

Our Vision

A vibrant, diverse and thriving city centre that is proudly the commercial, cultural and civic hub of the region. A city centre that boasts remarkable attractions, amenities and offerings that enrich, inspire and meet the needs of the people who choose to live, work and visit our city centre.

Our Purpose

To attract more people into the city centre, who stay longer and spend more.

Our Mission

Externally: To initiate, facilitate and support events, activities, activations and offerings that make our city centre a more desirable place and demonstratively contribute to our purpose.

For our members: To support and nurture the growth of our members, to advocate and lobby on their behalf and to champion their right to do business, profitably and with ease, in our city centre

Our day to day focus

Mainstreet Tauranga/Downtown Tauranga's mandate is to demonstratively contribute to the revitalisation of our city centre by way of:

- Being a strategically competent contributor around the table with stakeholders in the development of our city centre
- Effectively developing, initiating, facilitating and supporting events, activations and placemaking initiatives that add vibrancy and diversity of offerings in the city centre
- Delivering strong support and advocacy for our membership
- Driving tangible, outcome focussed stakeholder collaboration
- Developing and delivering an effective marketing strategy and communications plans to profile the city centre and its offerings to contribute to foot traffic and economic growth

Our structure

Under the governance of the Mainstreet Tauranga Board, Tuskany Agency is contracted to deliver the management and marketing services of Mainstreet Tauranga. Monthly meetings, audited accounts and clear KPIs ensure the integrity and transparency of the contract along with the accountability of Tuskany Agency to deliver above and beyond expectation.

How we measure ourselves

Along with robust operating KPIs our success is also measured by our ability to consistently and significantly build our audience base and to attract more people to our city centre and businesses. We are also measured by how well we support, nurture and add value to our city centre members through our innovative ideas and initiatives, our strong networks and by how well we work collaboratively to build a stronger and more effective city centre community across all stakeholders.

Membership Tauranga overview:

Our membership comprises a mix of commercial, retail and service businesses from (the city side of) Monmouth Street to (the city side of) Second Avenue and (the city side of) Cameron Road.

As at December 2019 there were **531 premises occupied** out of a possible 686. This reflects an **occupancy rate of 77.4%**, and a 5.1% decrease in occupancy on the same time last year.

Summary of Mainstreet Tauranga highlights – July – December 2019

In the six-month reporting period several key initiatives and drivers were initiated and/or delivered by Mainstreet Tauranga/Downtown Tauranga under Tuskany's management that we believe contributed substantially to city centre revitalisation, added value and achieved outstanding outcomes. Of particular note we highlight the following:

Key events and initiatives – Mainstreet Tauranga – July – December 2019

Whilst not exhaustive the following summarises some key outcomes and achievements:

ACTIVATE VACANT SPACES INITIATIVE

Outline:

Tuskany Mainstreet Tauranga began active strategic work on the ACTIVATE VACANT SPACES initiative in January 2019. It was dubbed an initiative to turn vacant spaces into vibrant places. Whilst the strategy was seen as a simple retailer filler promotion by some it was far more than that with strategic intent to help reshape the offerings and future uses of space in the CBD. With the development of a business plan and subsequent pitch process, via Priority One, in December Mainstreet Tauranga was able to secure approval for the commencement of the pilot programme for the city centre with the launch of a 6-month pilot programme to commence from the end of January 2020.

Purpose:

The ACTIVATE VACANT SPACES programme has been developed to attract more people into the city centre by turning vacant spaces into vibrant places. From roof tops to alleyways, empty stores to building walls, shop windows and frontages and public open spaces – ACTIVATE VACANT SPACES will deliver a structured and ever-changing programme of curated indoor and outdoor experiences.

Outcomes & Achievements:

ACTIVATE VACANT SPACES is based on proven, successful models in other cities across NZ and the world and. Whilst the programme launches outside of this reporting period, we can summarise the intent and stated objectives as follows:

Logistically ACTIVATE VACANT SPACES matches vacant spaces with individuals who have creative ideas for temporary projects by working in partnership with property owners. Our repertoire of works will include exhibitions, installations, activations, displays, events, music, art, culture, refurbishments, pop ups and more. Additionally, this initiative will work with individuals, organisations and brands who wish to seek short term locations to market test their retail or service offering. Ideally some of these ventures will successfully develop into long term tenancies.

Benefits to the city centre will include:

- ACTIVATE will increase the offerings in the CBD giving more reasons for people to come
- ACTIVATE allows us to build a rich registry of property owners and vacant spaces to leverage ideas and opportunities to add vibrancy, unique offerings and remarkable experiences
- ACTIVATE will add vibrancy and improve the look and feel of our city centre
- ACTIVATE will focus on areas most affected by disruption as our city centre transforms
- ACTIVATE will be a catalyst for other conversations and initiatives to assist in re-energising the city centre including tenancy retention, attracting new retail offerings and reinvigorating the business community

The ACTIVATE strategic heads leading the programme are:

- Sally Cooke – Mainstreet Tauranga & Tuskany Agency
- Millie Newitt – Mainstreet Tauranga
- Alice Hutchison – Tauranga Art Gallery
- Meg Davis – Creative Bay of Plenty
- Tracey Rudduck-Gudsell – Heartland Bank

The ACTIVATE VACANT SPACES programme is a solid community initiative with collaborative partnerships across the business, art, culture and community sectors across our city to ensure a holistic and diverse range of offerings within the programme representative of our diverse community.

TASTE TAURANGA FESTIVAL

Outline:

Successfully launched in 2018, Mainstreet Tauranga rolled out the second year of Taste Tauranga in 2019 growing both the scale and success of the event. Such was the success of the inaugural festival that in 2019 we had more cafes and bars approaching us to be involved and were able to feature more than 30 events across 28 of our restaurants, bars and cafes.

Taste Tauranga 2019 was launched at the Tauranga Art Gallery with a range of events on offer that were bespoke and varied to cater to a diverse audience and, most importantly, to highlight to the public the calibre and range of offerings in our CBD.

- The Tuesday Tapa's Trail with Clarence, Macau, Nomad and Oscar and Otto was designed to attract an experimental pallet
- The Sunday Craft Tapas Trail with Crown and Badger, CBK, Cornerstone and The Hop House was aimed for a relaxing Sunday afternoon
- In 2019 we introduced a burger challenge judged by Sam and Casey from The Rock radio station, with a People's Choice Award element allowing voting online and in store

Purpose:

The Taste Tauranga Festival was developed by Tuskany Mainstreet to showcase and support our hospitality sector and to influence consumer behaviours by encouraging more frequent dining out during the winter months.

Outcomes & Achievements:

For the second year of the festival, we surpassed all expectations. Key success included:

- We initiated, facilitated, ran and supported over **30 events** during the month.
- We gave away a **half carat diamond worth \$4,000** thanks to the generosity of Peet Jewellers.
- We attracted over 150 people to the Taste Tauranga showcase launch event.
- We developed a unique partnership between several iconic restaurants and bars to create the successful Tapas Trails
- We promoted Taste Tauranga with a multi-channel approach across magazine, radio, press, PR, editorials, bus back advertising, signage, social media Facebook, Instagram, dm, emails, videos, pos and website profiling
- We achieved 80% growth in one month on the Taste Tauranga Facebook page (**748 to 1303**)
- We achieved a Facebook social media **total reach of 118,350 people** across our channels and massive engagement with over 1,890 likes, comments and shares.
- We achieved **website traffic in excess of 6,375 to our Taste Tauranga specific pages**. Of the top 10 website pages for the month 7 out of the 10 related to Taste Tauranga; proving the reach and engagement of the initiative and the effectiveness of the promotion.

DOWNTOWN TAURANGA CRUISE SHIP EXPRESS SHUTTLE SERVICE

Outline:

This initiative was established seven years ago by Tuskany Mainstreet Tauranga, as a stand-alone self-funding initiative, to provide an express shuttle service for cruise ship passengers from the port to the city centre.

Purpose:

To capture a growing share of the cruise ship market for the city centre to support our members.

Background:

This was a successful initiative that sat outside the main Mainstreet Tauranga/Downtown Tauranga budget. This initiative was strongly supported by the Mainstreet Tauranga/Downtown Tauranga membership and was a solid contributor to city centre vibrancy. Unfortunately changes to the service have meant our members have seen only a very small number of passengers in the city centre this season. A summary of events is as follows:

Prior to the commencement of the cruise ship season in 2019/2020, the Port of Tauranga reviewed our buses access to the port and advised that they would only allow a free service to operate within the port gates. We requested the opportunity to present our case and sought their support. Unfortunately, the Port of Tauranga decided no Mainstreet Tauranga city centre bus could operate from within the port gates unless it was a free service. There are no funding streams to facilitate this each season; hence our initiative had been a self-funding service until this time.

Outcomes:

In an effort to continue to provide the service in some shape or form while active discussions continued with the Port of Tauranga, Tauranga City Council, Tourism Bay of Plenty and associated parties the Mainstreet Tauranga Board voted to use surplus cruise ship funds from the previous season to fund a trial free bus service through November and the first few days in December 2019.

Once the funds had been exhausted, we had sought permission to run a paid service from outside of the port gates. However, we were not granted permission due to RFP constraints through Tourism Bay of Plenty, so we turned to Regional Council with Cr Larry Baldock taking the lead to see what options were available to us through the Bay Hopper service. Regional Council advised that due to budget constraints they were unable to offer a dedicated bus service but did suggest a one day bus pass that could be sold through the iport, the only complication was the return journey was not direct and peak traffic times could cause problems with passengers getting back to the ship on time. After Regional Council met with Tourism Bay of Plenty, they opted to leave the service up to the Hop on Hop Off service that Tourism Bay of Plenty supported.

The next option remaining was to do a trial of a one stop service under the umbrella of Bethlehem Coachlines Hop on Hop Off service with tickets sold through Tourism Bay of Plenty through the iport at \$22 return, a service already allowed for through his RFP application. To date this has not proved to be a viable solution. The positioning of the buses is a disadvantage. The price point of \$22 (outside of our control as it is set by Bethlehem Coachlines) is far too high and we would prefer a most holistic experience package for tourists,

Our tourist numbers have been dramatically affected. In the previous season by the end of December 2018 we had transported 9,483 over 30 cruise ship days at a 10% conversion rate. This season to the end of December we had transported 7,274 over 9 cruise ship days at a 22% conversion rate. These numbers are due to the free service. Through the Hop on Hop Off direct paid for service that ran was able to operate from 20th -31st December, covering 6 cruise ship days, a total of 130 passengers were transported to the city centre with 2 of those days having an empty bus. During the same period due to the changes in the service we had no service available for 11 cruise ship days that we would normally have catered for. At a conservative conversion of 8% this equates to a loss of 2,800 passengers in just a few weeks, spending time and money in the city centre

Because of the uncertainty of the service we were unable to continue the Zespri experience that we had created last season on the waterfront. Collaborating with Zespri, the cruise ship passengers received a complimentary Green or Gold Kiwifruit and a Zespri Biospife on their arrival at our waterfront cabin.

Obviously Mainstreet Tauranga would ideally wish to return to our original structure; with a paid service operating from within the port gates. The business case for this stacks up. In previous seasons tourists had been happy to pay \$15 for a return trip. In the 2018/2019 season we delivered in excess of 20,000 passengers into the city centre proving the desirability of the service with

passengers. Given there are currently no funding channels for a free service seasonally and the fact passengers were willing and happy to pay the \$15 fare it remains our preferred option to run a self-funded service, to ensure no unnecessary financial pressure on our members or ratepayers. We remain actively working on solutions for our members and the city centre,

TRUSTPOWER PHOTOGRAPHIC EXHIBITION

Outline:

This has become an annual event of our city centre showcase calendar and is believed to be New Zealand's biggest large scale outdoor photographic exhibition. Once again, we offered a \$10,000 prize pool and opened up entries across New Zealand to amateur and professional photographers. This time we set the theme as HOME. We sought evocative images of physical and emotive places people call home. The intent being that we derive an exhibition that is highly impactful, evocative and breath-taking on The Strand to act as an attractor in the city centre,

Purpose:

To create a dynamic attraction on The Strand that drives foot traffic and contributes to city centre vibrancy.

Outcomes & Achievements:

- We achieved a 72% growth in entries from 2,090 to 3,600
- We took the competition nationwide
- We secured in excess of \$75,000 in value-added free sponsorship through our media partnerships
- We awarded \$10,000 in prizes
- We delivered a showcase 10-week exhibition on The Strand to support our city centre and members.

<https://sunlive.co.nz/news/198399-winners-announced-trustpower-photo-competition.html>

TRUSTPOWER CHRISTMAS PARADE & POST PARADE ENTERTAINMENT

Outline:

This is the sixth year that Downtown Tauranga, through Tuskany Agency, has facilitated and managed the Trustpower Christmas Parade. With continued growth year on year we are seeing the parade establishing itself as a more of a regional parade. Adding to the event for 2019 we collaborated with CCS Disability with their Celebrate Us Concert stage set up the waterfront with performances throughout the afternoon after the parade along with 35 vendors from Little Big Markets set up as an added attraction.

<https://sunlive.co.nz/news/228032-trustpower-christmas-parade-draws-record-crowd.html>

Purpose:

To provide a showcase parade for the region in celebration of Christmas and to attract thousands of people into the city centre with flow on effects to our business community.

Outcomes & Achievements:

The 2019 Trustpower Christmas Parade was a resounding success. The parade attracted an estimated **crowd of over 30,000** on 30th November with over **70 floats and over 780 participants** including marching bands, dance troupes, multicultural groups, car clubs and charity groups. The parade also featured five Downtown Tauranga constructed floats featuring a Santa float, a revamped Frozen float with Elsa and Anna, Batman float, new Pirate Float with a Jack Sparrow, Peter Pan and Wendy, and a new Moana float.

We would like to especially acknowledge Greerton Lions, Tauranga Rotary, Tuskany staff, family and friends who made up the 40 volunteers, plus the 52 people who were contracted to support the parade including Fulton Hogan, Aegis Security, Endless Fencing, St John and Black Chilli Design.

We would also like to acknowledge Trustpower our Naming Rights sponsor who are fantastic sponsors to work with, Sun Media, Weekend Sun and Mediaworks who were amazing in promoting the parade, providing added sponsorship to the **value of just over \$34,700**.

DOWNTOWN TAURANGA CHRISTMAS ACTIVATIONS

Christmas in the city was made up of these separate events, activities and displays all culminating into a key initiative and driver for foot traffic to encourage people into the city centre:

MORE FM GUILT FREE SHOPPING SPREE CHRISTMAS PROMOTION

Outline:

More FM developed a retail-based shopping spree to encourage city centre shopping. Business partners in the promotion signed up to be a part of the initiative. The Shop to Win promotion comprised of over \$3,200 in prizes with 15 businesses being involved.

Purpose:

To encourage shoppers to the city centre for their Christmas shopping.

HEART OF THE CITY WEARABLE ARTS CHRISTMAS EXHIBITION

Outline:

For the second year running we ran a competition to select artists to make and display a unique and dynamic Christmas inspired creation on dress mannequins. The 10 winners were supplied a mannequin and \$500 to create their designs. The Christmas Exhibition of the creations paired with some of last year's winners then ran through December in a vacant space in the Goddards Centre.

Purpose:

To showcase our creative sector, providing a unique and visually dynamic exhibition creating interest to attract people to the city centre.

CHRISTMAS ADVENT CALENDAR

Outline:

For the second year we constructed a giant multipurpose Advent Calendar to go in Red Square with 24 windows, to be opened one day at a time leading up to Christmas day. Community groups were invited to 'adopt' a window and create a unique display with the theme of Christmas. The official opening was held on Sunday 1st December with the first window being opened by Deputy Mayor Larry Baldock alongside Home of Hope. The Vocal Chords Choir sang and Otumoetai Toy Library provided toys for the children to play with. Christmas cake and candy canes were given to the crowd that gathered to watch the first window opened. Sunlive covered the event.

<https://www.sunlive.co.nz/news/228332-a-new-christmas-mystery-box-opened-daily.html>

Purpose:

To provide a unique point of difference to encourage visitation to the city centre to see the displays and to return as more windows were opened. To provide something of interest that also formed a photographic backdrop prior to the displays being revealed.

STUFF THE BUS

Outline:

Media Works run this community initiative annually and Mainstreet Tauranga jump on board as one of the supporters, making the city centre a destination for the bus run. The donated gifts and items are distributed across the chosen charities of Street Kai/Milo Nights, Shakti Women's Refuge, women's Refuge, Good Neighbour Trust and Homes of Hope.

Purpose:

To support the charity groups in the community and to encourage people to the city centre to drop off their gifts and donations for this great cause. The advertising associated with this promotion was used to further promote Downtown Tauranga as a destination.

CHRISTMAS STREET DECORATIONS

Outline:

Adding to the Christmas boxes and flags from previous years, giant Christmas crackers and candy canes were project managed by Mainstreet Downtown Tauranga with Black Chilli Design and Incubator arranged for the artist work to be installed. This continues to be a solid collaborative project.

Purpose:

To create unique, community centric Christmas decorations in the city centre.

Key outcomes across the three main Christmas initiatives included:

Our members actively supported and participated in the Guilt Free Shopping Spree and the Wearable Arts Competition allowing us to offer in excess of \$8,000 in prizes.

The advent calendar is a solid community initiative allowing us to profile and work in partnership with a range of community groups including: Homes of Hope, Envirohub BOP, Multicultural Tauranga, Salvation Army, Glenn Reid, Otumoetai Toy Library, Kai Aroha, Elise Perie, Bellyful, Acorn Foundation, Tauranga Rocks, Celeste Moffat on behalf of Surf Lifesaving, Western Bay Wildlife Trust, Tauranga Parents Centre, Tauranga Musical Theatre, Karolina Ferbei, SPCA Tauranga, Predator Free NZ, Tauranga Riding for the Disabled, Supergrans Western BOP, Forest & Bird Tauranga, Amanda Searle, Tauranga STEM Festival and Heart Kids BOP.

The Christmas decorations are a strong and successful collaboration between stakeholders Tauranga City Council, Incubator and Downtown Tauranga. With great member feedback including this one. "Thanks for all the great work that Downtown Tauranga has been doing lately. The CBD was buzzing for the Christmas Parade and people seemed to enjoy what they saw. The Advent calendar looks great and the Christmas decorations around the place look great too. Congratulations and thank you to the whole team! A lot of hard work behind the scenes leads to these things and I just wanted you to know it is appreciated."

CAROLS ON THE WATERFRONT

Outline:

An annual event community event held in conjunction with the combined churches of Tauranga. This year's Carols on the Waterfront was held on Sunday 22nd December.

Purpose:

To bring the community together and a way for the combined churches in the area to give back to the community at Christmas.

Outcomes & Achievements:

Downtown Tauranga plays a facilitation and event management role for this event including the health and safety reporting through council on behalf of the combined churches and the graphic design work. The Weekend Sun provide the advertising and the printing of the song sheets for the night. This event continues to attract a solid crowd with an increase in numbers this year to approximately 800 people all enjoying singing carols and watching this year's event.

DOWNTOWN TAURANGA SMART DIGITAL STRATEGY

Outline:

Forming a significant part of our communications strategy for Downtown Tauranga, our smart digital strategy utilises our website, social media platforms, email and multi-media formats to grow our digital marketing platforms, our audience and our audience engagement.

Purpose:

To leverage latest technology and communication platforms to create a more relevant and current brand identity for Downtown Tauranga. To deliver cost efficiencies and measurable campaigns to the Downtown Tauranga marketing and communications plan and to allow the brand to communicate directly and immediately with our target markets.

Outcomes & Achievements:

We have sustained and achieved further growth on our website platform which is now recognised as a key portal for city events, attractions and activities. It is also our anchor platform for our digital strategy and strongly supported by our Facebook, Instagram and email platforms to drive our audience reach and engagement. Our smart digital strategy is proving its worth in returning measurable data and impressive stats on reach, engagement and outcomes for city centre marketing initiatives. Additionally, the cost efficiencies we are achieving across our communication platforms are significant and we have developed strong collaborative digital sharing communication channels with key stakeholders including Creative Bay of Plenty, Priority One, Chamber of Commerce, Tauranga Art Gallery and Tourism BOP. Key successes over the reporting period include:

- We had attracted 40,185 users at the end of December, achieving **an increase of 28.76%** compared to the same period last year.
- We had attracted 38,380 new users at the end of December, achieving **an increase of 28.44%** compared to the same period last year.
- We had achieved 49,951 sessions at the end of December, achieving **an increase of 31.02%** compared to the same period last year.
- We had achieved 90,027 pageviews at the end of December, achieving **an increase of 28.40%** compared to the same period last year.
- Our **Facebook audience now sits at 8,672** and we achieved a total reach between July 1 to December 31 of 572,410.
- We have a customer email database of **over 7,740** with the latest shop to win customer information still to be added.
- We launched the Downtown Tauranga Instagram site in 2018 and it **has attracted a following of 1,883** so far, making it a valuable additional social media platform to reach and engage with our target audiences.

DOWNTOWN TAURANGA TOURIST MAP

Outline:

We annually create a tourist map for the tourist market promoting the city centre key sites and offerings. They are distributed through the Bay of Plenty and Waikato hotels and motels through Interspace and the isite and iport. It is also distributed to cruise ship passengers where we have been able to.

Purpose:

To promote the city centre to the tourist market.

Outcomes & Achievements:

This is a self-funded initiative, covered by member businesses who take advertising space in the tourist map brochure, With the uncertainty of the cruise ship season we printed a lower number of 15,000 Downtown Tauranga tourist maps in December instead of the normal 30,000.

DOWNTOWN TAURANGA AGM

Outline:

The Mainstreet Tauranga AGM was held in November as per the constitution at the Art Gallery and featured keynote speaker Mayor Tenby Powell. There was a lively discussion with key themes of the Cruise Ship Shuttle Buses and Activate Vacant Spaces.

Purpose:

Whilst it is a constitutional requirement, our AGM is also an opportunity for members to network and hear directly from the Chairman of the board and invited speakers.

Outcomes:

The members voted for no increase in the levy for the ensuing year. We welcomed new board members Tracey Rudduck-Gudsell (Heartland Bank), Kelly Shepherd (Clever Kids), Margaret Holmes (Engine Room), John Dewes-Hodgson (Tranquillo Beauty), Kathy Dawson (Resident) and Brooke Courtney (Property Council) who joined Brian Berry (Property Managers Group), Steven Vincent (Basestation/Technologywise), Tom Beswick (Ingham Mora), Matt Cowley (Chamber of Commerce), Julie Hammon (Hammon Diamond /Jewellers), Jessica Rafferty (Crown & Badger), Stuart Laing (Blur Eyecare Tauranga), Craig Soeberg (Alimento), Trevor Donaghy (Lone Star Tauranga), Melanie Dyer (Trustpower).

SPRINGFEST

Outline:

An inaugural event established by the hospitality sector that saw 12 restaurants and bars take part over Labour Weekend with live music at all participating establishments throughout the afternoon and into the night. Downtown Tauranga created the poster and social media collateral for the event and the businesses to use. It was supported through the Downtown Tauranga digital platforms. Plans to expand on this each year will see Springfest grow into a bigger event.

Purpose:

To establish an event that coincides with Labour Weekend to bring people into the city centre on the Sunday, to stay longer and to enjoy the atmosphere and vibe.

ADDITIONAL MARKETING CAMPAIGNS

Marketing and promoting the city centre remains a key focus of our work at Downtown Tauranga. During the reporting period we ran a number of marketing and communications campaigns including:

The 'More than Meets the Eye' advertising campaign

Profiling businesses across the city centre with Sunlive videos, Weekend Sun and Sunlive editorials, adverts, promotion through Downtown Tauranga digital platforms and on MediaWorks radio.

The MediaWorks Hidden Gems promotion

Featuring The Breeze breakfast hosts Jolene and Mark talking about some of the 'hidden gems' in Downtown Tauranga and featuring businesses and their products

Downtown Tauranga Business Videos

Business videos are a great way to support our retail membership, they are personable, friendly and get a good response through our digital platforms. We continued to do these during the six months profiling members.

Durham Street Support Promotion

Off the back of the poor publicity for Durham Street with delayed construction works a promotional package, in collaboration with TCC, was put together to promote the businesses in the street affected. The package featured a series of radio and newspaper adverts with digital advertising. A

Hotspot page on the Downtown Tauranga website was also used to profile all the businesses on the street.

MEMBER ENGAGEMENT AND SUPPORT

Outline, Purpose, Outcomes and Achievements:

It is our focus every day to support our members and our work includes a holistic range of offerings. These can be best summarised as follows and whilst this summary is not all encompassing, we trust it serves to give a solid overview of our work in this area.

The Members only section of the Downtown Tauranga website provides assistance to new members and helpful information to assist existing businesses such as 'Marketing Opportunities in Your Business', 'Social Media the Facts' and 'Tips on Running an Effective and Successful Facebook Business Page'. This section of the website is currently being evolved to allow for more information to be added for ease of access for the benefit of members.

Our meetings with new members allow us to inform members of the services, profiling and networking opportunities available to them through Downtown Tauranga.

Weekly emails are dispatched to members with updates on events, initiatives and happenings in the city centre. Our key stakeholders also use this communication channel, within our newsletters, to update members on their initiatives and events.

Advocating on behalf of our members is a pivotal role for Mainstreet Tauranga/Downtown Tauranga. For submissions we seek member views and for matters of interest or concern our members are also canvassed for their views so that we can adequately represent them. During the six months we advocated on behalf of members by participating and or speaking at these events;

- Speaking at the Projects & Services Committee meeting on 6th August addressing the significant challenges and constraints that are putting extenuating pressure on the business owners and operators, asking for more empathy and understanding of the current environment and a more open attitude to seeing ways to support.
- The Mainstreet Board met with Elected Members on 22nd August to discuss possible supportive initiatives.
- 14th August Wharf Street meeting at Council Chambers in support of the Wharf Street upgrade
- 15th August we held a members' meeting hosted at CBK to discuss the list of suggested ways council could assist members and to get feedback and further suggestions
- 21st August Elizabeth Street development meeting with elected members and business/building owners affected by the proposed project
- 5th September Elected Members open workshop on the Downtown Tauranga City Centre Initiatives
- 9th September Tauranga City Council parking workshop- presentation to elected members
- 10th September Tauranga City Council meeting to vote on Wharf Street upgrade and Activate Vacant Spaces and initiatives
- 1st October Homeless Meeting hosted by The Hop House to discuss the topic of homeless rough sleeping in the city centre as well as beggars with a focus on gaining an understanding of what was being done to minimise the impact on businesses and support those in need. Social Link, Tauranga City Council, The Peoples Project and Police were present to discuss this complex topic.
- Various presentations seeking funding and approval for the Activate Vacant Spaces initiative

Events and initiatives allow us to also engage our members and where possible we seek collaborative ways to integrate our members into initiatives and events to build the community spirit and achieve stronger outcomes.

Regular interaction via meetings, workshops, planning sessions and the likes allows Mainstreet Tauranga/Downtown Tauranga to continue to develop and grow a strong, collaborative network across our membership. With such a large membership of over 680 members there are always challenges, however we believe we have achieved strong gains in this area, especially in the last six months. Millie Newitt leads this member interface with daily visits, event management and facilitation, working with members to develop new ideas, promotions and events to drive foot traffic and promoting their business offerings through the myriad of communication channels that Downtown Tauranga either drives, or collaborates with others on. Millie is supported in this role with additional member engagement from Fiona Corkery, Sally Cooke, Renata Drysdale, Rhian Ecclestone, Rochelle O’Loan, Emma Van de Molen and Bronwen Cowley, from the Tuskany team.

The strategic direction of the Mainstreet Tauranga/Downtown Tauranga management and Marketing framework is set by Sally Cooke. Fiona Corkery provides support to the strategy platform and is the administrative and financial management lead. The Tuskany team interact and work with members as part of the Mainstreet Tauranga/Downtown Tauranga contract. This ensures a solid ‘team’ approach that delivers better value to members than has ever been delivered previously and ensures we can be stronger supporters, promoters and advocates for our members.

Reporting, transparency and accountability is covered at the monthly board meeting. Tuskany reports on all aspects of the contract, from detailed financial reporting to member engagement. This ensures strong measuring, accountability and transparency and assists the board with maintaining a good understanding of current member needs, opportunities and challenges so that they can adequately advocate on their behalf.

Key challenges and opportunities

Supporting our members through the transformational development of our city centre

When a retail business owner chooses a location, they base it on four important factors:

- Connectivity and ease of traffic flow (pedestrian or vehicular)
- Accessibility
- Cost effectiveness
- Presence of competitors

Their business plan and budgeting are based around these factors. When one of these factors is subsequently disrupted or affected a business can usually compensate, when two or more are affected, as has been the reality for a number of our retail businesses over the last year, the longer lasting effects can and have had serious consequences. No one can deny it has been an extremely challenging time for our Mainstreet Tauranga members as our city centre tracks through transformational development and growth.

As stated in the previous six-month report the number of ground floor vacant sites is prevalent in Devonport Road with the highest number of seismic strengthening building work required. Devonport Road now has a significant mix of newly earthquake strengthened sites and those that still require remedial work. The issue continues to negatively influence the desirability of the street for business tenancies.

Without new businesses establishing themselves in the city centre existing businesses continue to look at what they will do when their leases come up for renewal. Without a break in this cycle we will lose more businesses from the retail sector who have found trade especially difficult over the last year.

A clear city centre strategy and action plan to deliver

A stronger focus is sought on a city centre strategy and the implementation of this strategy. Mainstreet Tauranga wishes to see demonstrative and consistent action around a strategy that sets a clear course for our future city centre and actionable steps that can be delivered in the short and medium term to help revitalise our city centre. A vision for our city centre, its planned makeup and

deliverables, core purpose and strong sense of unique identity is vital for our future included in this is the need for a proactive focus on retaining and attracting tenancies and a proactive strategy to seek new business offerings. Mainstreet Tauranga has much to contribute to this narrative and planning and we seek ways that ensure a collaborative and inclusive approach is taken so that all stakeholders can play to their strong suits. Our business community needs a stronger voice and their perspective is valuable in these strategic discussions.

The retail and hospitality sector have also been impacted by the imposed changes to the cruise ship shuttle service for this season. After many emails, phone calls and meetings the paid service was unable to be reinstated on the port or outside the port gates and the number of passengers making their way to the city centre has been significantly affected, having a major impact on those businesses that rely on the tourist trade and the additional vibrancy that the cruise ship passengers bring to the city centre at this time of the year.

A viable solution remains to be found to enable the city centre to have an opportunity to access this market for the remainder of the season and next year, with RFP contracts negotiated for a two year period affecting our ability to operate outside the port gates again next year.

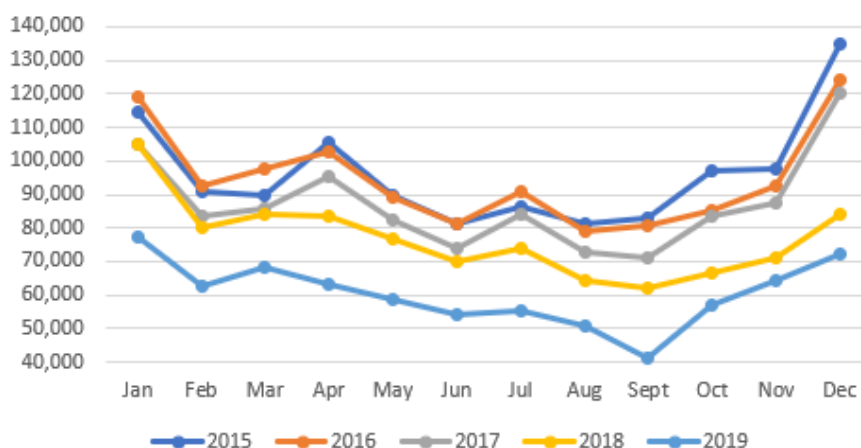
City Centre Data Collection and Analysis

According to the information available to us the foot traffic for the city centre continues to decline, but it is important to note that the only counter that we have access to is in the street that has the most empty spaces and had significant earthquake strengthening work undertaken, being Devonport Road. It is important for decision making around the city centre that more robust data collection across the city including foot traffic and parking use is obtained and utilised.

The counter in Devonport Road continues to show a drastic trend for the city centre... but has the foot traffic movements changed? Are other streets busier than they were? Have the numbers remained constant but just more dispersed? With more counters around the city we would be able to answer these questions and be more informed.

We have advocated for years, and continue to do so, for the installation of traffic counters across the city centre so that we can accurately track pedestrian movements and robustly assess the success of city centre initiatives, events and activities. Accurate data should be a given not a nice to have.

Foot Traffic Devonport Road



Key activities – the next six months

The following outlines just some of the key initiatives we are working on currently:

ACTIVATE VACANT SPACES

Outline:

Turning vacant spaces into vibrant places Downtown Tauranga.

TRUSTPOWER PHOTOGRAPHIC EXHIBITION

Outline:

The 2019 exhibition opens Friday January 24th and runs until the Jazz Festival.

LOOK FASHION MONTH

Outline:

The 2020 Fashion month runs over May profiling our fashion businesses.

WORKSHOPS, MENTORING AND MOTIVATIONAL SPEAKER SERIES

Outline:

Working in collaboration with Zita from Small Business Network and Infused we are working on a series of **Growth Workshops** for our members around sales, marketing, digital enablement and business growth tactics and tools.

Working in collaboration with Venture Centre we are marketing the **PoweringON** Programme to our city centre businesses. The PoweringON programme is a local initiative to help small business owners address barriers to using digital resources with practical knowledge, tailored support and talent matching. Delivered by Venture Centre with support from Priority One and Tauranga City council, this programme offers a free digital capability assessment, one on one access to a Digital Navigator, free or low-cost workshop and connections to support digital growth. We are supporting the programme by connecting with members, encouraging participation, and seeking businesses who can help promote PoweringON by agreeing to be interviewed, explaining the ways they are currently using digital platforms to grow and market their business.

Financials

These accounts have not been subject to scrutiny or audit and therefore are subject to minor change

Profit and Loss

Mainstreet Tauranga Incorporated

For the 6 months ended 31 December 2019

Account	YTD	Budget Full Yr
Income		
Council Levies	167,622	335,244
Sundry Income	1,930	0
Dividends Received	751	380
Interest Received	25	40
Total Income	170,329	335,664
Operating Expenses		
Operational Costs		
Promotions and Management Contract	134,428	268,857
Wharf St	7,721	6,000
Sponsorship	0	10,000
Total Operational Costs	142,149	284,857
Administration Costs		
Accountancy Fees	4,259	5,376
Annual General Meeting	1,423	1,000
Annual Report	8,110	8,120
Audit Fees	5,500	5,300
Bank Fees & Charges	55	50
Depreciation	856	971
General Expenses	345	460
Insurance	1,201	1,800
Rent	2,333	4,680
Storage Fees	4,930	9,960
Xero Fees	360	720
Total Administration Costs	29,371	38,437
Events		
Activate Vacant Spaces	30,000	0
Activate Vacant Spaces Exp	(7,540)	0
Advent Calendar Sponsorship	15,534	14,380
Advent Calendar	(15,534)	(14,380)
Cruise Ship Income	2,606	205,839
Cruise Ship Expenses	(32,254)	(217,765)
Cruise Ship Funds - used for Sponsorship	(9,000)	(29,435)
Christmas Parade Sponsorship	30,500	27,995
Christmas Parade Expenses	(35,454)	(32,995)
Christmas Fashion Exhibition Sponsorship	5,420	9,975
Christmas Fashion Exhibition	(5,420)	(9,975)
Christmas Decorations Sponsorship	26,574	23,240
Christmas Decorations	(26,574)	(23,240)
Photographic Exhibition Sponsorship	39,000	50,855
Photographic Exhibition Expense	(16,445)	(55,855)
Tourist Map Income	0	10,935
Tourist Map Expense	0	(10,935)
Vouchers Expense	(140)	(2,500)
Total Events	1,273	(53,861)
Total Operating Expenses	170,248	377,155
Net Profit	81	(41,491)

This six-month report for Mainstreet Tauranga/Downtown Tauranga is provided by the Tuskany Mainstreet Tauranga/Downtown Tauranga management team. Should you require any further information, please feel free to contact the following:

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Mainstreet Tauranga/Downtown Tauranga Board:

Brian Berry - Chairperson

T: 928 1305 | E: brian@propertymgr.co.nz