - there are a lot of really run-down shabby buildings - I don't mean that they all need to look the same. Just have some coordinated approach to colour or theme could enhance the street</p> <p>Get rid of the old Pak'n'Save.. It's an eye ore but I don't agree with flooding the town with housing around that area. Crime is bound to go up if that happened</p>
Place	Presentation	<p>Someone has to do something serious about the Pak'n'Save building. It's like a serious hole in the middle of the town.</p> <p>General up-keep of the town like water blasting the footpaths, rubbish picked up, seats cleaned, weeds killed, tidier shops (the signs) & another supermarket!</p> <p>Trees, plants & path paving look great. Would love to see more plants, decorative lights & street lights over paths. Maybe planter boxes like the ones in Awanui plus the old black and white photos look amazing, maybe carry on with that theme?</p> <p>Aesthetically pleasing buildings, well maintained garden/planter boxes, more seating, green spaces/trees.</p> <p>Clean it up!! So much rubbish everywhere, it's sad to see after living in the south island for 4 years. People don't take pride in our town and it's embarrassing</p> <p>Get the building owners to clean and paint their building. Get the council to fine them if they refuse. It's shameful how paru they look</p> <p>Put up some hanging flower baskets like they have in Otorohanga. It brightens the place up and makes it look more inviting.</p> <p>Security lighting. Closing the road between Empire & Bank St's. Adding something similar to Whangarei with seats & shading with trees/gardens and local Maori art</p> <p>Would love to see Kaitaia like Mount Maunganui - Cool Blue light poles, 'beachified' town centre.</p>
	Events	<p>Create an outdoor relaxing and creative vibe that makes a relaxed and comfortable feel for people.</p> <p>Build a stage for events. Increase planter boxes and outdoor art.</p> <p>Create posters & banners that inform or celebrate annua or different occasions, festivals or events.</p> <p>A town square where we can have free events, with art work, water features, seating, Giant chess game etc. Somewhere you can sit in town & people can connect.</p>
Performance	Parking & Rooding	<p>Parking spaces in main street are too short. Would be nice if no traffic went through commerce street.</p> <p>Limited availability of car parking spaces on the Main Street and side streets which often leads to looping the entire town to find a spot. It would be great to see more shops open off commerce street to expand the town and the parking situation. People often park illegally (half in the tree planters) just so they don't have to loop around the whole town again. So, I think it is definitely something that would benefit the town if a solution was found.</p> <p>Closing off road access between empire street and bank street turning into an area that's more attractive and inviting with more lighting for security, seated family area when shopping under shade.</p> <p>Some of the one-way streets make it hard to move around town . We have no central car park.</p> <p>Angled Car Parking - Rather than parallel. Makes it easier for customers and increases capacity.</p> <p>Better parking out back to make commerce street more of a walking space, where people park and walk to the township.</p> <p>Close the main road and make it into a dining area, it's so dangerous to cross over the road, why not block it all off like Whangarei's main street?</p>

7.2 Rangatahi Feedback

Places Rangatahi feel proud of

Positive Outlook. People know Kaitaia is not perfect, but they are proud of the Town and don't feel that it is represented well to those from outside the area. Collectively, businesses and the community need to work to change that perception.

Social Connector. The Town is where people go to meet and socialise, but there needs to be more for Rangatahi to do. More shops and cafes, activities and possibly a social destination that was specifically created for these age groups.

Healthy Options. Rangatahi want to see more food choices in Kaitaia – following the trends they see in other places like Whangarei and Auckland. More healthy choices and enjoyable places where they can sit and enjoy their food in modern surroundings.

Improved Experiences. A food precinct would be good and more places that Rangatahi can meet in – like outside dining spaces around the Sushi store, Happy Bowl and Subway.

Affordability. The costs of food in Kaitaia mean that Rangatahi don't come in as often as they want to, and some cannot afford to visit the area at all. Limited choice means that people feel they are paying more, yet the experience is lacking.

Digital First. With a lack of local choices, Rangatahi typically begin their shopping journeys online – browsing and buying from businesses outside the District. An improved local retail offer & improved digital presence for the stores that are based in Kaitaia, is necessary.

More local choice please

7.3 Community Welfare Team Feedback

Town is often the sanctuary

Safe Environments. Home environments can be troubled and the Town Centre is often an escape or sanctuary for some Rangatahi. We need to consider the social role of this area in future plans.

Vulnerability & Need. Rangatahi are often anxious about the Town Centre with intimidation and bullying occurring. More places in the Main Street that make them comfortable and have capable guardianship to help eliminate that type of behaviour are necessary.

Youth Hub Necessary. People need positive places to congregate where they can feel OK. Could include Hauora principles -catering for the health and wellbeing of Rangatahi.

Sell them the Dreams. Include Tamariki in the Town Centre's future. Their involvement in the Mr G mural showed how engaged Kaitaia's Rangatahi are in things that they relate to and are inspired by.

Healthy Body Healthy Mind. Food is the hook right now. Kaitaia needs to create more healthy and affordable options so eating well is an easy choice for our Rangatahi.

Guardianship. The Street Maytz programme was effective but lost to a lack of funding. This was an asset for Kaitaia and consideration of a similar scheme and Kaupapa is necessary to help the community feel more confident in coming to the Town Centre and helping troubled Rangatahi.

Event Space. The Town Centre needs a stage where events can be run easily and with the least amount of setup possible. Ideally this should also create facilities for shared kai.



Kaitaia College Youth Council – 30 May 2022



Shine On Kaitaia, Ngati Kahi Building Safer Communities, Far North REAP – 30 May 2022



Kaitaia Business Association hui, in partnership with Far North District Council, Far North Holdings and First Retail Group – 31 May 2022

7.4 Town Centre Event Feedback

Celebrate Kaitaia's people	Regain the tourism market	Encourage innovation	Slow traffic, enable walkability
<p>Attract People Back. It's recognised that some people no longer come to the Town Centre. We need to attract them back by improving presentation of the area and having the businesses, products and services they most want. Focus on attracting those businesses.</p> <p>Event & Activity Spaces. Kaitaia needs places where performances can happen easily and regularly – creating positive energy for the Town Centre and celebrating our people, culture and talent. A town square or park with a stage and event facilities should be a priority.</p> <p>Guardianship Approach. Social challenges are not helping the Town Centre. Families need to take greater responsibility for their Rangatahi and as a community we need better care for the vulnerable.</p> <p>Maintain Convenience. We do need to recognise that Kaitaia is a regional hub serving a wide geographical area. Accessibly by car and the availability of parking is important for Kaitaia businesses and their customers.</p> <p>Ambiance & Safety. While Commerce Street is a busy thoroughfare, we need to slow vehicles down and make the area more pleasant for shoppers, diners and those people visiting the Town Centre for services and experiences. Traffic calming, more pedestrian crossings and the potential for more outside dining spaces should be investigated.</p>	<p>Tourism Renaissance. Kaitaia once was the primary destination for visitors to the North Cape, until the Bay of Islands took that role – driven by large tourism operators based there. Kaitaia has potential to regain some of that market if it can deliver an integrated approach to the visitor market including a visitor centre in the Town Centre, improved accommodation and better presentation.</p> <p>Farmers' Market Value & Potential. The Saturday market is an important asset for Kaitaia, bringing people from across the District and providing strong social amenity through connection, healthy food choices and value. It also benefits nearby businesses, attracting shoppers to the Town Centre on a regular and habitual basis. Any future changes to the Town Centre should provision for the Farmers' Market – providing locations that can continue to deliver the experience customers have enjoyed, convenience and wider benefit to surrounding businesses.</p> <p>Opportunities for the Town Centre. Far North food producers, in partnership with government agencies, are looking to develop an Innovation Centre that will help businesses develop products for market, build skills and capability. Ideally this should be sited in the Town Centre.</p> <p>Housing Concerns. Well recognised issues with emergency housing in Kaitaia have created widespread concern that any residential developments, including social housing, near the Town Centre will have a detrimental effect on the area. Any plans for social housing would need to demonstrate how this risk would be addressed.</p>		

8 Business Perspectives

Create a Destination	Get Landlords On-Board	Gateway Role	Appropriate Development
Kaitaia needs a better shopping, food & beverage and service proposition to attract people.	Too many poorly maintained properties are letting Kaitaia's Main Street down and creating a negative impression	Kaitaia Town Centre should be a key part of anyone's visit to the Far North	More people in the area are necessary, but businesses are resistant to uses that compromise experience & safety

8.1.1.1 Overview

Background

Kaitaia Town Centre businesses are typically entrepreneurial and inherently resilient with a strong representation of owner-operators. This history, connection and relationship provides an advantage in having commercial stakeholders that care for their community and its future.

Through these surveys, business perspective and sentiment didn't always align with that of their customers - reflecting need and priority in developing greater market centricity in order to better serve Kaitaia's current and future audience.

Resilience Priorities

Adaptation has been necessary as the Town Centre has navigated the shift of retailers and customers to North Park. Some have developed e-commerce offers to reach beyond their traditional audiences, while others have consolidated for efficiency and out of necessity.

One common theme is that there hasn't been the profitability or confidence to enable re-investment with competitive pressure from out-of-town and regional destinations and online, all creating uncertainty. This has led to a declining retail and hospitality offer and experience. COVID has also had a major impact on Kaitaia – affecting audience numbers, trade and businesses' ability to commit to lease renewals. A number of retailers exited the Town Centre over the past two years because of these impacts and concerns over future viability.

Survey Responses

Businesses are well engaged through the Kaitaia Business Association giving them a strong sense of ownership in direction for the Town Centre. This was reflected in participation with 82 individual responses to the survey, along strong participation in community meetings and individual conversations.

Businesses are understandably fatigued by the current economic and social challenges with sustainability being of greater need and priority over opportunities for improvement.

At the same time, some businesses have become acclimatised to declining appearance of their premises and other aspects of expectation that consumers consider when determining their destination decisions. This was reflected in contradicting feedback between commercial stakeholders and their customers when exploring priorities for the Town Centre.

Appetite for Change

The recent launch of new businesses, continued improvements as part of the Te Hiku revitalisation programme, re-opening of international borders and engagement as part of the Kaitaia Town Centre Commercial and Retail Strategy have helped catalyse renewed enthusiasm from business and property owners.

It will be important to maintain momentum in order to leverage confidence and deliver on the shared ambitions identified through this work.

8.1.1.2 Survey Representation

Retail businesses	17.4%	Service businesses	47.8%
Hospitality businesses	8.7%	Health & Social Sector organisation	14.5%
Commercial Property owners	11.6%	69 out of 69 completed submissions answered this question. 82 users additionally answered this question but did not complete the whole survey	

Survey open online from 23 May 2022 to July 31 2022

8.1.1.3 Survey Responses

Shared Priorities.

From your business' perspective, what should be our shared priorities?

Aligning with needs & opportunity. Enabling existing businesses to adapt, develop and prosper to better serve the market.	40.6%	Strengthening goodwill. Rebuilding pride in the Town Centre by creating places people want to spend more time in.	42.4%
69 out of 69 completed submissions answered this question. 82 users additionally answered this question but did not complete the whole survey		69 out of 69 completed submissions answered this question. 82 users additionally answered this question but did not complete the whole survey	
Improving attraction and relevance. Actively encouraging new and complementary businesses to locate in the town centre.	41.3%	Reliability. Increasing the Town Centre's immediate audience through encouraging and enabling more office & recreational activity in the vicinity.	45.7%
69 out of 69 completed submissions answered this question. 82 users additionally answered this question but did not complete the whole survey		69 out of 69 completed submissions answered this question. 81 users additionally answered this question but did not complete the whole survey	
Reliability. Increasing the Town Centre's immediate audience through encouraging and enabling more residential activity in the vicinity.	45.1%	Resilience. Actively enabling an anchor business (that attracts a large number of people and broad range of demographics) to locate in the Centre	38.4%
41 out of 69 completed submissions answered this question. 53 users additionally answered this question but did not complete the whole survey		69 out of 69 completed submissions answered this question. 80 users additionally answered this question but did not complete the whole survey	
Aligning with needs & opportunity. Our consumer offer and experience	38.4%	Resilience. Anti-social activity	33.0%
69 out of 69 completed submissions answered this question. 31 users additionally answered this question but did not complete the whole survey		69 out of 69 completed submissions answered this question. 31 users additionally answered this question but did not complete the whole survey	
Resilience. Responding proactively to increasing competition from outside the Town Centre.	43.1%	Visual attraction & appeal. Improving the Town Centres appearance	43.1%
69 out of 69 completed submissions answered this question. 31 users additionally answered this question but did not complete the whole survey		69 out of 69 completed submissions answered this question. 31 users additionally answered this question but did not complete the whole survey	

8.1.1.4 Business Commentary

What type of businesses and consumer experiences do we need to focus most on attracting and encouraging in the Town Centre?

Experience	Safety & Security	<p>More Police presence in town centre to deter/prevent anti-social behaviour. Help make people feel safe to walk the streets again.</p> <p>Friendly vibe and safe environment for all, young and old</p> <p>Make town more attractive and safer so people want to shop there.</p> <p>Tidy the old Warehouse and Pack'n'Save car parks and help make people feel comfortable to park their car there e.g., make it gated, or add CCTV, fix the potholes.</p>
	Welfare	<p>Proper live entertainment rather than the mental health or homeless busking in front of shop</p> <p>Some people hate going into town due to the type of people that hang around. Often loud & confronting. Seems an increase in people with mental health issues</p> <p>Crossing the road is the hardest thing to do - we need more crossings. Starts from Wayfarer Motel and Beachcomber Lodge - the biggest accommodation provider but guest can't cross the road to go to the plaza, or from the Plaza to the ASB where there is not much parking. The crossing problem is from Wayfarer until Te Ahu.</p> <p>Australia has indoor places like trampoline /skatepark/cafe etc indoor spaces for kids which creates a space for activities, learning and employment... Pak'n'Save or the old warehouse would serve well as permanent spaces for our youth in Kaitia. Youth is a big one, mental health facilities somewhere young kids can feel safe</p> <p>Add public transport, even if it is just a simple loop from town centre to Awanui and back.</p> <p>We need more for families and children! Too many kids roaming the street with nothing to do</p> <p>More indoor facilities for our youth of Kaitia for example, ten pin bowling/time zone,</p> <p>Do not put social housing or housing for the elderly in the centre of town</p>
	Proposition	<p>Some decent cafes and eateries in the town centre with good seating inside and out. Good healthy food options. A nice healthy alternative to all the bakeries.</p> <p>There needs to be a market vibe. The town centre should be walking through only no vehicles to create a market place</p> <p>Retail and business office space. Variety of places to eat and get coffee. If there is good customer service people will always come back.</p> <p>Need businesses like a bigger better farmers with more range, Number One shoes, spotlight, cheesecake shop. Bed bath. These types of shops will attract shoppers. Currently all these purchases are going to online stores because we don't have them.</p> <p>Our banks to be open, more consumer choice, travel agent, Optometrist hearing specialist again, these are draw cards for people to come to town. Tourist attraction information Centre like a booking facility in town for trips to Cape, surf trips, fishing trips.</p> <p>Diverse range of retail offerings that would enhance a satellite town's appeal i.e., Optometrist, shoe shop, fashion shops, gallery etc. Stores that attract foot traffic.</p> <p>The Centre requires an array of business & retail outlets. We do not need parks and entertainment spaces which are already catered for at the south end of town.</p> <p>Stores that offer a diverse range of offerings, so people don't make a day of it to shop elsewhere - in Kerikeri or Whangarei or even Auckland beyond that</p> <p>Larger retail stores with more variety, supermarket, more activities for children to keep them entertained e.g., mini golf, bowling etc</p> <p>The ideal way to bring the town centre back to life would be a competitive supermarket i.e., Countdown in the town centre to bring back the population.</p>

Experience (continued)	Proposition (continued)	More retail as we are being overtaken by offices and social health providers			Visually interesting businesses		
		Shoe shop	Supermarket	Shoes	A Supermarket	A Supermarket	Retail - clothing, shoes
		Needing more variety of shops & eateries.	Not more vape shops.	Better quality boutique shops and eateries. Less \$2 shops and plastic food eateries.	Less vape shops,	Art design exposition: Weaving, Tukutuku, Carvings, Mau Rākau	Maori enterprise
		More food outlet options, variety	Definitely not more food outlets	Computer/ internet availability	Artisan crafts, arts crafts, and music	Variety of shopping experiences	Local arts and crafts
		Good restaurants. Outdoor dining	Entertainment, clothing and shoes,	Competition for Pak'n'Save	Less vaping & takeaway stores	More family recreational businesses	Retail , Professional firms ,food
Place	Presentation	It's often the first thing visitors comment on with some shops being in state of disrepair - lack of paint, broken street frontage, some with signage from a prior shop					
		It's time for building owners to step up and renovate old buildings or sell to someone who can. The Main Street is a hole. Everything is getting worse. Car dealerships shouldn't be there - it should be for cafes and entertainment. The buildings are old and the sidewalks in the Main Street look like a back-alley way.					
		I think there needs to be an active campaign to have rents lowered in town and the buildings improved both of these would address the number of empty shops and feeling of dilapidation					
		Knock down the old Pak'n'Save and Warehouse buildings and replace with shopping precincts and offices.					
		If you are going to open a shop, there should be a minimum standard of appearance set by either council of KBA					
		Grubby and unappealing - Fix the crappy look of the old buildings					
Performance	Commercial Attraction	Major business won't move into the Main Street hence why major retailers have moved down the end. Main Street needs colour & vibrancy. Cafes, juice bars, boutique clothing shops. At moment it's consumed by cheap unhealthy eats with junk food or cafes with minimal cabinet eats for busy people.					
		Make the town centre a retail and office hub with options for eateries and coffee.					
		This would mean employment. There is very little choice up here and I try to buy local. Often I can't so have to buy online.					
		The old Pak'n'Save site should be a new shopping complex/foot traffic only area/entertainment attractions eg: 10-pin bowling, laser tag, mini golf or skating rink.					
		Don't agree with having any form of housing located at the old Pak'n'Save site.					
		Bring the whole area into the 21st century, major upgrades on our motels, and a modern hotel, get our town looking modern and not looking so run down.					
		KBA is about business, retail, offices, services, car parking. It's not about creating residential housing, entertainment spaces for concerts or making spaces for street vendors to push their trinkets. The town just needs to be clean and maintained to have a positive and welcoming effect.					

Pillar	Need or Opportunity	Insight	Response Potential
Experience	Addressing anti-social activity	Businesses have been frustrated by anti-social behaviour; however, this didn't feature highly as a priority. This could be because respondents have become de-sensitised to what has been a growing issue and one that consumers have highlighted.	Activate the Centre to build capable guardianship & passive surveillance Create space for Maori Wardens & other guardians to base themselves
Place	Rebuilding pride in the Town Centre – creating places people want to spend time in.	Businesses and consumer feedback suggests there is already strong pride in the Town Centre, however there is a need to demonstrate this more widely and develop more places that people can spend time in socially.	Encouraging businesses to build customer advocacy and online reviews Development of service awards for outstanding customer experiences Creation of parklets, pocket parks or Town Square for social connection
	Town Centre appearance	While businesses didn't indicate priority for improving the Town Centre's appearance, consumers did feel that the area was looking neglected and required attention.	Immediate cosmetic improvements to above veranda areas & frontages Supporting businesses to refresh their environments
	Consumer offer and experience	Only 37% of business respondents felt the Town Centre needs to improve its proposition, although audience feedback highlighted gaps in what is available and their vision for better experiences	Encouraging businesses to seek and respond to consumer feedback Developing a market-centric culture that meets and inspires needs
Performance	Actively encouraging new and complementary businesses to establish.	Again, the majority of businesses did not see value in strengthening the Town Centre's offer, however this may be because of concern for their own trade.	Develop marketing material promoting Kaitia Town Centre's potential Develop a list of categories and businesses most beneficial to the area Develop market and media presence to highlight opportunities
	Enabling existing businesses to adapt, develop and prosper	Strategic curation of the Town Centre can strengthen relevance and visitation which will benefit incumbent businesses as well as new entrants.	Encouraging businesses to seek and respond to consumer feedback
	Increasing the Town Centre's immediate audience through encouraging and enabling more office and recreational use	Almost 50% of respondents agreed that encouraging stronger daytime audiences (workers) and a recreational focus was necessary. Consumer feedback reflected the social value the Town Centre delivers for this community.	Encouraging offices within any future mixed-use developments Encouraging an Innovation or Technology centre development ⁷ Strategic co-or near-location of government agencies in the Centre
	Increasing the Town Centre's immediate audience through encouraging and enabling more residential activity in the vicinity	The concentration of emergency housing, with resultant anti-social impacts, in Kaitia has had an understandable influence on Businesses' willingness to see community housing development in the Town Centre. Not all social housing	Working with developers to seek broader residential use – such as essential workers, project accommodation or elder-care. Developing an accord with housing providers to guide the appropriate tenanting of Town Centre developments

⁷ An Innovation or Technology Centre has been proposed by local primary producers to develop add-value opportunities for local produce

9 Commercial Insight

9.1 Performance Trends

Above-average Growth	Post-Lockdown Recovery	Cost of Living Impacts
Northland has experienced higher spending growth than the rest of NZ in the past 12 months	Northland consumer spending rebounded well and increased post-lockdowns	Increased cost of living is impacting travel and consumer activity across Northland

Growth in consumer spending

Annual average % change March 2021 - March 2022



Consumer spending (\$m)

Annual level, Northland Region



Consumer spending

Annual average % change



Annual change in traffic flows

Annual average % change March 2021 - March 2022



Sources: Marketview for FNDC

9.2 Commercial Property

Character and Composition

Kaitaia Town Centre is characterised by traditional strip shopping precincts with low-rise, older building stock, occupied by a range of retail, hospitality, service and office accommodation.

While potentially characterful and with the possibility to build around culture or heritage, few retailers or property owners in the area have leveraged the unique features of their facades or businesses to fully realise these opportunities.

Instead, the presentation is largely utilitarian and not dissimilar to nearby Kaikohe, which is of a similar era and is experiencing comparative challenges in regenerating their Town Centre.

Kaitaia needs to differentiate itself, with refreshed property frontages and a vibrant streetscape vital elements in reflecting the contemporary offers and positive experiences that consumers want from the heart of this community.

Changes in Use & Demand

Many of the stores on Commerce Street were built for a different era in retail where bulky goods like furniture and homewares, were only sold in the Town Centre.

From 2010 onwards, these businesses⁸ gradually relocated to modern and more suitable premises in North Park, creating vacancy at a scale that was beyond remaining retail requirements and demand. That was typically for smaller spaces with less depth and greater functionality.

Former medium-format retail sites have largely been redeployed as offices or service centres which has affected the retail density, offer and experience. Regaining greater balance in the area's consumer offer is necessary if the area is to strengthen relevance and rebuild visitation and performance.

Building Presentation.

While most property owners and tenants keep their buildings in good repair, there are a number of frontages that are unkempt and degrading for those around them.

This poor presentation creates a negative impression for people coming to the area and compromises the public's expectation in offer or experience from the Town Centre.

The Kaitaia Business Association is preparing to refresh above-veranda areas through cleaning, new paintwork and basic repairs. This will address the most challenging properties and deliver greater uniformity across the shopping precinct. It is also hoped to catalyse further improvements by owners and occupiers.

Focus also needs to go into improvements to shop signage and below veranda areas which equally influence consumer perceptions and destination decisions. Responses could include individual design and presentation advice and implementation support, working bees, and community maintenance of the trees and gardens.

Street Activation

Non-retail frontages punctuate the Town Centre - breaking continuity, appeal and attention.

It is easy for a visitor to cut short browsing if they sense there are no more shops or hospitality venues based on the repetition of inactive frontages in some parts of the area. This is possible given that 44% of uses in the Town Centre are those other than retail or F&B.

A dedicated focus on activating non-retail frontages and increasing consumer-facing uses in these spaces is necessary to strengthen relevance, attraction and performance

Concentration

While most retail and hospitality uses are centred on Commerce Street, there are some consumer-facing businesses dispersed through side streets. A long-term goal should be to concentrate retail and hospitality uses to achieve a more cohesive offer and experience.

Additionally, the recent establishment of a new large-format restaurant in Bank Street provides opportunity to encourage a broader food offer in this area to strengthen destination value

Motivating Improvement

The relatively low cost of commercial property in Kaitaia Town Centre means that return on capital can be higher than other investment choices. This has meant some buildings are attractive for investors who are not experienced in maintaining or upgrading assets.

Higher returns also mean there is less willingness from owners to sell buildings to those that may consider improvements, as there are few other choices in achieving similar yields.

Unless property owners are encouraged and supported to improve their buildings, or compelled through issues of building fitness or lease requisites, it is unlikely there will be changes in the presentation of sites in the Town Centre

⁸ Folders, Jaycar, 100% Electric and other businesses have exited the Town Centre since North Park was established. This mirrors similar trends in other regional towns.

Absentee Owners

Kaitia does have a large number of locally-based commercial property owners, or those with family ties to the area, however, it also has an increasing proportion⁹ of absentee owners.

Stronger connection and communication can help property owners better understand their role in supporting Town Centre improvement for the benefit of the community and their tenants.

Regenerative Strategies

Demand for space from non-retail organisations such as NGO's and the welfare sector has meant there is little vacancy in the Town Centre. While these uses tenant buildings profitably, it does compromise the area's ability to rebuild a compelling consumer proposition.

What does become available for prospective retail or hospitality businesses is often either too large or requires investment to achieve space suitable for current demands. This is typically where impasses happen between potential tenants and owners with the Town Centre missing opportunities for improvement.

Compromise solutions could help achieve necessary retail regeneration in the Town Centre.

Encouraging greater mixed use of larger spaces with retail and hospitality occupying compact street-facing tenancies and other uses behind, would help strengthen the Town Centre while likely achieving stronger yields and greater potential for reinvestment for property owners.

Mitigating Future Risk

Collectively banks occupy some of the largest and most prominent sites in Kaitia.

The Town Centre still has most trading banks represented with large, dedicated sites in Commerce Street, however, ASB has recently relocated into temporary containers after closing previously purpose-built premises.

While no longer seeing the same demand for personal services, banks are a useful regional drawcard, local employer and contributor to the vibrancy and vitality of the Town Centre.

Banks have been retreating from the regions and it is likely others in Kaitia will either exit or downsize in the future – creating vacancy and reducing relevance for the Town Centre.

It will be important to work pro-actively with banks and their landlords to strategise ahead of any changes, so the future use of these premises can deliver the best possible outcomes for the area by supporting new or expanding businesses – in-line with demand and potential.

Precincts & Clusters

Kaitia's high proportion of non-consumer-facing uses punctuate the Town Centre's streetscape – creating a diluted and fragmented impression of the area's retail and hospitality offer.

Developing greater consistency in activated frontages, and synergies within uses will help strengthen the Town Centre's visitor experience and performance of businesses by concentrating awareness and demand within a defined area.

Examples of precincts and clusters of like and complementary businesses could include: Casual Dining, Outdoor and Sports, Health and Wellness, Hair and Body, Streetwear and General Fashion.

Precincts and clusters can be achieved through a strategic approach to tenant prospecting, validation of the opportunity and leasing decisions between property owners and their agents, with support from the Business Association.

Development Horizon

At this stage, aside from the two transformative sites already identified (former Warehouse and Pak'n'Save locations), there are no other major developments in the Town Centre planned, based on enquiry and local knowledge.

Fragmented ownership and challenging returns on investment mean that other developments of scale may be difficult to achieve, at least in the medium term.

Future planning should focus on maximising benefit from these key properties and collaboratively encouraging upkeep or disposal, by owners of other properties in order for the Town Centre to achieve a step-change in presentation and performance.

Mixed Use Future

With minimal population growth, increasing competition from online and regional shopping choices and economic headwinds, Town Centre businesses must earn greater revenue and goodwill from their existing marketplace.

The Town Centre needs more people working and living in the area to increase demand for products, experiences and services. This will help existing businesses adapt and reinvest and encourage new businesses to establish to service this immediate and expanded audience.

Mixed use precincts could include development of key sites, through to the adaptation of existing buildings into educational, office, touristic and essential worker accommodation or appropriate social housing.

⁹ Recent commercial property sales have been to out-of-town investors. This is a growing trend according to commercial real estate agents



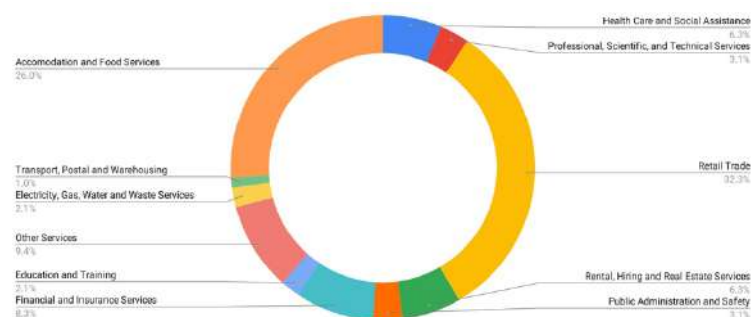
Jujnovich's Buildings in Commerce Street are a good example of a local owner-occupier that has retained and enhanced building character

10 Retail Dynamics

Limited Proposition

By contrast with many other provincial centres, Kaitaia has a low proportion of consumer-facing businesses in the Town Centre. Only 56% of shopfronts offer products or hospitality experiences, which does impact public perception of the area as a confident destination for choice and experience.

To regain relevance and performance the Town Centre does need to broaden its consumer offer by encouraging new businesses to open and freeing street-front shop space in order for this to happen.



Positive Trends

Younger business owners are establishing in Kaitaia and bringing with them popular concepts that are working well in other centres. This cohort of new entrepreneurs is encouraging for the Town Centre's evolution and future.

From floristry to beauty services, apparel and coffee, new businesses in Kaitaia are leveraging opportunities to launch and grow in this market which is anxious for more contemporary experiences that are otherwise becoming common-place, elsewhere.

Maintaining this trend will require the availability of suitable and affordable start-up space and continued priority and support for local businesses.

Successive Evolution

Kaitaia has long-established businesses that have been transitioning between generations.

These owners' have typically adapted with the market, implemented digital and e-commerce strategies and remained contemporary in order to stay relevant and successful.

Heritage and backstory of these businesses is a useful and valued differentiator for Kaitaia.

Consolidation

Amalgamation of businesses and consolidation across categories has also been a trend as owners have navigated changes in their sectors and the wider retail market. This has reduced choice and competition but has maintained viability for combined entities.

Categories without competitive local options do create vulnerability as consumers are forced to look outside the Town Centre or online for choice – creating spending and goodwill attrition.

Future Availability

In common with other provincial centres, Kaitaia has a number of business owners without successive solutions. In some cases, there are no family members that are able to take the business over, while in others, changes in the marketplace challenge long-term sustainability for the current business model.

Lower costs, family operation and in some cases owner-operated premises have lessened the priority for sale or closure, however, it is likely that there will be future availability of space as either leases come up for renewal, or owners decide to close.

Business Attraction

Balancing consumer aspirations and expectations with what will be realistically achievable in Kaitaia is challenging and needs to be considered in the context of an increasingly competitive commercial market and changing priorities

While the public are frustrated by the lack of product and service categories, key shifts in investment rationale mean that interesting some brands in establishing in this area is unlikely. This is because of audience numbers, growth forecasts and Kaitaia's unique location.

Unlike other centres, Kaitaia's position at the top of the Island means its customer catchment is limited predominantly to the Te Hiku District – without the benefit of connections to significant population centres beyond. Regional and transitory audiences are an important consideration that larger retailers prioritise for within their investment decisions.

Kaitaia will need to make compelling cases for inward retail investment, supported by spending and demographic data, space and workforce availability and qualified consumer demand.

Business Retention

Continuing growth in Kerikeri and the likely availability of larger space within the Town Centre will create opportunities for businesses to establish there. Space constraints have previously excluded this option.

Regionalisation trends could see preference for this area and investment concentrated there, in deference to Kaitaia. Because of this, Kaitaia will need to also focus on retaining retailers.

10.1.1.1 Case Study – Inlets Surf

Background

Inlets Surf is Kaitia's largest, locally owned apparel retailer – selling a well-curated range of streetwear, surf wear and casual footwear to local customers and visitors.

The medium-format shop is an amalgamation of sites and occupies two frontages including the Rip Curl and Inlets Surf brands. Inlets Surf is one of the best presented shops in the Town Centre and is successful through its close understanding of, and response to the local market.

The business is one of only a few in the apparel category in Kaitia with others being part of larger chains (Farmers and Postie Plus). This lack of selection is an anomaly for a market of Kaitia's size, that would typically support more independent clothing stores.

"The Saturday markets are great for business, however it quieters down significantly, once this is over" More regular events and activities in the Town Centre would be good for us and other businesses in the area, too"

Key Area Improvements - What could help the business and area achieve greater success?

Drawcard in former Warehouse site	We need more reasons for people to visit the area
More complementary retailers	Kaitia is missing key categories like footwear
An improved hospitality offer	More contemporary and diverse F&B businesses
Improving area appeal & attraction	An environment that encourages visitation & enjoyment
Events and activities to draw people	Town square & stage that could host live performances

Future Plans

Continued store improvements	Reinvestment into merchandising & store environment
Online store	



10.1.1.2 Case Study – Kawhe Hub/Coffee Hub

Background

Kawhe Hub is a small, owner-operated cafe in the heart of Commerce Street specialising in barista coffee with local provenance and speciality hot drinks.

The business has recently opened in Commerce Street after earlier establishing in a container in the North Park precinct. The Town Centre location is proving to be busier and more consistent with a larger and more reliable audience throughout the day.

The concept is reflective of hospitality trends in the main centres and increasingly found in provincial areas where quality coffee experiences are opening – creating appeal and habitual visitation for precincts and surrounding businesses.

"We aim to create a social hub for people to come and connect over great coffee, specialty hot chocolate or tea, great banter and the best cupcakes in town

Key Area Improvements - What could help the business and area achieve greater success?

Encouragement of street dining	Permit costs for outside dining are prohibitive
Reliable accessibility for customers	Some short-term carparks for 'grab & go' shoppers
More reasons for people to visit	An improved range of shops in the Town Centre
More for families & Rangatahi	Shops, services & amenities to make everyone welcome
Events and activities to draw people	Town square & stage that could host live performances

Future Plans

Outside Dining	Creating an environment customers want to hang-out in
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10.1.1.3 Case Study – Knights Jewellers

Background

Knights Jewellers is a long-established retailer owned by the Knight family – well-known local businesspeople who have operated a diverse range of stores in Commerce Street since 1968.

Once home to a number of jewellers, Knights is now the only remaining retailer specialising in the category in Kaitia. The business has maintained resilience and continuity through adaptation of its range and services – in line with the changing needs of this community.

While Knights have recently opened a new store in Kerikeri, the family business is firmly focused on maintaining and strengthening position in Kaitia with continued investment planned.

"Kaitia needs to actively attract businesses that provide the products and services people have to travel outside the area for now. Regaining that spending and goodwill will help other businesses & the community"

Key Area Improvements - What could help the business and area achieve greater success?

More relevance for local consumers	Filling the gaps in missing retail & service categories
Increased town centre vibrancy	A more active street environment will attract people
Focus on welfare and safety	Crime and anti-social behaviour is an issue for Kaitia
Regular events	Activities in the Town Centre attract people & trade
Activities to enliven the area	Town square & stage that could host live performances

Future Plans

Store reinvestment	Continuing to maintain a modern retail environment
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10.1.1.4 Case Study – Peek-a-Boo Backyard Eatery

Background

Peek-a-boo Backyard Eatery is a newly opened large-format casual dining restaurant and garden bar that is reflective of contemporary hospitality trends and Kaitaia's relaxed outdoor lifestyle. The business is owned by experienced local restaurateurs and hoteliers with an international background.

Since opening, the venue has been consistently busy – attracting a diverse range of age groups throughout the day, evening and night. This popularity and feedback from customers reflects how the new restaurant and bar has filled a void in Kaitaia's offer – creating experiences that locals would otherwise have had to travel outside the area for.

"People say that they've been waiting for a place like this to open in Kaitaia, so they wouldn't need to travel far to get a bit of a city-like feeling." "They seem to feel transported, and this is definitely something we wanted to achieve."

Key Area Improvements - What could help the business and area achieve greater success?

More complementary businesses	Attracting businesses who can lift the area & it's offer
Potential to create an F&B precinct	Encourage food producers like craft brewers, bakers, etc
Enliven the Town Centre after dark	Support growth of an evening and night economy
Focus on welfare and safety	Crime and anti-social behaviour is an issue for Kaitaia
Increase immediate audience	More offices & quality accommodation in the town centre

Future Plans

Increase to seven day trading	Creating an environment people want to visit often
More outside seating & activities	Further develop the outside space for families & groups



10.2 Gap Strategies

Category		Potential Solutions	Rationale
Women's Apparel	Clothing and accessories for ages 25+	Caroline Eve	Strong presence throughout provincial NZ
Shoe Stores	Men's and women's shoes	Canvas regional shoe retailers	Increasing competition in Whangarei. Operators could look elsewhere
Active Leisure	Leisure, exercise and sports apparel – male & female	Stirling Sports Smith's Sport Shoes	Strong presence throughout provincial NZ. Successful in similar markets. Quality store fit-outs.
Gourmet Burgers Juice & Shake Bar	Experiential and locally-proud start-ups that reflect similar trends in other main and provincial centres	Could be a Te Rawara Enterprise Local start-up	Could become an iconic visitor destination with local provenance Can champion healthy choices and create a positive Could catalyse positive change through offer & environment
Pizza	Increasing options could help lift the overall F&B offer	Dominos Hell Pizza Local start-up	Strong presence throughout provincial NZ Successful in similar markets. Would add to vibrancy, create competition & increase employment
Health Store	Vitamins, supplements, holistic therapy	Health 2000	Strong presence throughout provincial NZ Successful in similar markets. Quality store fit-outs.
Hair & Beauty Barbers	More experiential offers & environments in the Centre Attract Barbers from the Town Centre fringe	Encourage existing operators to grow and new businesses to establish	Attract custom from across the District and grow the market Hair and appearance businesses attract consumers to the area on a regular and habitual basis – driving wider benefit
Healthcare	Create a health and wellness precinct that brings like and complementary services together.	Specsavers Triton Hearing	Kaitia residents are having to go outside the District for these services currently, or there is limited choice in providers
Banking	Consider working with the Banks to develop a shared banking hub, such as those in other rural and provincial communities.		

10.3 Sector-specific Trends

What's influencing decisions around business direction?

Sector Dynamics		Common Themes	General Location Considerations
Apparel, Shoes & Accessories	Increasing vulnerability for smaller, independent retailers Loss of buying groups has made competitive sourcing more difficult Vertical sourcing model is increasingly necessary for differentiation and margin Many independent retailers are nearing retirement and have no succession New entrants 'curating' and blending categories for differentiation & resilience Collectives of artisans banding together to open physical and online stores	Declining profitability Increasing costs (rental, wages, utilities) Variable trading patterns Supply-chain challenges Staffing and skill Compliance effort, time and costs Risks of non-compliance	Market potential Town Centre dynamics Population and audience trends Space availability Synergistic potential (competitor locations, clusters, etc) Online demand indications
Hospitality	Smaller-scale venues opening that limit commercial risk for new entrants On-trend specialisation including gourmet burgers, poke and bubble tea shops	Big retailers strengthening specialist categories Reticence around longer lease commitments	Accessibility (parking, loading, etc) Building seismic integrity
Outdoor & Sports	Trend toward larger stores and out-of-town locations	Increasing need and demand for e-commerce	Fitout costs
Pharmacy ¹⁰	New entrants competing on scale, range and price Loss-leading prescription offers compromise core income		Distribution costs
Jewellery	Rationalisation of independent stores as owners retire or brands consolidate		Workforce availability
Declining Sectors	Banking, Travel Agencies, Photo Stores,		Management costs
Growth Sectors	Optometry, Audiology, Organics & Wholefood, Supplements, Ethnic Foods, Specialist Butchers, Convenience Stores, Ready Meals, Franchises, Experiences – such as Healthcare, Digital Entertainment (virtual darts, golf, etc),		

11 Recommendations and Timetable

11.1 Experience



Safe, Vibrant & Welcoming

An inclusive and uplifting place that people feel confident, comfortable and rewarded in coming to – inspiring the support and goodwill of its community and visitors to the area.

Pillar	Recommendation	Rationale	Immediate	Near-Term	Mid-Term	Long Term
Experience	Frontages & Facades. Accelerate progress & extend the façade improvement programme, to include signage and frontage activation	Poor presentation of buildings and businesses is detrimental to Kaitaia's ability to attract customers and new businesses and the appetite for existing traders to reinvest or grow in the Town				
	Town Centre Upkeep. Maintain trees, plantings and public realm to lift presentation and improve the overall standard of this area	Poorly maintained public realm continues a broader theme of neglect. Improvements set an example and can inspire wider efforts by property owners to refresh their spaces and buildings				
	Accessible and Inclusive. The Town Centre is easy and intuitive to reach, navigate and spend time in for people of all ages & abilities	Consumer feedback has highlighted the challenges of accessibility for parking, within the public realm and in businesses for those with limited mobility.				
	Safe & Assured. Support and enable the work of Safer Communities Kaitaia through CPTED strategies	Responds to shared concerns from the community and businesses around anti-social behaviour, welfare of the vulnerable, personal risk and public perception of the Town Centre as a destination of choice				
	Guardianship. Support and enable the work of social agencies in caring for vulnerable people in the Town Centre					
	Activate & Enliven Public Realm. Encourage and enable outdoor dining by relaxing fees and potentially co-funding furniture & planters	Contemporary outdoor dining and socialising spaces deliver increased capacity for nearby hospitality businesses, deliver experiences that locals see in other areas and want for their Town Centre and				

11.2 Place



Heart of the Community

A destination of pride and preference for the local and regional community – attracting people to the Centre on a favoured, regular and habitual basis to connect, spend time, enjoy experiences, provision and replenish.

Pillar	Recommendation	Rationale	Immediate	Near-Term	Mid-Term	Long Term
Place	Parklets. Develop parklets to extend outdoor dining areas and encourage precincts or clusters of quality F&B offers and experiences	Developing more contemporary elements and environments are necessary in Kaitaia. Outdoor dining supports increased capacity, health priorities and natural surveillance for safety				
	Town Square. Create a community-focused area within the Commerce Street Precinct to enable social connection and performance.	The Town Centre is especially valued for its spaces and activities that bring people together. Further enabling this through improving creating and improving environments				
	Pocket Parks. Create safe areas for play, shared kai and relaxation to support the needs of whanau and visitors with children	Performance space has been a shared aspiration from the community and businesses – enabling positive activities,				
	Pedestrian Primacy. Improve inter-block & walking connectivity in the Centre through laneways, crossings & traffic calming	Make the Town Centre a more people-friendly environment to visit, explore and spend time in – creating destination preference & advocacy. Enable walking connections with anchor locations.				
	Kaitaia Town Centre Brand. A brand & theme that reflects community ambitions and tri-cultural values	Creating a strong, confident and representative brand will build belonging, goodwill and understanding of the Town Centre's role in the Kaitaia community.				
	Locally Reflective Public Realm Elements. Cultural themes & te reo signage celebrates Kaitaia's rich heritage.	Tangata whenua theme – unique to Kaitaia are currently under-represented in the Town Centre. These can help further differentiate the area and build sense of community ownership				

11.3 Performance



Business Confidence & Growth

A curated retail, hospitality and service proposition that delivers an integrated consumer offer and positive experiences businesses want to be a part of.

Pillar	Recommendation	Rationale	Immediate	Near-Term	Mid-Term	Long Term
Performance	Market Centricity. Encourage and enable businesses to adapt and respond to the changing needs of their audience.	Community feedback suggests areas for improvement across the Town Centre's offer and experience. Working collectively, a response from businesses to these needs and aspirations can help build performance and goodwill.				
	Local Support Initiatives. Shop and support local themes to re-orientate spending and goodwill back to Kaitia Town Centre.	Priority needs to go into maintaining business viability, maximising potential from the existing audience and stemming spending attrition.				
	Town Centre Anchor. Prioritise and enable the development of a supermarket and allied retail uses on the former Warehouse site.	The Town Centre needs a drawcard that will bring consumers back to the area - providing wider benefit to neighbouring businesses through.				
	Precincts and Clusters. Support property owners and agents to enable like and complementary uses in specific areas	Clustering creates strength in offer and commercial resilience by concentrating customers and developing streetscape and local amenity to support these uses and their customers				
	Farmers Market. Support continued evolution of the Market as an important community asset and attractor for the Town Centre	The Market draws people to the Town Centre on a regular and habitual basis – benefiting businesses & the community. Future plans should consider and maintain these benefits.				
	Attract New Businesses. Create compelling area profile, planned direction and feature business champions to attract new enterprises	Kaitia lacks market-facing decision collateral that can inform businesses of the audience, economic trends, potential,				
	Curation. Support property owners and agents to attract offers and experiences that will be most beneficial for the Town Centre	Actively addressing gaps in Kaitia's offer & rebuilding relevance in the Town Centre is necessary to reengage consumers, stem spending attrition and build performance for the area				
	Mixed Use Future. Encourage office, visitor accommodation and appropriate residential development in and around the Town Centre	Build immediate audience that can deliver greater reliability and consistency for local businesses, strengthen the evening, night and weekend economy & increase passive surveillance				