



Strategic Plan

1 January 2024 - 31 December 2028



Introduction to this Strategic Plan

A new Strategic Plan was developed this year by Jonathan Cameron of Elevate Capital Partners. Jonathan ran several focus groups with the board members and several key members of the community.

- Avondale is undergoing major change across many facets of its local community and town centre.
- Within this backdrop, there are converging and diverging views on how Avondale might, and should, evolve in response to a changing community landscape and demographic.
- What was once a traditionally Pacific neighbourhood, Avondale's ethnic landscape has broadened over many years, resulting in a town centre that has served its local community.
- Avondale's community and demographic is changing, largely the result of shifts in the residential market and new residential developments.
- New residents have moved into Avondale by seeking properties within close proximity to central Auckland, good transport connections and affordable properties vis-à-vis other neighbourhoods.
- Avondale has also benefitted from a number of new and planned high intensity residential developments that are right in the heart of Avondale's town centre.
- Each of these new residents bring with them a different set of expectations around what Avondale should "look and feel" and "what it needs", and this can be very different to the views of its established community.
- Avondale Business Association (ABA) has spent the past few months understanding the community and member voice around Avondale's future and how ABA can play a part in shaping it.
- ABA has done this through a Member Survey, focus groups with community stakeholders and members, and a detailed strategic workshop with its Board.
- ABA has also taken stock of current and future developments planned in Avondale and how they may impact the towncentre, today, tomorrow and the near future.
- Eke Panuku's "Unlock" Avondale is a foundational blueprint of how Avondale may be revitalised as set out in its High Level Project Plan 2017.
- The result of this work has helped ABA to review its current Strategic Plan and to re-focus on some key strategic themes and initiatives that it can best pursue to enable, steer, and deliver on its identified outcomes.
- These themes and initiatives form the basis of this Strategic Plan and provide ABA with the necessary focus and orientation of work planning and effort over the coming three years, and how that fits within Unlock Avondale .
- This focus is vitally important for an organisation that is both time and funding constrained – it must deploy its time, energy and funds in key areas where it can help deliver the biggest impact.



Setting the Scene

- Avondale had been identified by Eke Panuku as a town centre for regeneration, and as part of its “Unlock” planning it created a 15 year High Level Project Plan in November 2017 to demonstrate a blueprint of Avondale’s future.
- This plan identified a number of developments and revitalisation options around enlivening the towncentre, high quality residential developments, major community centre development, wayfinding and inter-connecting the town centre to recreational areas, transport hubs and retail, and growing local business.
- While Eke Panuku is only 5 years into its HLPP, a number of factors are constraining the delivery of it – largely the result of council funding and pace of chance for the public and community space developments, upgrade of public infrastructure in and around the town centre and overall visual amenity.
- Despite this, public and private development of higher density / high quality neighbourhoods has / is taking place and is starting to re-shape the town centre, and its visual appearance.
- Avondale is at a tipping point of a partial revitalisation of its retail offering through these residential developments in, and around the village centre, and an overall changing demographic.
- Avondale’s close proximity to the central city with good transport connections (road, rail) and affordable housing (relative to other central locations) is seeing a changing face to the make up of the community with rising affluence from new people purchasing property in, and around Avondale.
- These two residential trends will likely have a large impact on both the number of people who live, work and play in Avondale, how the village serves their everyday needs, and where and how those residents decide to spend their income.
- Avondale’s current retail offering reflects its ethnic and community diversity and is largely routed in convenience, thrift and value stores which is unlikely to serve the needs of this changing demographic.
- Avondale’s retail infrastructure is limited, relatively old and tired and reflects the nature of the tenancies and rentals.
- Despite this, there is an emerging offering of contemporary stores and services playing to its ethnic heritage, arts and culture as well as modern café, food and beverage options, albeit limited.
- The key to Avondale’s retail offering is to find its own unique ‘pathway’ that blends its historical roots but also meets the current and future needs of its changing community.
- What has been identified is Avondale must play on its niche – concepts considered are Pacifica and ethnic roots, creativity and the arts and culture, markets and gardens, and culinary diversity.



Eke Panuku's HLPP is the blueprint for Avondale



It's a 15yr journey... unfolding slowly



But there is much to be done...

7.4 MOVE 4: FOSTER THE GROWTH OF LOCAL BUSINESSES

We will work in partnership with the Whau Local Board and community to implement a retail strategy for Avondale that attracts new businesses, increasing the diversity of products and services.

1 Placemaking and other initiatives

We will support placemaking and other initiatives to improve business growth and the perception of the town centre.

2 New retail and commercial spaces

We will demonstrate leadership by introducing new retail and commercial spaces to activate important public spaces.

Regeneration requires strong local business investment to improve the viability of the retail offer. Strong local businesses and an interesting town centre that meets the needs of new and existing residents will be important factors in providing a centre fit for purpose and will provide enduring benefits for the community.



Figure 7: Move 4: Foster the growth of local businesses

7.1 MOVE 1: ENLIVEN THE HEART OF AVONDALE TOWN CENTRE

7.3 MOVE 3: STRENGTHEN CONNECTIONS WITH THE TOWN CENTRE

Where should ABA play over the next 3 years on this journey?

Where does ABA best fit on the development journey?



Key themes from stakeholders

ABA is resource constrained

Limited time and funds

Seek new funding sources

Be contemporary and cool

A well designed town centre with lots of things to do

A “cool” place to be for our next generation

A place for our youth to stay, connect and be part of

Upgrading the retail experience and offering – potential ‘precincts’.

Clear signage and wayfinding of everything there is to do in, and around, Avondale

Create Avondale as a ‘destination’.

Develop Avondale’s night time offering – hospitality, night markets, promote the Hollywood as the night spot.

Develop our brand and image

Promote and market Avondale to attract customers and visitors to our stores

Promote businesses success

Safety is critical

Ensure Avondale is seen as safe and crime free place

A clean and tidy mainstreet

Provide an environment that makes people fear less

Evolving community and sense of belonging

Acknowledging the unique community we have

Ethnic heritage and acceptance

Gentrification, new developments, new residents to the community – different demographic, needs/wants

Elderly friendly and services

Engaged, friendly and happy residents.

Cohesive ABA and I♥Avondale

Greenspaces and visual amenity

Retention of public places for greenification

More green areas and make our retail areas alive with lights, plants, flowers and colour (i.e. hanging baskets / planters)

Community gardens – playing on historical market gardens

Well designed town centre based on urban design

Mixed use streetscape with easy access to transport options (car, train and walk)

Boardwalks connecting through the wildlife,

Connect walkways and transport to the town centre

Places for families – unique and iconic playground to become a destination for local families and attract visitors from afar

Key Observations

1. Engaged community
2. Broad alignment on key themes
3. Some concern around how the community will evolve and lose its identity... and what the "look and feel" of Avondale will become... and on who's terms
4. Huge opportunity for significant transformative change, and a blueprint for it... but it will take time...
5. Engaged ABA with drive and desire to make positive change
6. Severely resource constrained organisation (time and \$\$)
7. Limited business and retail premises > investment required to improve building stock
8. The task to transform, unlock and regenerate Avondale is significant and will happen over a period of time... in a number of "blocks"... and the "sum of each part" will accelerate change (as evident).
9. Slow bureaucracy, lack of ownership at key Council organisations to stick to plan / timetable
10. A sense of frustration with lack of development, or pace thereof, funding and leadership within Local Board and Eke Panuku

In light of the above, ABA can either:

- a) Spread its time, energy and resource across many small things and not fundamentally change much, or**
- b) Focus on a few high impact things, have a seat at the table, voice themselves loudly, and do things well**

There is a lot going on...



And focus on:

Problem

Strategic Action

Pace of delivery and ownership of “Unlock Avondale”

Advocacy & Lobbying

What is our collective vision / Avondale’s brand and identity?

Vision, Brand & Identity

Safety, security and fearing less

Safety, Security and Community

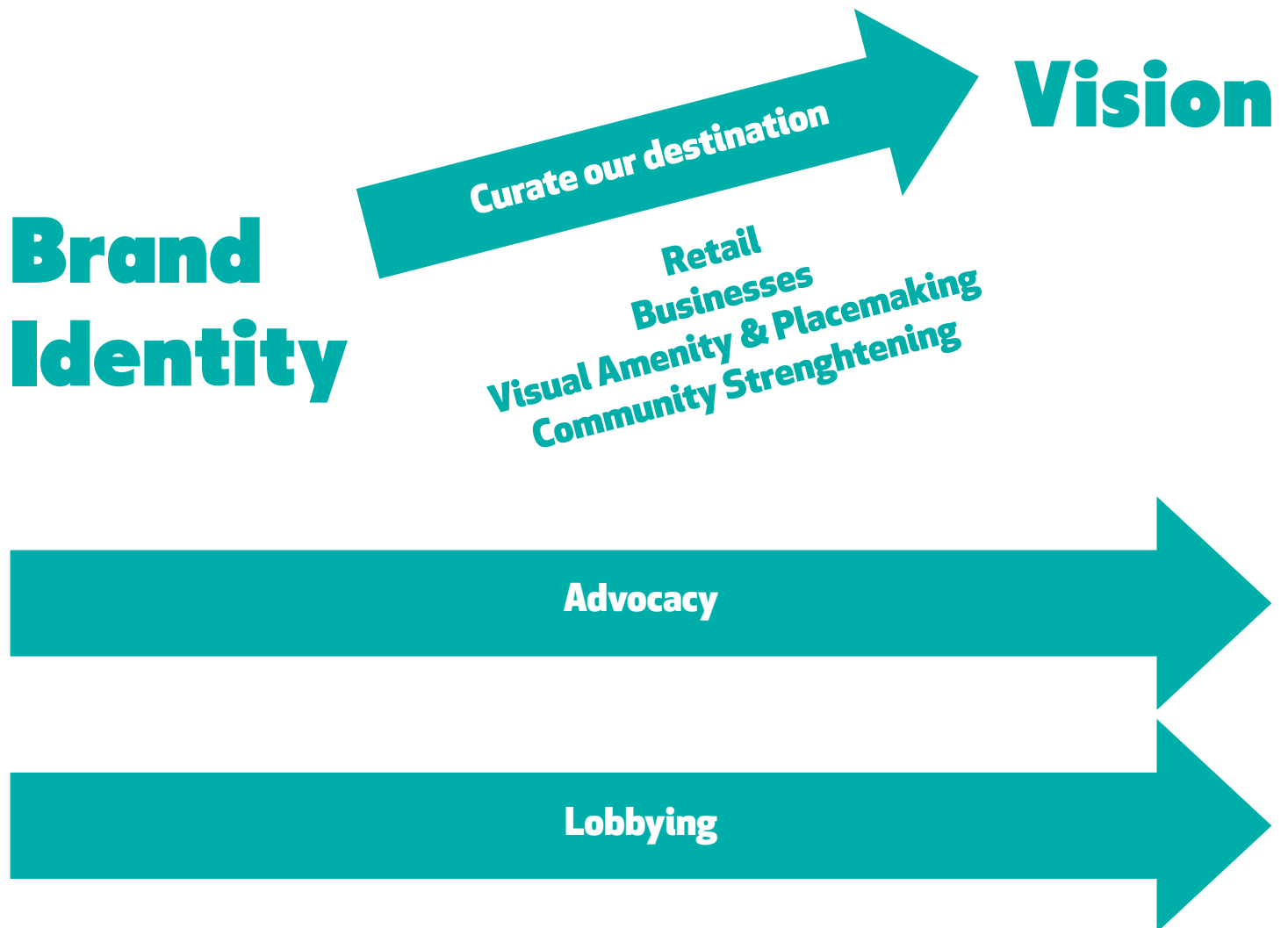
Transforming the retail offering to suit evolving needs

Curating our Destination

What will attract others to Avondale? What will make this a place where we want to live, work and play?

Curating our Destination, Community Strengthening and Visual Amenity

A strategy for ABA for the next 3 years



1. Advocacy and lobbying

**Core focus over the next 3 years:
Driving change through advocacy and lobbying at
levels it hasn't had before.**

Lobbying and Advocacy

- Despite Avondale already having a blueprint for regeneration and revitalisation through Eke Panuku's "Unlock Avondale" HLPP, lack of progress through funding constraints and political change is holding progress back in a period of restraint.
- ABA has limited resource to invest directly into major change programs and therefore it is critical that ABA acts as the advocate and lobbyist for Avondale on core Council matters affecting the town centre.
- Driving the HLPP through Council and the Local Board and holding Eke Panuku to account on delivery is critical to achieve the outcomes envisioned.
- Actively promote Avondale to commercial property owners, agents and investors and seek transformative change of the building stock

Key influencing, partnering and supporting role

- ABA's role here further enforced as it has a key role to play on partnering with Eke Panuku on many aspects of the HLLP including (1) the "enlivening" the town centre to create the "heart" of Avondale through creating open spaces and upgrading the town centre; (2) strengthening connections with and around the town centre and (3) foster the growth of local business through "placemaking" and new retail spaces.
- ABA can help influence decision making and can act as the voice of what Avondale actually wants reflected in each of (1) to (3) above, and create a plan on the terms of the Community.
- It is therefore imperative that a core focus of ABA is driving change through advocacy and lobbying at levels it hasn't had before.



2. Vision, brand and identity

A collective need for a common vision and a Brand and Identity for the “Future Avondale”

- What became evident in developing this plan was a need to create a collective “vision” of what Avondale will be like in 10 years time.
- This vision will help to determine Avondale’s brand and identity and ABA’s focus on delivering on that vision by curating its brand and identity on the street through the “look and feel”, the retail experience and Avondale’s hospitality offering (day and night).
- This will also assist in defining what Avondale wants when it advocates and lobbies with Council and Eke Panuku.
- Storyboarding and providing renderings of what the “look and feel” might be like will make it resonate with the Community, stakeholders, potential property investors/developers and business.

Community Engagement and “Buy-In”

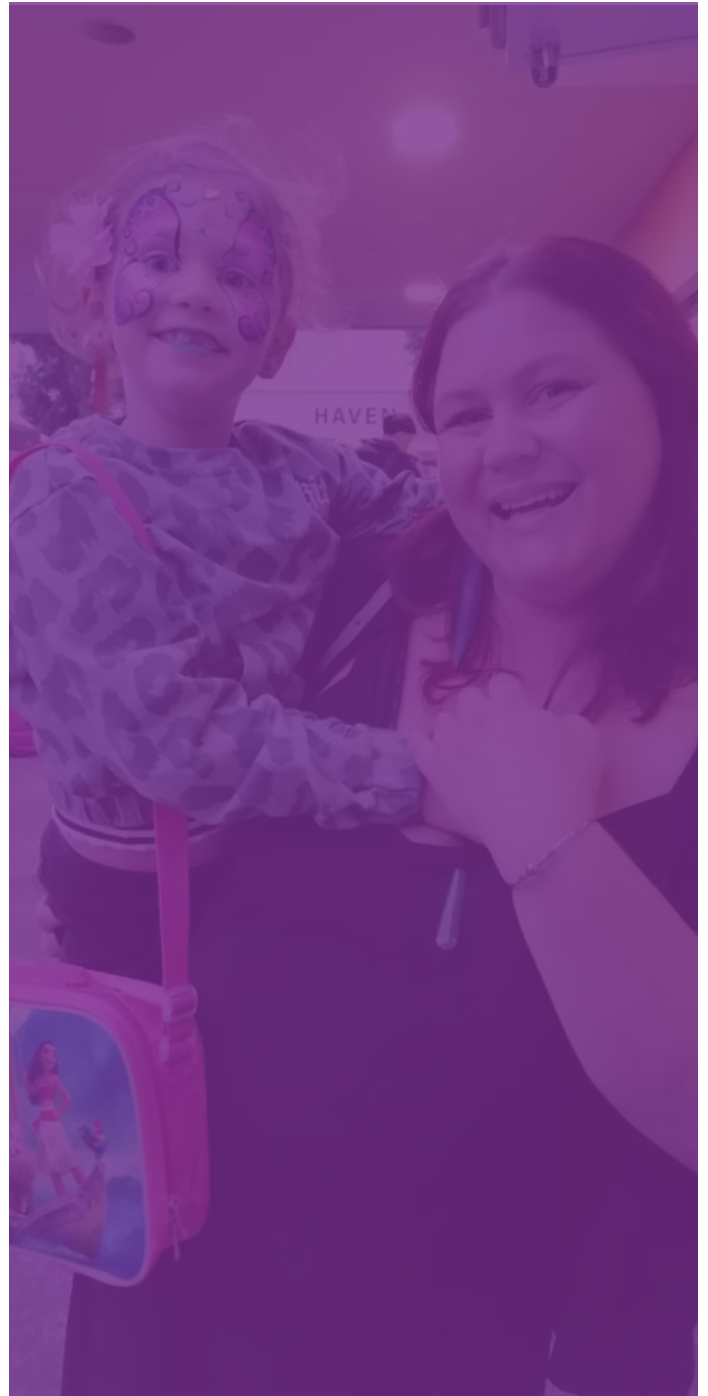
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3. Safety and Security

Safety and security is a key imperative to encourage more people and businesses to Avondale

- ABA has a key role in making Avondale safe and secure, especially in a time of increased crime on business owners and general public.
- While this may normally be seen as a “Business As Usual” item, safety and security is key in order to attract businesses and customers to Avondale, especially with preconceived impressions.
- It must be seen as a safe and friendly place to do business, and the community and visitors must feel safe and secure in Avondale whether they come for coffee, a drink or to the local shops.
- A key comment was enabling people to “fear less”... ABA should seek to control the narrative around safety and security and work with other community organisations to keep the community informed – what’s happening and how does Avondale compare to other suburbs around Auckland etc?
- This also means Avondale is kept clean and tidy and free of unwanted graffiti etc – evoking a sense of pride is important and we strive to make building owners and tenants do the same.
- Community strengthening is also important, particularly with new residents calling Avondale “home”. Integrating and acclimatising them to the Avondale Community is important and making them feel welcome, letting them know what’s available and what’s on.
- With more and more “connections” planned in and through the town centre, to transport options and to nature walks (Whau River Walkway etc), keeping those who pass through the town centre safe is critical and ABA needs to make sure this is incorporated into the urban design and plans (open space, lighting, security CCTV etc).
- If ABA is to promote a night time offering, it needs to make sure it has the right resources in place to manage safety and security appropriately after dusk.



4. Curating our destination

A staged and phased approach is needed to focus time and energy

- Once the vision, brand and identity is established, bringing it to life will be a journey and it cannot be underestimated how challenging it will be given ABA's limited resources, both time and financial. Where ABA chooses to focus its energy will need to deliver on its outcomes, with impact.
- While "destination planning and management" is a wide concept, for ABA and where Avondale is right now, it is suggested that ABA focus its efforts in stages, and in areas of Avondale to help curate the retail and business offering by working with property investors and owners to improve their premises and encourage businesses and organisations that reflect the brand and identity.
- This is best phased, to first create a destination for locals and the evolving community, and then secondly curating Avondale's unique and evolving contemporary offering that reflects the community and business potential.

Stage 1: Destination for Locals

- The immediate need for ABA is to help identify and encourage the right retail environment to move towards catering for the significant increase of residents who will live on or near the mainstreet – this will involve ensuring everyday needs are met, convenience and food and beverage outlets offering a range of price points, and a night time offering. An example may be to work with Foodstuffs to secure a "new format" 4Square to locate in the village, work with the Trusts for a contemporary bar, or organise evening food markets to "kick start" evening activity.
- Eke Panuku HLLP identifies the mainstreet for improvement and enlivenment and the need to foster growth of local business through placemaking and new retail spaces. ABA has a role to play by working alongside Eke Panuku, landlords and potential tenants to identify new retail opportunities and to promote areas for development/re-development.

Stage 2: Destination for Visitors and Business

- Avondale has a limited brand outside of its community, but there are emerging and evolving pockets of opportunity that can be accelerated to promote a story to those outside of Avondale.
- While the vision, brand and identity work will inform this, stakeholder discussions have initially identified the creative sector is an area where business can be promoted and a modern and contemporary Pacifica/ethnic offering could provide Avondale with a USP and can be used to create a niche destination.
- Potentially investigate use of 'precincts' where each of these opportunities are best located and promoted and consider use of funds to encourage new businesses – i.e. fitout, subsidised rent etc.

5 - Town centre enlivenment, visual amenity and community strengthening

- ABA has a key role to play in lobbying, advocating for, and partnering with Eke Panuku and the Local Body to 'enliven' the town centre.
- This is partly done through the successful funding and design of the Community Centre – Te Hono, but significant work in and around the main street is key to unlocking the potential of the village, including the urban design, landscape and connections to/from residential areas, transport options and recreational areas.
- Beautification works and greening of public spaces is important - bringing colour, lights and plants/flower boxes/baskets are intermediary steps ABA could undertake ahead of HLPP works as well as encouraging a variety of places of interest where various members of the community can meet, play and "hang out".
- Wayfinding, directions and letting people know what is on offer and where, is important to letting people know how to get around and where to go, particularly connecting walks to the village, or around key transport areas.
- Leveraging the creative sector to install more public art and demonstrate what's on offer.
- Attracting families with a unique destination playground into Avondale will bring families from home and afar – and if done well, can bring visitors into the town centre for
- Community strengthening is particularly important with the many changes taking place in Avondale, with new residents to Avondale and the town centre.
- Working with other community organisations to integrate and make new residents welcome is important, and ABA has a role to play here through its events and other activities.



Bringing it together

Everyday needs + visual amenity

Boutique / Creative Contemporary, F&B

End of walk hospitality

Green space / park

Wayfinding

Town centre enlivenment

