



Ōtaki

MANAAKITANGA
SMALL TOWN. BIG HEART.

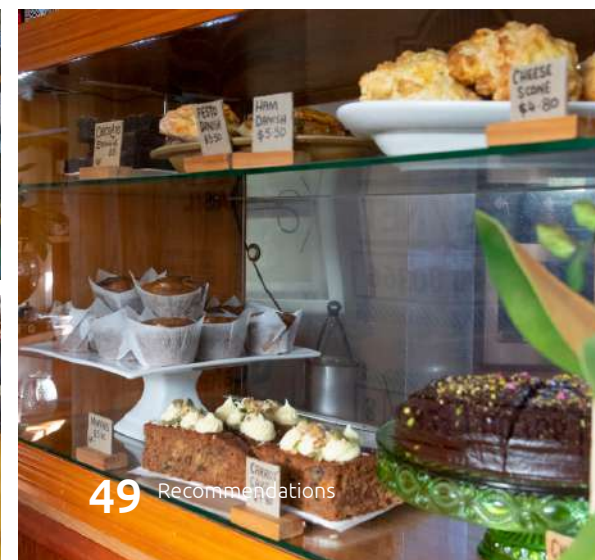
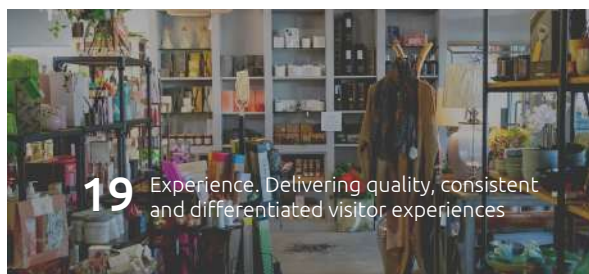
ŌTAKI RETAIL AND INVESTMENT STRATEGY

STATE HIGHWAY 1 SHOPPING PRECINCT

November 2022

FIRSTRETAIL

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1.0 EXECUTIVE SUMMARY

BACKGROUND

Ōtaki is experiencing a generational change in its marketplace and economic opportunity as population growth, new roading connections, and societal trends attract greater diversity in audience and increasing trade activity to this developing and regenerating area.

The soon-to-be-completed Peka Peka to Ōtaki Expressway (PP2Ō) will further stimulate residential and commercial demand as the efficiency of getting to and from Ōtaki, improves. Safer roads and more reliable journeys will also make this area an increasingly popular and regular leisure destination for visitors from across the region and beyond.

Emerging business opportunities are clear - including those from a community that will re-engage with a more accessible retail, hospitality and service offer, planned nearby residential development at scale, remote working trends, and the attraction of Ōtaki's event and recreational destinations that are likely to grow in popularity.

There will, however, be transitional challenges as businesses respond to changes in customer demographics, volumes and needs. There will also be customer experience hurdles to navigate during upcoming street improvements as part of the former main highway revocation process.

Businesses and commercial property owners are largely positive about the future but recognise long-term success will require adaptation, attraction, experience and performance strategies to help set Ōtaki decisively apart as a shopping and leisure destination.

The aim of this work is to help the area and its businesses navigate disruption, leverage opportunity and collectively, position successfully for existing and future audiences.

AREA OVERVIEW

Ōtaki's main highway commercial precinct – known as the State Highway 1 shops (SH1 shops/the precinct) are situated on the current highway corridor. The proposition includes a diverse range of retail, hospitality, and service operators within a traditional 'main street' retail format.

Prior to COVID, up to 18,000 vehicles travelled through the Township each day, creating a large additional audience to the local population. Those consequent trade opportunities have attracted and sustained businesses that wouldn't otherwise locate in a market of this scale.

Alongside its independent retailers, the precinct has evolved through the establishment of destination shops that cater to a broader regional market and travellers. This includes larger-format stores and outlet shopping that are unique in a small-town context.

ADAPTATION AND SUSTAINABILITY

The Peka Peka to Ōtaki Expressway will see 12,000 vehicles bypass the SH1 shops daily. This will affect businesses that have relied on or benefited from people travelling through the area.

The current scale and proposition is beyond the demand of Ōtaki's immediate population of around 9,200 people and growing. This requires the strategic encouragement of continuing visitation by travellers, and a more locally relevant retail and hospitality offer, with priority.

Trade from across the Kāpiti Coast District and beyond is necessary to economically sustain the larger or specialist retailers – some of which have become anchor attractors for this precinct. In turn, these stores have benefited nearby businesses through their draw and destination value.

This project proposes a comprehensive strategy to guide key moves by businesses and collectively for Elevate Ōtaki, in navigating changes, adapting to a different audience and looking to realise opportunities from an increasingly competitive marketplace.

The Retail and Investment Strategy has been developed and shaped through dialogue and testing with consumer-facing businesses and the community themselves.

BUSINESS PERSPECTIVES

Retailers, hospitality operators and service businesses have been aware of the Expressway project's progress, potential benefits and possible impacts for over a decade. Cautious optimism best describes current commercial sentiment.

While challenges are likely, relatively few operators have closed or relocated specifically because of predicted shifts in the audience. Those that have exited the market have done so because of changes in their respective sectors, business circumstances, or the broader economy.

Some retailers and property owners have made recent investments that reinforce their commitment to the area's future. Others are planning for growth once trading conditions become clearer.

COMPARABLE EXPERIENCES

Expressways have developed as Government investment has focused on efficiency, road safety, and the economic and societal benefits that accrue from improved transport links.

Experience from other areas has largely been positive as bypassed townships have adapted their offer and experience specific to local consumers, who in turn have been attracted back into neighbourhood centres, without the conflict of through traffic and heavy vehicles.

However, few bypassed areas have had the same scale of larger-format stores or niches that have benefited Ōtaki so strongly through out-of-area trade. This makes it difficult to predict how the area will successfully manage future transitions without adapting swiftly to its new market and succeeding in efforts to attract higher-value and volume, Expressway trade.

RENEWED LOCAL RELEVANCE

Frequent congestion has challenged attraction and preference for the precinct from local and regional residents – many of whom avoid the area during weekends and busy commuting times.

Once revocation works are complete the Precinct will become easier to access, more enjoyable to visit and an increasingly preferred choice for local and regional shoppers. These are important factors in achieving the necessary growth required to replace pass-through trade.

In tandem, the evolution of this area will need to deliver more locally relevant amenities, offers and experiences in order to gain a greater share of spend and goodwill from the Kāpiti and Southern Horowhenua communities and those working in the area.

LEVERAGING ADVANTAGE

The SH1 shops remain in an advantageous position because of the close routing of the new Expressway and connections north and south. These roads lead local traffic to or from the highway directly alongside the Township area.

While the bypass removes the bulk of through traffic, the precinct remains the gateway to much of Ōtaki's residential areas and 6000 vehicles are predicted to use the area each day. It also provides a convenient range of needs for users of the adjacent Expressway with the anticipation that some will continue to use the area as a stopping point on their journeys.

A curated, well-understood consumer proposition can support en-route amenities for travellers as well as unique hospitality experiences and convenient shopping solutions for residents.

UPCOMING REVOCATION

Following the Expressway's opening, work to revoke the former highway through the township will begin. This will see extensive street and public realm reconstruction to create a more people-centric environment including improved provision for walking and cycling.

Projects of this nature are invariably impactful to businesses and their customers - requiring mitigation to maintain visitation, spending and goodwill during the work. In Ōtaki's case, this will be especially important as convenience and accessibility are vital attributes to maintaining trade and goodwill for the area.

TOP-OF-MIND POSITIONING

Destination drivers have changed for retail and hospitality businesses – lessening past reliance on location and intensifying the need for digital profile and priority.

These trends are beneficial for the precinct now, as the area looks to encourage shoppers to make the journey to Ōtaki or deviate from the new-found convenience of the Expressway.

Consumers are increasingly purposeful, experience-driven, and influenced by online content and advocacy. Strengthening digital visibility and proposition should be a core part of the precinct's marketing efforts to attract broader audiences and spending to the area.

Some businesses are proactively strengthening their online presence and functionality in preparation for more destination-orientated custom. This is intended to build resilience by broadening awareness and enhancing e-commerce performance.

MARKETING

Ōtaki's overarching brand provides a strong foundation to build from, promising experiences that align with values of manaakitanga - a culture the SH1 shops want to reflect.

While this warmth and hospitality is representative of the broader area and its community culture well, the SH1 shops have indeterminant area recognition, an unclear proposition and potentially dated perspective by past and potential consumers.

Lack of area identity creates vulnerability, in a market where successful retail destinations increasingly leverage their edge and advantage over competing choices through differentiating themes and collective marketing.

The SH1 shops need their own 'what and why' in order to attract new and past customers.

From its former recognition for outlet offers, today's diverse mix of bigger brands, amongst local and artisan businesses still maintain destination value, however, the SH1 shops need packaging as a compelling proposition in order to attract more visitation and spending.

DIFFERENTIATORS

Ōtaki has a rich heritage steeped in ethnic culture, its nostalgic role as the food bowl for the Wellington region, and a healthy, relaxed lifestyle that New Zealanders increasingly aspire toward.

Over 40% of the population identifies as Māori, while university Te Wānanga o Raukawa, Marae, Rangiata Church, the annual Māoriland Film Festival and the Ōtaki Māori Racing Club further reinforce this area's richly indigenous heritage and future.

Ōtaki was also well known for its pioneering Chinese community of produce growers. This history provides further opportunities for tri-cultural representation and celebration.

This unique cultural back-story is a valuable asset in helping set Ōtaki apart authentically and characterfully as it defines its future.

Representing Ōtaki's heritage throughout the post-revocation street space and shopping precinct environment can decisively differentiate the area, supporting social, environmental and economic goals.

Aligned themes and messaging could include greater te reo signage in the public realm and by businesses. Heritage imagery could visually represent Ōtaki's past, while herb and vegetable planters and urban orchards could reflect the area's characterful market-gardening history.

RETAIL MIX

Maintaining performance for businesses – especially those that anchor or differentiate the precinct is vital to retaining and building a compelling consumer proposition and experience.

The SH1 shops have evolved strength in specific niches including outdoor clothing and casual apparel, while gifts, lifestyle products and homeware are also represented well across the precinct. A range of hospitality offers complement the shops, supporting visitor experience and amenity value.

It will be important to enrich these already successful drawcards, while also attracting continued diversity in other categories to broaden appeal and relevance for both local and visiting consumers. This includes clothing for younger age groups and more independent and artisan businesses that can help the SH1 shops further differentiate from competing destination choices.

While neighbouring townships across Kāpiti have developed a contemporary night-time hospitality offer that continues to flourish Ōtaki itself has not yet attracted these innovative operators who have focused on other parts of the Kāpiti Coast. Instead, local residents are frequently travelling south to Waikanae and Paraparaumu for these choices and experiences.

Strong focus should go into encouraging the establishment of quality casual dining experiences within the precinct – providing additional connection and relevance for local consumers and necessary amenities for visitors.

The SH1 shopping precinct needs to promote itself as a place for innovative businesses to establish and prosper.

Elevate Ōtaki – in partnership with commercial property owners and leasing agents should actively promote opportunities to prospective businesses, highlighting available spaces and supporting investment decisions with robust data and area insight.

GUIDING FUTURE DEVELOPMENT

Existing development sites within the precinct, coupled with a central government focus on residential intensification near transport hubs create opportunities for property owners to maximise the value of their land holdings. Regenerative moves within the SH1 shops can enable the area's adaptation for new audiences.

Ground-floor uses for future developments can further support local amenity or enrich the retail or hospitality offer by creating contemporary spaces to attract businesses and concepts that will be beneficial to the area. There is also potential for clustering much-needed categories including health and wellness and hospitality, in these new buildings.

Further opportunities for Elevate Ōtaki lie in developing design and activation guidelines – helping inform investors and occupiers how best to integrate and add value in the precinct through the most beneficial uses and delivery for incoming concepts and businesses.

MAINTAINING VIBRANCY

Aside from vacant premises, the street-fronts are currently successfully activated with shops and hospitality businesses connecting well, visually, with passers-by. There are few non-retail uses, that could otherwise dilute the consumer offer or precinct continuity.

As the SH1 shops' audience changes, so too will uses of the premises. More service and non-consumer-facing businesses will likely establish – creating concerns for activation and vibrancy.

Ōtaki has potential to develop a design guide that helps incoming businesses understand the area, its audience and culture, in order to maintain a presentation and delivery that is aligned with and beneficial to the area.

Revocation will enable greater use of footpath spaces, with outdoor dining being actively encouraged. Design guidance and potentially direct support for this initiative could achieve strong and consistent activation that attracts and engages consumers.

CHAMPIONS

The SH1 shops are fortunate to have business people and commercial property owners advocate for the area and lead change. It also benefits from a connected and engaged community, strong, supportive local media and positive inward investment that reinforces confidence.

Local preference and goodwill from consumers will be especially important as the precinct enters the transition phase where through trade lessens and street-works affect access and experience for consumers. This will be a period when businesses most need support in order to maintain sustainability and continue adaptation.

DEVELOPMENT RESPONSE

Revocation work will be impactful; however, the effects can be limited and goodwill retained if a business and customer-focused development response plan is delivered on by Waka Kotahi - NZ Transport Agency, Kāpiti Coast District Council and contractors.

Consumer confidence and accessibility are key destination drivers for customers of businesses in the precinct. This will be further emphasised when the opening of the new road will require additional effort to make the SH1 shops a destination to stop – or make alternative retail destinations more convenient.

Impact mitigation measures could include area promotion and activities, temporary stores to support business continuity, locally relevant themes, and signage and community engagement. Initiatives' should also define working protocols to limit the effect of construction on business continuity and their customers' experience.

GATEWAY AND HUB ROLE

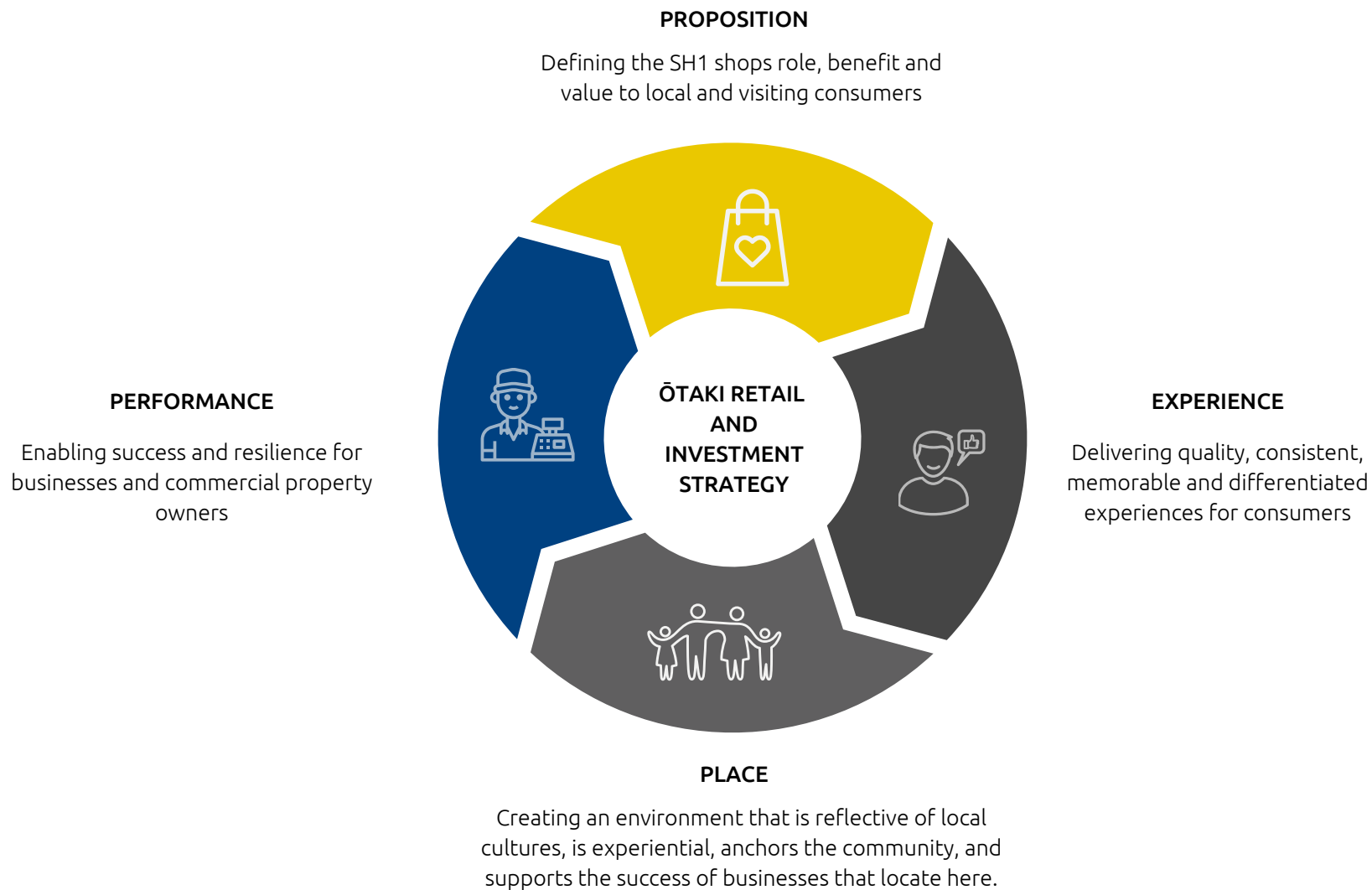
The SH1 shops are a recognised gateway to Ōtaki's suburban and commercial area. They also acts as a hub for visitors to orientate to and from through their accommodation, provisioning and service offer.

The precinct derives value and benefits from businesses in nearby Te Horo including unique hospitality and event venues that have national recognition. Similarly, seasonal events and recreational destinations including the Ōtaki Gorge are a further attractor that the SH1 shops can leverage through their pivotal location and comprehensive proposition.

1.1 KEY MOVES

ACCESSIBILITY AND CONVENIENCE	IDENTITY AND DIFFERENTIATION	PROFILE AND PRIORITY	OPTIMAL RETAIL MIX
Making the SH1 shops an easy and intuitive choice for local and travelling consumers	Developing area recognition and edge that sets the SH1 shops apart from other destinations	Heightening local, regional and travellers' awareness of the SH1 shops physically & digitally	Attracting new and complementary offers and experiences to establish in the SH1 shops
Impact mitigation to retain visitation and spending from local and travelling consumers	Leveraging the Ōtaki identity to define a unique culture and promise for the area	A clearly understood, compelling consumer proposition that draws people to the precinct	Developing awareness, demand and decision collateral to attract businesses to the area
Parking, walking and cycling connectivity reflective of the precinct's changing audience.	Ensuring the identity's essence and style reflects across all touchpoints people have with the area.	Digital profile and activity that achieves top-of-view awareness and call-to-action responses.	Targeting concepts that will strengthen local relevance and encourage habitual visitation.

1.2 REPORT NAVIGATION



CHAPTER TWO

INTRODUCTION

Project background, objectives,
outcomes and location



Cream design store - Main Highway Ōtaki

2.0 FORWARD

PROJECT BACKGROUND

Elevate Ōtaki is the economic guardianship group charged with ensuring resilience and growth for businesses that will benefit from, or could be impacted by the Peka Peka to Ōtaki (PP2Ō) Expressway.

A key part of the organisation's remit and government funding relates to guiding success and resilience for consumer-facing businesses ahead of the new roading bypass that will open in December 2022.

AREA CONTEXT

This strategy focuses on the Ōtaki SH1 shops where the majority of these businesses are located - in particular, retailers that have benefited from consumers travelling through the area, or the attraction of anchor stores that have developed and prospered around this market.

The precinct is unique within a regional context, having built its predominant retail offer around off-price (outlet) shopping by leveraging passing-through trade and comparatively low-cost occupancy.

While other towns on major traffic routes have seen individual and smaller collections of outlet stores establish, Ōtaki's current main highway shops have achieved this at scale. National and international brands have chosen to locate alongside this busy arterial corridor with a close connection to New Zealand's capital and a large regional audience.

Ōtaki's strength in outlet shopping has declined in recent years as the number of major brands has diminished and online retail has gained momentum. Frequent and well-publicised traffic delays will also have influenced destination choices for the Wellington and Horowhenua markets, which is reflected in a steady reduction in trade since 2016.

While attraction for the discount segment is no longer as strong as it once was, customers passing through from outside the Wellington region still make up a considerable proportion and value of trade, helping sustain performance for stores located there.

Consumer recognition for Ōtaki outside of the area still remains largely as an outlet centre, however, this can disappoint shoppers when comparing the proposition against other off-price shopping destinations with improved offers and experiences, such as Outlet City in Tawa.

Competition for the precinct continues to increase with other consumer destinations positioning strategically through brand, anchors, specialities and experience. Ōtaki's SH1 shops are yet to embed their own brand and define a defensible niche that will help attract customers, goodwill and advocacy.

MITIGATING RISK, DEVELOPING POTENTIAL

There is understandable trepidation from businesses and property owners in the precinct.

The soon-to-open Peka Peka to Ōtaki Expressway will remove the majority of through traffic, which many businesses in the precinct have built around, benefited from and relied on.

Similar roading changes occurred in nearby Waikanae in 2018 where 80% of traffic and the resulting audience disappeared through an earlier Expressway development.

While outwardly challenging, there is optimism amongst the commercial community that the changes will also create opportunities and it is these that commercial stakeholders want to identify and develop.

This strategy guides future direction for the area's consumer proposition, informs investment priorities, and engages stakeholders in a collaborative approach to leveraging potential, driving performance, and mitigating risk.

APPROACH

The project acknowledges and builds upon past work including previous studies and stakeholder insight, commissioned prior to COVID, to create a contemporary understanding of sentiment, performance, potential and priorities.

It also leverages the Ōtaki identity with an objective for businesses and the community to embrace and use this valued and enduring resource more widely.

OUTCOMES

The Retail Strategy develops a clear, concise picture of current performance, key opportunities, and risk – identifying ways in which to leverage potential and work-to-date, build resilience, manage challenges and engage more stakeholders in building a collegial commercial community.

This resource also helps guide revocation priorities – ensuring Ōtaki's businesses and commercial area can best benefit from roading, infrastructure, and amenity investments as part of the wider expressway project.

2.1 OBJECTIVES



2.2 OUTCOMES



2.3 IMMEDIATE AUDIENCE & CATCHMENT



DRIVETIME



Kāpiti and Horowhenua Districts'

Cumulative audience 86,934

WITHIN 30 MINUTES



Manakau, Waikawa, Ōtaki, Waikanae and their surrounding suburbs

Cumulative audience 24,750

WITHIN 15 MINUTES



Ōtaki and environs

Audience 9,200

WITHIN 10 MINUTES

TRAVELLING

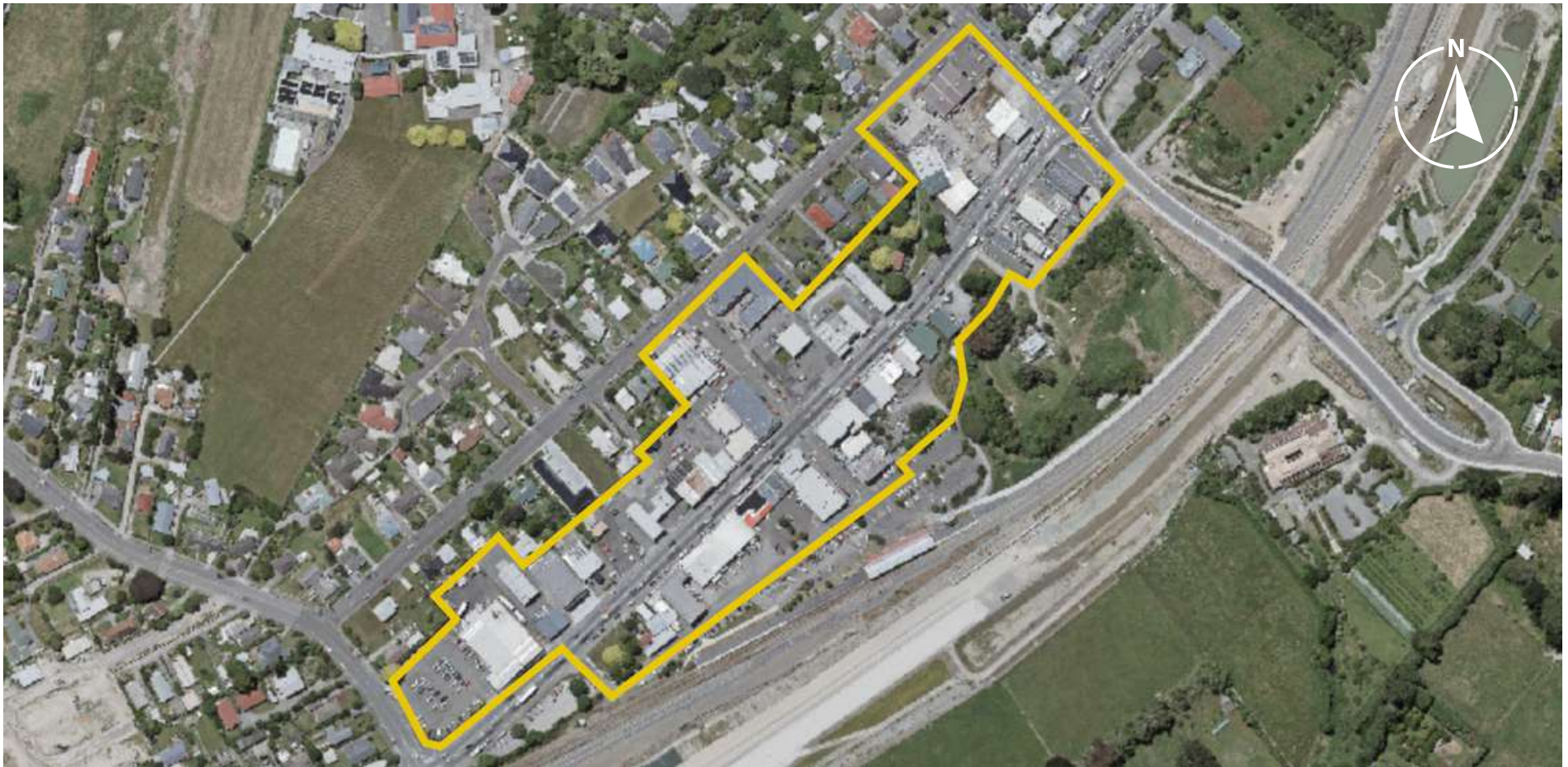


State Highway One Traffic

18,000 vehicles per day

Source: <https://nzdotstat.stats.govt.nz/wbos/index.aspx?DataSetCode=TABLECODE7980#>,
Subnational population estimates (TA, ward), by age and sex, at 30 June 2018-2021 (2021 boundaries)
Elevate Ōtaki and Waka Kotahi NZ Transport Agency

2.4 AREA FOCUS



Legend:  Ōtaki SH1 shops





CHAPTER THREE

PROPOSITION

Defining the SH1 shops role, benefit and value to local and visiting consumers



Cream design store -Main Highway Ōtaki

3.0 PROPOSITION

DESTINATION RECOGNITION	ENGAGING THEMES	TOP-OF-MIND PROFILE	DIFFERENTIATORS
Removing ambiguity and creating a place-name that this area owns decisively	Compelling messaging that attracts and resonates with consumers	Heightening local, regional and travellers' awareness of the SH1 shops	Leveraging existing anchors and seeking unique businesses to set this Town apart
Set the SH1 shops apart through a name, brand, and proposition that everyone understands	Leveraging the Ōtaki identity to define a unique culture and promise for the area	A clear and compelling consumer proposition that draws people from the Expressway	Create narratives that highlight the SH1 shops' strength in categories and experiences
Demonstrate the SH1 shops' authenticity and culture to build pride and destination preference	Ensuring the brand's essence reflects across all touchpoints people have with the area	Digital profile that achieves top-of-view awareness and call-to-action responses	Make Ōtaki a compelling place for artisanal enterprises to establish and prosper

AREA RECOGNITION

Often known as the SH1 Shops and Ōtaki Railway the precinct has an indeterminant identity and proposition that even locals find hard to define. This is a priority for the community and businesses to debate and resolve in determining the area name and theme.

This lack of definition and proposition has created a vulnerability with some residents regarding the area as catering more for travellers than local consumers.

The issue is further compounded by a past predominance of outlet stores, which sets an expectation of scale and value for visitors that is not always fulfilled. With continuing diversification in the offer and the need to better serve a changing resident demographic, the SH1 shops need to differentiate through a name and theme that resonates with its market.

PROPOSITION

While the precinct is recognised for its traditional larger-format, outlet stores it is now seeing an increase in artisan and independent retailers. Categories such as home and lifestyle, along with services are gaining momentum - creating greater diversity and increasing local relevance.

Amongst the national and international retailers, specific categories dominate including outdoor clothing and accessories and womenswear - both of which provide strong destination-worthy, attraction for customers, and resulting benefits to surrounding traders.

A developing food and beverage offer is a further anchor complementing the retail experience and supporting attraction for local customers, visitors and those travelling through the area.

Re-stating the precinct's proposition with a dedicated brand and theme will help differentiate it as a destination - attracting new consumers and re-welcoming past customers.

PHYSICAL VISIBILITY

Local businesses recognise the importance visibility and convenience has in winning sales from those travelling through the area now. Their concern is for future performance without that profile and connection, once the Expressway opens.

The proximity of the SH1 shops to the Expressway is a benefit as travellers can see the precinct is close by, from the new road.

Exits before and after Ōtaki mean that drivers have multiple opportunities to select the destination, which is a further advantage in encouraging visitation.

Signage from the Expressway announces the SH1 shops as a shopping destination. This is a beneficial description - setting both a promise and expectation for the precinct to fulfil.

As well as these already in-place directional signs, the SH1 shops need to prioritise 'call to action' signage, with similar messages that competing consumer destinations have achieved on the neighbouring M2PP Expressway (Coastlands) in Horowhenua (Pak'n'Save, Four Square and others) and the Wellington Urban Motorway (Outlet City). Permanent banners are recognised as important and beneficial promotional tools for these shopping centres and supermarkets.

Collaborations with SH1 property owners should seek to repeat brand and destination messages on the rear side of retail buildings that are visible from the Expressway.

The precinct is in an increasingly competitive position with other consumer destinations along the State Highway 1 corridor as neighbouring areas and their businesses look to attract visitation and spending. Physical visibility through dedicated signage and call-to-action messaging need to be a key part of the the area's ongoing promotional efforts.

DIGITAL VISIBILITY

Predominantly consumers use digital channels to discover and navigate to new or less-familiar destinations - influenced and driven by compelling online profiles, content, and customer advocacy.

Enhanced digital visibility will be especially necessary to attract shoppers to the SH1 shops once the Expressway opens and the precinct loses immediate connection and impulse-based trade from those passing through.

Future customers will likely include more day and weekend trippers from across the Wellington region and Horowhenua while there is also potential from Manawatu residents through more reliable journey times ahead, with Ōtaki's past bottleneck removed.

Telling the SH1 shops' story, through digital channels, of differentiation, experience, and new-found convenience will be a key aspect in reaching and engaging these more distant audiences.

Consumers from Raumati, Paraparaumu, and Waikanae are also likely to increase their preferences for the SH1 shops' unique offers once safer and more reliable road connections are in place.

With a similar strategy to regional outreach, telling the area's story and proposition, alongside the convenience the new Expressway brings, can lift priority in consumers' consideration sets and help win a greater share of spend from the wider District. This could include leveraging nearby destination anchors such as Penray Gardens and Watsons Gardens, Farmlands and larger format retailers - all of which differentiate from what is available elsewhere in Kāpiti.

Especially important will be a closer relationship with customers from Te Horo, Ōtaki, Manukau, and other local areas for which the SH1 shops are their most immediate retail and service hub.

Increasing the relevance to and sales from this local audience will rely on the SH1 shops developing their own recognition through a potential sub-brand, individual character, and a proposition that is aligned with the needs and aspirations of surrounding neighbourhoods.

Due to the scale of the precinct's offer that is reliant on broader audiences those travelling on SH1 must remain a key audience for businesses.

Promoting the area, online, as a convenient, preferred place to stop, rest and replenish can highlight its close connections to the Expressway, differentiated businesses, and rewarding experiences that customers can look forward to.

DIFFERENTIATION

Ōtaki competes for customers with larger, more competitive consumer destinations while the District has a number of characterful commercial clusters, such as Raumati Village, which have earned special recognition and appeal through their retail mix, proposition, and environment.

These destinations leverage their unique attributes to earn visitation, spending, and goodwill.

Differentiation is vital in order for the SH1 shops to establish a defensible niche they can confidently own and develop.

The precinct and Ōtaki in general must capitalise on its unique independent businesses, anchor attractors, strength in specific categories and recreational assets in order to stand apart from competing destinations, or alternative purchasing channels - such as e-commerce.

Potential initiatives include:

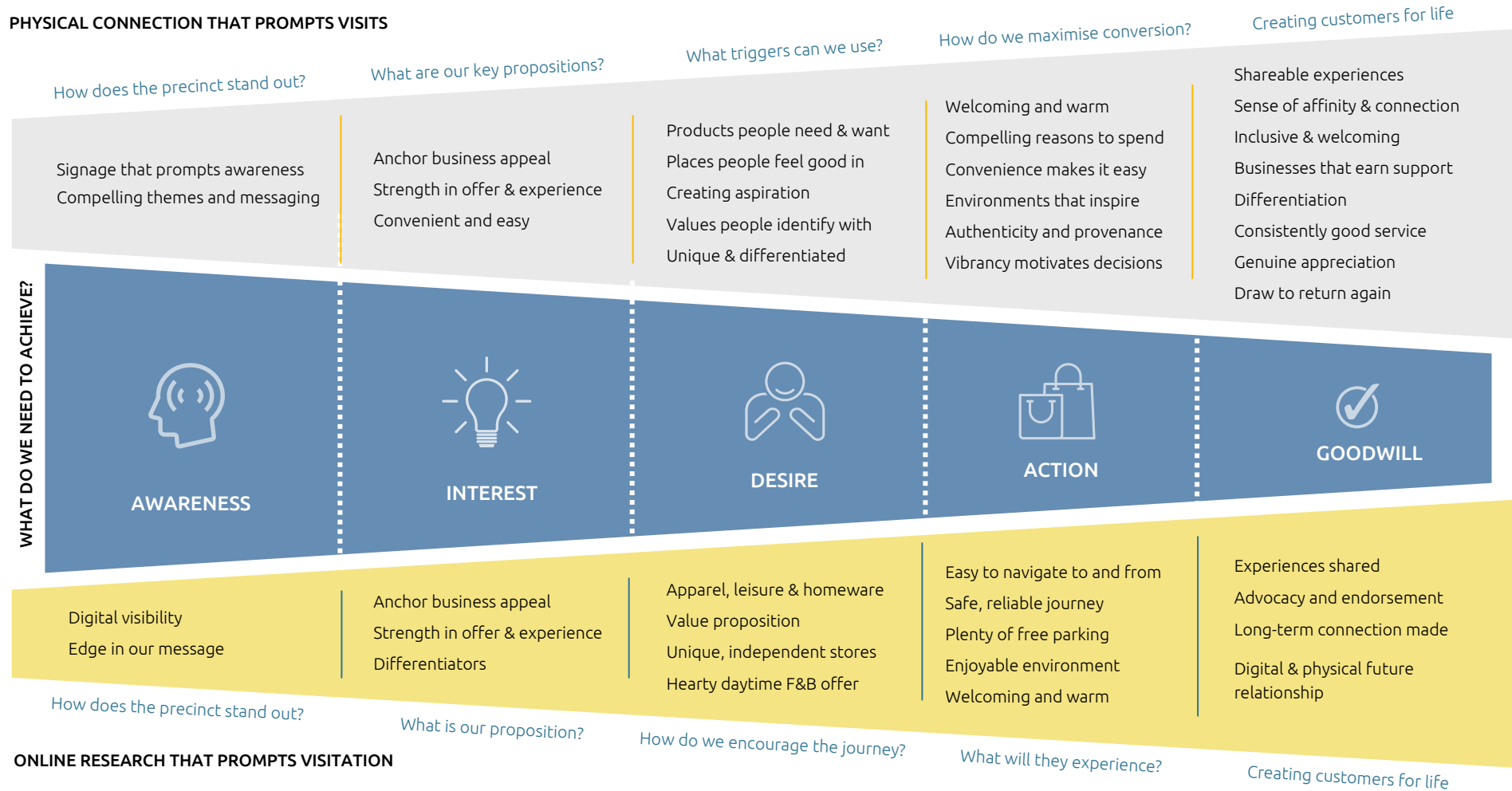
1. Celebrating and representing Ōtaki's tri-cultural heritage, which authentically differentiates
2. Developing incubator spaces where new and artisanal businesses can establish and prosper
3. Enabling and promoting 'pop-up' spaces where prospective operators can test the market
4. Leveraging recreational destinations, such as Ōtaki Gorge, to attract consumers to the town
5. Reframing Ōtaki's proposition to demonstrate broader appeal beyond its outlet history
6. Using nearby anchors - such as Penray Gardens and Watsons Gardens to build habitual visitation
7. Supporting amenities and experience for Te Wānanga O Raukawa's students and staff
8. Leveraging events, such as the Māoriland Film Festival and The Ōtaki Kite Festival
9. As a convenient and enjoyable pit-stop on journeys north or South for travellers on SH1

Highlighting the SH1 shops' unique and differentiating benefits to external audiences helps local consumers better appreciate this area's role and potential in their community. Seeing the area in a different light will encourage residents to build pride, ownership, and support for the precinct and its businesses.

3.1 CUSTOMER JOURNEY

HOW CAN CONSUMERS DISCOVER AND PRIORITISE FOR THE SH1 SHOPS?

PHYSICAL CONNECTION THAT PROMPTS VISITS



CHAPTER FOUR

EXPERIENCE

Delivering quality, consistent, memorable and differentiated experiences for consumers'



Salt and Honey - Main Highway Ōtaki

4.0 EXPERIENCE

CONSISTENCY	ACCESSIBLE & CONVENIENT	INTEGRATED SOLUTIONS	LOCAL CHARACTER
A shared, customer-first culture that earns visitation, spend and advocacy	Building preference by making visits enjoyable, rewarding and repeatable	Optimising the SH1 shops proposition for current and future audiences	Artisanal retail and hospitality experiences that are unique to the SH1 shops
High levels of genuine attention, service and gratitude typify experiences in the precinct	A customer-centric environment that is easy to reach and navigate however you travel there	Bringing more of what locals and visitors want and need to the SH1 shops	Celebrating and supporting characterful independent businesses establishing there
Reliability in opening hours that make the SH1 shops a destination of confidence	A frictionless visitor journey and experience ahead of, during and after roading revocation	Clustering of like and complementary businesses for choice and convenience	Artisanal businesses becoming future anchors attracting locals & visitors to the SH1 shops

RELIABILITY

As the SH1 shops take on an even greater role as a local service hub, consistency and reliability from the businesses located there will need additional priority.

Consumers want to know that shops, cafes, and services are open before they make the journey, or that local businesses can be a trusted option instead of buying provisions elsewhere, for the sake of certainty.

For residents, re-engaging with the SH1 shops following the Expressway opening, there will be a narrow window of opportunity for businesses to gain confidence and loyalty. Greater consistency will be a shared responsibility for traders with collaboration necessary in achieving this.

The consistency of hours and opening days also features in online customer feedback. This is something potential visitors will also see and base destination decisions around.

With a wide variety of business needs and circumstances, it is unlikely that there will be full agreement on the times and days everyone will trade, however, increasing consistency should be a focus - particularly around opening times in the morning and during weekends.

Ensuring traders have their opening hours and days listed online and up to date is a useful way to boost customer confidence while drawing owners' and managers' attention to the need for greater uniformity. Businesses need to commit to and deliver hours that can be relied on.

A guide that informs new businesses opening in the SH1 shops to recommended operating hours, is a further way to develop gradual change, consistency, and reliability.

HOST CULTURE

Natural warmth, welcome and enthusiasm typically prevail across many businesses in the precinct. This is reflective of area culture, Ōtaki's relaxed coastal vibe and the values of manaakitanga that are embodied in local culture.

The essence of this hospitality and culture can be defined and become a shared aspiration and practice amongst the SH1 shops businesses. Developing a Customer Charter, that defines the area's values and service focus is a useful way to encourage necessary consistency, while still maintaining the authenticity that makes this area characterful and unique.

DISCOVERY

Helping visitors navigate intuitively around the precinct must be a priority in townscape changes.

While the area is compact and easy to explore, there are businesses at either end of the precinct and on side streets, that often miss the attention of visitors. This occurs when the continuity of active frontages changes, such as through empty stores, non-retail uses, or vacant sites.

The precinct is an established point of orientation to surrounding recreational destinations. It is vital to deliver amenity that supports this role and the positive experiences of these visitors.

Shared paths are being delivered alongside the Expressway - connecting Ōtaki with townships south. This path and cycleway is likely to become a significant benefit to the SH1 shops, supporting commuters, residents, local visitation and future tourism opportunities.

Wayfinding signage and digital maps will be necessary to support these visitor experiences and leverage economic potential from the SH1 shops' increasing role as a destination and hub.

CLUSTERING

Consumers are drawn confidently to destinations where there is choice and selection - attracting more visitation and trade than would otherwise occur. Competition typically ensures businesses present and deliver to the best of their abilities - creating positive customer experiences that attract advocacy and repeat trade.

With emerging retail vacancies, there is an opportunity to encourage incoming businesses to near locate with existing like or synergistic traders. This can create clusters of complementary and competing offers which support commercial strength and customer experience.

ACCESSIBILITY

Consumer feedback placed the availability and suitability of parking as a priority.

Ōtaki's residential neighbourhoods are spread over a large area, while the precinct also serves a broad rural catchment. A number of businesses in the precinct rely on farmers, small-holders and tradespeople, who prioritise their coffee stops, shopping and provisioning destinations based on the ease of access and the suitability of parking.

There is a need to gain as much trade as possible from those travelling on the Expressway for which convenience, ease and certainty will be important factors in their destination decisions.

In addition, improved facilities will see more active transport modes connecting with the SH1 shops requiring facilities such as safe cycle parks and end-of-trip facilities.

PUBLIC TRANSPORT

Consumer feedback also shared the limitations of the current bus service given residential growth towards and within the Beach area. Few of the rural areas are included and Te Horo is not connected by public transport to the SH1 shops.

Innovations in public transport are being trialled by Greater Wellington Regional Council, including on-demand buses. This would enable residents in outlying neighbourhoods to connect with the Precinct and other transport networks. Similar initiatives could work well in Ōtaki.

AMENITY

As the SH1 shops take on a more leisure-orientated atmosphere, visitors are likely to linger longer - spending more time exploring the precinct, shopping and relaxing between stops.

A stronger family focus is also anticipated as the area becomes safer and more suitable for wider age groups without the conflict of heavy traffic. These audiences will value the improved public realm, in particular seating and greening of the area.

Ideally, revocation plans should also include spaces for shared dining, improved children's play and increased provision for additional restrooms to increase the capacity of public amenities.

EVENING & NIGHT OFFER

A lack of contemporary hospitality venues catering specifically to the all-day, evening, and night market, creates significant vulnerability for the area and puts the SH1 shops in an outlier position against nearby, competitive destinations.

Residents frequently travel south to Waikanae or Paraparaumu for more modern bars and dining environments. This affects spending and goodwill in the Ōtaki area.

A lack of modern venues also impacts the relevance the SH1 shops have for residents, who currently need to look elsewhere in or outside of Ōtaki for the experiences they most want and aspire to.

Visitors to Ōtaki, including leisure, event and business travellers are equally limited in hospitality choices. This affects the area's value as a destination and the advocacy that could be gained from people who are staying in or close to the SH1 shops.

An improved hospitality offer would support increased performance for other businesses, attracting more people to the area, increasing dwell time and strengthening local pride.

EVENTS

Major events in the area can better benefit the SH1 shops and its businesses if they are able to create an improved supporting atmosphere and visual theatre that welcomes and celebrates the activities and their attendees.

Following revocation, the shopping precinct will remain a figurative gateway to the Beach, Racing Club and Main Street areas, where events such as The Ōtaki Kite Festival, Horse Racing and Māoriland Film Festival are held. The SH1 shops can leverage this role to encourage visitors to stop and spend - before, during or after events.

Initiatives can include

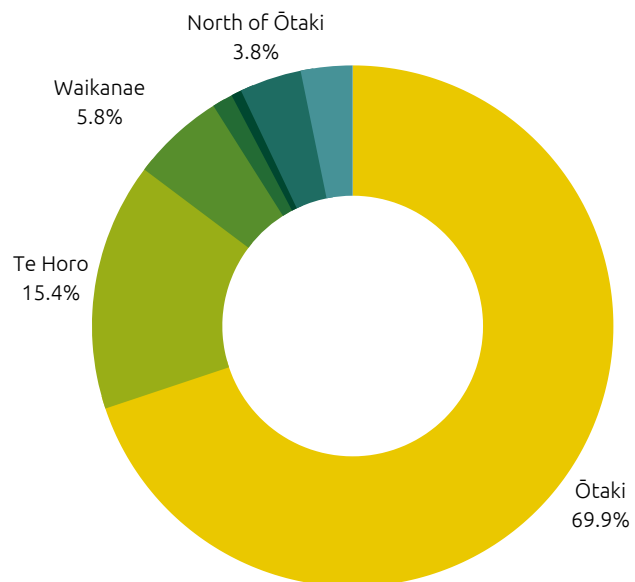
- Nostalgic banners stretched across the street reminiscent of Ōtaki's seasonal holiday vibe
- Food truck lunchtimes and evenings to deliver more diversity and experience
- Characterful night lighting and window displays
- Performance spaces that enable event-aligned and regular music, dance or theatre activity
- Pop-Up retail or service spaces that have event or seasonal relevance

Regional events also benefit the precinct's businesses, including; World of Wearable Arts, major sporting and live music performances at the Sky Stadium. Collective recognition of these events and their visitors, through marketing and in-store promotion also supports positive customer experiences and advocacy.

4.1 CONSUMER INSIGHT

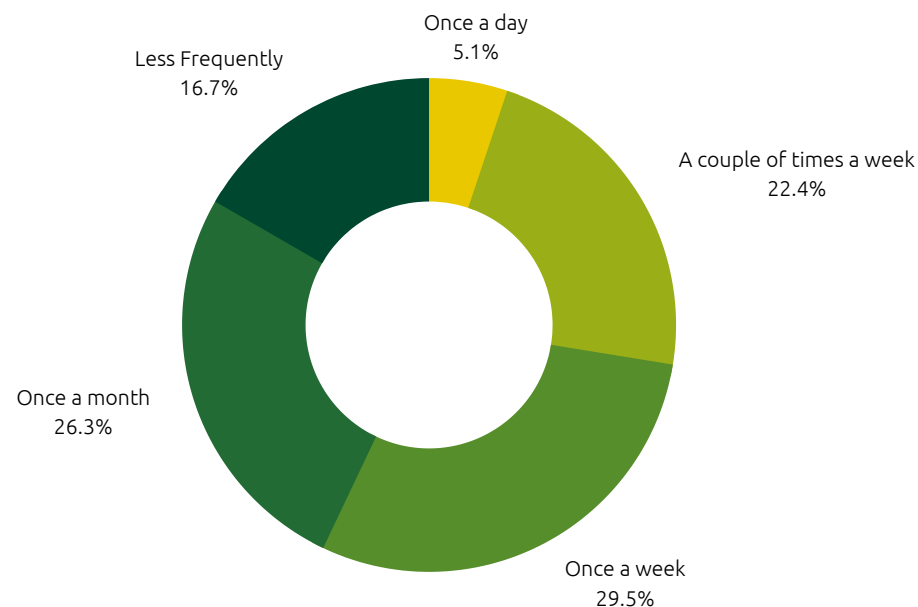
4.1.1 CUSTOMER ORIGIN

Where do you live?



4.1.2 VISITATION FREQUENCY

How often do you visit the SH1 businesses?



PARTICIPANTS

240

OUTREACH CHANNELS

- Ōtaki Today social media channels
- Ōtaki community social media channels
- Kāpiti Coast District Council - Everything Kāpiti
- Elevate Ōtaki social media

QUESTIONS

1. Where do you live?
2. How often do you visit current SH1 businesses?
3. What do you love most about this area?
4. What is one thing you could improve about the area?

Source: Online consumer Survey of Ōtaki residents October 2022

4.1 CONSUMER INSIGHT

4.1.3 WHAT DO YOU LOVE?

“ The specialty shops, they remember who you are and I go in store instead of online ”



ACCESSIBILITY

Parking

Plenty of parking

Heaps of parks by railway

Plenty of free parking

Ample parking

The convenience

Ease of parking - at the back of shops and wander around

Close proximity of shops to each other

Easy to walk up one side and down the other

Covered areas to walk



DIFFERENTIATION

Great variety of shops

Great collection of shops

Surprisingly good range of businesses for such a small centre

Clothing that isn't available in the rest of Kāpiti

The variety and uniqueness and not like the rest of Kāpiti

Eclectic



RELATIONSHIP

Love our town!

Shop owners always chat and interact

I love being able to engage with store owners

Friendly local businesses

Diversity and friendliness

Always welcoming

Supporting local

The relaxed vibe!



HABITUAL VISITS

Love the Sunday Market

Coffee from Riverstone always a must!

Oz's Bakery is the best on the coast!

The food trucks

It covers our basic needs

I don't actually love it but it has a good variety of shops

Source: Online consumer Survey of Ōtaki residents October 2022

4.1 CONSUMER INSIGHT

4.1.4 WHAT WOULD YOU CHANGE?

“ It needs to decide what it is - it was an outlet centre but that's now a mixed bag ”



BUILT ENVIRONMENT

- Make it appealing like Raumati Village
- Beautify the area. Cambridge has mosaics, we could have a Māori theme
- Need to address the lack of street appeal
- Facades and footpaths need a good clean
- Make outside of shops look more welcoming



REVOCATION OUTCOMES

- Promote off-street parking - Big sign!
- Better access or consideration for those with disabilities
- More street scaling when cars are on new expressway
- More pedestrian friendly once the Expressway opens
- More seating outside shops for resting and waiting
- Things that bring people together



PUBLIC REALM

- Trees and gardens both sides of the new road
- Green space, playground, family-friendly
- Landscaping, cycle and pedestrian-friendly, playground
- Create more atmosphere with lighting and hanging baskets - making it more magical.
- Love to see some hanging baskets
- Make the grass park area more attractive, add more play equipment, and better seating and more family-friendly spaces.
- Create a picnic area to relax, spaces to sit & relax in-between shopping
- Need street furniture opportunities for market days and events
- Trees Trees Trees



LEVERAGING EXISTING ASSETS

- Restore the beautiful railway building to its former glory.
- A cafe at the Railway Station area would be wonderful
- The Railway Station needs a historic cafe. The station must be upgraded and used.
- A courtyard or other type of public shared space for eating and socialising
- Better use of the old Caltex area
- Shops that open out into the Railway area

Source: Online consumer Survey of Ōtaki residents October 2022

4.1 CONSUMER INSIGHT

4.1.5 ADDITIONAL IDEAS

“ I like the local art and te reo Māori should be heavily promoted as Ōtaki is a language revitalisation bastion for NZ ”

REFLECTING OUR CULTURE

Up-cycle, recycle, reuse shopping destination, our community is full of creatives and environmentally aware people
How about a repair cafe or up-cycle shop?
More vintage and pre-loved clothing stores
Generosity - pay-it-forward and other socially responsible ideas at cafes and shops
We're a very strong bilingual town it'd be great if the shops and area showed that

VISITOR EXPERIENCE

Improve the public toilet situation
Safer pedestrian crossing at the New World end of town
Shelter from the weather
Promote the fabulous off-street parking we have
Consistency in store opening and closing times
More outdoor eating areas

ENVIRONMENT

Create an Ōtaki theme of some sort
Love to see more trees and gardens
Slow the traffic down
More green spaces and family-friendly places
Modernise the look of the shops
Pretty up the town - flower gardens
Turn the Railway Station into a craft hub

UNIQUE ATTRACTORS

A market day where all the stores participate and food stalls
More community involvement at Ōtaki market on SH1 - include local businesses
Shopping festival
Develop night markets
Bring the steam train out at night again to the food trucks
Restore the Railway Stn in anticipation, it will add to the pull off SH1
Pet-friendly town

Source: Online consumer Survey of Ōtaki residents October 2022

4.1 CONSUMER INSIGHT

4.1.6 WHAT WOULD YOU IMPROVE?

“ I wish we could have some of the great restaurants and nice places to drink like Waikanae, Paraparaumu Beach and Raumati Village do ”



LOCAL RELEVANCE

- Fresh fruit & vegies + butcher
- Create vibrant and inclusive shopping experiences for locals and visitors.
- A pharmacy
- A pharmacy that opens weekends
- Live music venues



FOOD & BEVERAGE

- Good place for dinner so we don't have to travel out of town
- Contemporary bar and restaurant
- Deli with a cafe
- Better evening meal options

FAMILY FRIENDLY

- Kid-friendly shops
- Kid-friendly cafe
- Children and infants wear shop



ATTRACTION VALUE

- Promote shops as a destination
- More outlet stores, that's what we're known for
- Attract new outlets - put Ōtaki back on the map again
- More high-quality outlet shops
- More menswear



Source: Online consumer Survey of Ōtaki residents October 2022



CHAPTER FIVE

PLACE

Creating an environment that is reflective of local cultures, is experiential, anchors the community, and supports the success of businesses that locate here.



RiverStone Cafe - Main Highway Ōtaki

5.0 PLACE

DEFINITION & PRESENCE	SPECIAL CHARACTER	ENERGY & VIBRANCY	BUSINESS ENABLING
Developing area recognition, pride and priority through locally-specific themes	Enabling the SH1 shops to leverage its heritage & culture through a featureful townscape	Creating environments people want to be a part of and are destinations of choice	Successful precincts that support the evolving needs of traders & consumers
The SH1 shops are a distinct, delineated and individually recognised destination	The SH1 shops' personality is reflected well through streetscape & placemaking features	Ensuring street front shops remain activated and engaging for continuity and interest	Provisioning for dynamic spaces that can grow emerging, complementary uses and traders
The SH1 shops remain a magnet that attract travellers - maintaining strong passing trade	Characterful, authentic differentiation drives destination value, local pride and preference	Improved public amenity and spaces that increase attraction and dwell time	Environments that consumers and businesses feel safe and confident in

SENSE OF ARRIVAL AND PLACE

The SH1 shops are a compact 'main street' retailing environment that has developed largely around its role as a stopover for travellers and as a place to provision for local consumers.

People have had to travel through the precinct to go north or south, creating a ready and reliable market that businesses have built a marketplace around and capitalised on.

In this role, function has been stronger than experience with the area has succeeding through differentiating outlet retailers attracting shoppers stopping off en route, and destination trade.

Now, as the SH1 shops prepare to redefine their role - especially around strengthening relevance and proposition to the surrounding community: developing a sense of individual identity, character and recognition is important. This is considered against Ōtaki's Main Street, which is well understood and supported as a commercial, educational and cultural hub.

Just as the Expressway has utilised bold and captivating gateway sculptures to signify and celebrate the north and south entrances to Ōtaki, similar symbolic themes in an area-appropriate scale, also need to provide a sense of mana and occasion to the SH1 shops.

Gateways can be represented notionally or physically through Whakairo (māori carving), brand-aligned signage, lighting and street treatments - each or all of which could create a visual cue of the area's culture, purpose and promise.

Enabling the SH1 shops to establish its own identity through gateway themes will help the area better tell its story and proposition. It can also reinforce the 'ownership' the Ōtaki community has in the precinct and encourage its support.

HERITAGE REPRESENTATION

Ōtaki's rich cultural heritage includes Māori, Chinese and European influences that have shaped growth and success in the area. This tri-cultural community is unique and has a captivating backstory that both locals and visitors are drawn to, identify with and are inspired by.

Historical themes are woven extensively throughout Ōtaki. However, it is the SH1 shops where these can come together, providing a window to nearby destinations. As a familiar point of arrival and orientation for visitors, this area can develop an ambassadorial role alongside its gateway position.

Ōtaki's history as a major food producer for the Wellington region and more recently around its organic movement is a captivating story that further resonates closely with consumers. This is an additional differentiator that can leveraged, while hospitality businesses frequently champion the provenance of local goods in their offer.

Exhibiting this unique history, interactively, across the public realm would reflect Ōtaki's cultural heritage and deliver theatre to engage consumers. Initiatives could include herb and vegetable planters positioned around cafes and restaurants, a small urban orchard, which visitors could explore and other horticultural installations that celebrate the area's market-gardening past.

Bi-cultural signage is visible across other parts of Ōtaki, but lesser so in the precinct.

The SH1 shops has the potential to create an immersive te reo environment. Street, wayfinding and amenity signs in the precinct could lead with te reo and include English, while businesses should be actively encouraged to develop bi-lingual signage - reflective of area culture and respective of local sentiment.

PRECINCT PLACEMAKING

Improvements to the public realm can enable greater street activity including outdoor dining, increased pedestrian movement and more social spaces that support attraction and experience.

People create vibrancy. Changes in the street space should be focused on increasing visitation, enabling connection with surrounding businesses, building visitor satisfaction and advocacy.

There is potential to encourage clusters of complementary businesses to establish while also supporting existing retail and hospitality uses through placemaking and public realm changes.

The SH1 shops have a number of popular hospitality businesses and cafes for which both outdoor space and short-term parking are both beneficial. Supporting customers that want to eat in the precinct, while maintaining accessibility for online and grab-and-go orders will require a blend of short-term parking and space in the public realm that allows for informal dining.

There is a need to encourage more contemporary hospitality experiences to establish in the precinct while leasing agents are seeing emerging enquiries from prospective operators. Encouraging these sectors into specific areas, through improvements to the public realm, will help maintain retail continuity and create stronger propositions for the SH1 shops' F&B offer.

FAMILY-FRIENDLY PLACEMAKING

Delivering greater appeal and relevance for the local market, while also attracting more people from across and beyond the District requires the SH1 shops to be more inclusive and welcoming to broader age groups. This includes younger and older people.

Ōtaki's residential and recreational areas are well-served with children's play spaces, however, the SH1 shops precinct does lack the scale of these facilities, proportional to visitation. Developing more facilities for children, along with toilets and change facilities will help make this a more popular and frequent destination for parents, grandparents and caregivers.

Similarly, better amenities are necessary for older people. This includes seating throughout the precinct, more toilet facilities and weather protection to support the visitor experience.

ACTIVATION

Up until recently, the SH1 shops have been largely leased with most street-facing tenancies full. Consequently, retail frontages have been well-activated, creating visual interest and continuity.

As vacancy grows, activation diminishes and visitors can disengage from the precinct, which can disadvantage businesses beyond empty stores. There is a temptation by property owners to consider office or service uses for spaces, which impacts activation, appeal and relevance.

Suitably filling sites, and the successful delivery of those tenancies, requires collaboration between property owners, and leasing agents - supported by a strategy identifying optimal uses and design themes to help incoming tenants best integrate with the SH1 shops

POP-UP SPACES

The SH1 shops will need to develop fresh and unique retail and hospitality experiences to keep consumers engaged, re-welcome and inspire local residents and achieve the differentiation necessary to stand apart as a destination.

Food trucks have been popular in Ōtaki - widening the choice of snack and meal options by delivering more contemporary offers and experiences. These mobile vendors have leveraged social media and online ordering to broaden the audience create habitual visitation and support renewed relevance for the wider area to local consumers.

Surrounding businesses have acknowledged the value food trucks bring and are concerned that future developments could displace them from the area. Future plans should consider spaces that could be suitable for mobile traders, with the potential to catalyse a food cluster in the SH1 shops through a combination of physical businesses and mobile vendors.

Short-term retail uses have also been popular, however, demand for these spaces has reduced while prospective tenants' wait to determine likely changes in customer volume and economic conditions that are ahead.

Affordable, compact or shared retail spaces and casual leasing commitment are necessary to help artisanal businesses make the break from home or industrial premises. This is another way to help achieve necessary succession and differentiation in the precinct's offer.

CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN MEASURES

The current volume and frequency of passing vehicles deliver high levels of capable guardianship, with many eyes from the public, watching for and preventing criminal activity.

Despite this, the area has recently been affected by a number of ram raids - creating concern among shop owners, landlords and the community.

Once the Expressway opens, the volume of people travelling through the precinct will drop significantly, making the area quieter and easier to perpetrate by those with criminal intent. This could give rise to an escalation in burglary, anti-social and hostile vehicle activity.

The SH1 shops will need to provision, pro-actively, for CCTV to monitor public areas, both for the safety of staff and visitors, and security of public and private property. Ideally, a system should be in place and operational as soon as possible to mitigate this risk.

Revocation changes should consider lighting, reducing visual barriers, and other crime prevention measures that can be delivered through investment and design, to support goals for a safe, secure precinct. These measures should be prioritised to offset the loss of capable guardianship afforded by current public oversight.

DIFFERENTIATING ANCHOR

Ōtaki's heritage railway station building is a significant asset for the SH1 shops, representing a prominent part of the area's history in a characterful building within the heart of the commercial area.

Presently underutilised, the station's future has been a regular topic in feedback from businesses and residents, throughout this research. Stakeholders have shared a vision for the building having a role in supporting emerging enterprises, and socially and environmentally focused organisations. These organisations are an important part of this community and the wider District.

Future use that supports the success of the precinct and Ōtaki generally should be a priority.

Attracting local people on a regular and habitual basis and being a frequent destination for those from across the District and beyond would help bring more people to the area, with resulting benefits to surrounding businesses.

Complementary uses could include incubator tenancies for artisanal businesses - such as art, craft, food and clothing production. This could create maker spaces where people can interact with artists and creators.

CHAPTER SIX

PERFORMANCE

Enabling success and resilience for businesses and commercial property owners



River Cottage Cafe - State Highway 1, Ōtaki

6.0 PERFORMANCE

CUSTOMER ATTRACTION	ACCELERATE LOCAL RELEVANCE	BUILD DESTINATION VALUE	TRANSITION RESILIENCE
Success in its current scale is dependent on attracting broader audiences and spending	Adaptation of offer is necessary to become a more regular destination for local shoppers	Further differentiate by developing a successive and experiential proposition	Protect accessibility and customer experience during revocation works
Build around the SH1 shop's strongest categories to strengthen destination value	Encourage locally-relevant amenities and service businesses to establish in the SH1 shops	Determine niches that the SH1 shops can develop and defensibly own	Development response initiatives that keep consumers engaged and supportive
Promote the area as a rewarding stopover to retain and grow necessary passing SH1 trade	Develop an experiential hospitality offer to welcome and retain local trade and goodwill	Create environments people want to be part of, visit regularly and spend willingly in	Improvements that support the reasons consumers choose to visit and spend here

RETAIL MIX

Attracting more customers from Ōtaki and the wider District, along with strengthening destination value for travellers' needs to be a priority for the precinct and its businesses.

The SH1 shops must adapt their retail and hospitality offer to better serve local residents while also enriching their current drawcards of value and category specialities to attract visitation and spending from outside the area.

Delivering more of what consumers need in one location creates convenience, while unique products, experiences and services help differentiate an area and build destination value.

The SH1 shops' retail mix should focus on building its existing apparel category by filling gaps in key segments - such as shoes, designer fashion, activewear and childrenswear. This could be through a combination of small, independent retailers, while bigger brands can help build-back strength in outlet retailing, which the area is well-known for. Achieving a blend of traditional and off-price (outlet-type) stores will support resilience.

Successive offers must be in focus. Ōtaki can pioneer new niches that the area can develop and own, including smaller, artisanal producers, maker spaces, wholefood and organic retailing.

Increasing retail vacancy creates the opportunity to develop spaces where smaller businesses can establish, test the market and grow from - creating necessary differentiation in range and succession. Property owners should be encouraged to provide these shop sites on an agile basis until longer-term tenants are prepared to commit.

Leasing agents in the area are closely aware of changes the precinct is experiencing and the need to better align the offer with future markets.

BUSINESS ATTRACTION

Ōtaki is one of many provincial towns around New Zealand that are currently seeking innovative retailers and hospitality operators to establish locally. At the same time, economic headwinds and changes in consumer buying behaviour have meant fewer businesses are looking to expand their retail footprints' because of future uncertainties.

For property owners and Leasing agents in Ōtaki's SH1 shops precinct, these challenges are compounded by likely changes in audience, following the opening of the Expressway. Existing and prospective occupiers are waiting to see how these benefit or affect visitation and trade.

Because of these localised challenges, and an increasingly competitive market, this area must achieve an even greater profile for opportunities there, in order to stand out and gain priority for potential operators with successive propositions.

The precinct needs to take charge of its pitch and position. This requires a dedicated online presence to tell Ōtaki's unique story, define customer catchments, demographics and growth, share the stories of successful businesses and identify the categories it most wants to attract. This detail and advocacy is especially necessary as competition for

A dedicated web page within the Elevate Ōtaki website can highlight available space and connect prospective tenants with agents that understand this market best.

Taking charge of the SH1 shop's collective profile and proposition will deliver a confident, consistent message that helps position the precinct ahead of other choices. A clearly understood purpose and direction for the area would create a leasing and retention advantage for property owners and a greater chance of tenancing empty sites for uses complementary to the existing offer.

6.0 PERFORMANCE

RECRUITMENT SUPPORT

Staffing challenges are likely to be ongoing as Ōtaki businesses compete for a limited number of prospective workers, seasonal demands increase and the availability of affordable accommodation for people from outside the area remains scarce.

Feedback from businesses across the precinct reflected the difficulty in recruiting for skills, with the lack of candidates and ongoing vacancies often compromising service levels, the ability for consistency in opening hours and overall performance.

Ōtaki can be hard to recruit people to, because prospective employees don't understand the locality, anticipate transport challenges, or have other logistical questions that they can't answer from online research. This puts the area at a disadvantage over other towns that have greater digital visibility, online information and decision collateral.

Ōtaki's SH1 shops can tell its story as a compelling place to work and live, along with providing a way that businesses can highlight employment opportunities, through pages within websites such as Elevate Ōtaki, Ōtaki Today or KāpitiCoastNZ.com

LOCAL CONSUMER CENTRICITY

Increasing visitation and spending from the local market takes on even greater importance once the Expressway opens and customer volumes likely change.

Developing a closer relationship with and support from the Ōtaki community relies on improving relevance to them and responding to the evolving needs of this market.

The SH1 shops have the opportunity to connect more closely with their audience and develop greater consumer centricity by talking more often with existing and potential customers.

Businesses individually and the SH1 shops overall should be offering shoppers the opportunity to contribute ideas for improvements, additions and changes so the area best reflects market needs and aspirations.

Consumer responses to surveys for the retail strategy have demonstrated the fondness residents have for the SH1 shops and their appreciation at being able to contribute to the future of this area.

Understanding what residents, holiday-home owners, workers and students want from the precinct will help businesses better adapt their offer and experience to meet these opportunities. Consumers' ability to shape the precinct's future is inclusive and will help build long-term goodwill as people see the changes they most want for the area, begin to happen.

CUSTOMER ADVOCACY

With less physical connection to potential customers, accelerating digital visibility, profile and advocacy for the area and its businesses must be a priority.

Consumers are driven by the inspiration and advocacy of others, which is achieved through Google, Trip Advisor and similar review sites.

Ōtaki's current profile and performance on these review sites is variable. Consumers are unclear on the area's proposition and can be underwhelmed, based on post commentary. Redefining what the precinct is and offers, is an important step in building advocacy for the area as a shopping and leisure destination.

Businesses in the precinct have also experienced variable reviews, with inconsistency in service and quality levels resulting in a wide spectrum of ratings.

Collective efforts to articulate what people can expect from the SH1 shops, weave the culture and essence of manaakitanga into every customer interaction and improving the quality of customer experiences should be a priority. Actively encouraging consumer feedback also needs to be a focus for businesses, as does ensuring individual online listings and imagery are current.

YouTube, TikTok and Instagram are other channels younger consumers are increasingly using to identify and prioritise shopping, hospitality and leisure destinations. Profile and advocacy for businesses sit within these posts.

Businesses in the precinct need capability and presence in these mediums - creating and encouraging compelling content that attracts people to the area.

Positive reviews, on-trend content and a dominant digital profile for the area and its businesses will help attract new visitors and inspire past customers, back into the precinct.

GUARDIANSHIP

The precinct benefits from a collaborative commercial community including the Ōtaki Business Network, that brings stakeholders together in supporting the success of the area.

The organisation of collective marketing efforts, enablement of placemaking initiatives, bringing conversations together and ensuring revocation work is delivered in line with agreed plans is necessary, on behalf of commercial stakeholders.

Businesses have shared the need for an experienced, dedicated 'SH1 shops' Coordinator who would be politically neutral and a trusted advocate for the area.

DEVELOPMENT RESPONSE

Revocation will create a future-focused environment that people will enjoy visiting and being a part of. The likely year-long construction project will have wide benefits for the community and businesses, however, there will be impacts during the work.

To sustain the current scale of the its offer, employment, and occupancy, the precinct needs to maintain as much trade from SH1 travellers as possible, attract new consumers to the area and better engage with its local marketplace.

Traders and consumers recognise convenience and experience are the primary reasons people choose this location over competing destinations. Protecting these assets and attributes during the revocation is vital for business continuity.

Businesses and the public have voiced concerns about revocation after a prolonged project in Paraparaumu and stalled work in Waikanae, which has affected retailers there. Greater controls, certainty, and pace is necessary for the SH1 shops, to counteract the likely loss of trade, the need for business resilience, and heightened customer goodwill

Initiatives

- Utilising pedestrian ambassadors and visitor experience-focused traffic management personnel
- Developing a work plan that is agreed upon with businesses and delivered by contractors
- Ensuring the precinct maintains a welcoming persona and is seen as 'open for business'
- Community messaging gently reminds residents to prioritise and support local businesses
- Completing noisy and impactful works outside of key trading periods
- Ensuring temporary traffic signs and wayfinding support positive experiences for visitors
- Keeping work vehicles out of customer parks - ensuring these are available to shoppers
- Ensuring materials, equipment and labour is available before work starts
- Providing businesses with weekly updates outlining work schedules and progress
- The materials and methodology specified supports the least invasive and impactful outcome
- Local suppliers have an opportunity to be involved in the design and delivery

6.1 BUSINESS INSIGHT

OPPORTUNITIES

We need signage to increase visibility of the shops from the expressway

Promote outdoor and adventure sector

Create excitement

Revocation allows for safer use of the area

CHALLENGES

Lacks a contemporary hospitality offer

Public transport - connections are missing

Telling our story

Maintainance & presentation

ASPIRATIONS

Sense of community

Keeping up with new target markets and trends is important

Leverage local heritage

PRIORITIES

Develop identity

Mitigate revocation impacts on businesses

Accessibility during revocation

Increase business collaboration

FEEDBACK EXCERPTS FROM BUSINESS COMMUNITY CONVERSATIONS

The SH1 shops must erect some large signage prior to the expressway turn off (northbound and southbound) it needs to be bigger and better than what Coastlands signs are.

Ōtaki needs to celebrate the adventure and outdoor attributes. This place is much more than the outlet destination it once was. People are constantly coming here for river and bush adventures, where will we feed and entertain these people?

Revocation work should include some nice seating for a rest or for cafe's outdoor spaces - create some excitement!

Parking and walking will be easier and safer when the Expressway opens as it will reduce the traffic volumes and smells. This will also allow for more pleasant outdoor activities like outside tables at cafes.

Ōtaki needs a more contemporary hospitality offer and evening options. Suggested frequently was an arts trail but only "if you can find a nice lunch!", "Clients often ask where they can eat and choices are limited." "We'd rather not leave for food but we have to". There is also demand for healthy living options.

There is huge demand for better connections with bus and train extensions. We need to ensure secure transport for staff and others coming into Ōtaki.

Ōtaki has three settlements, but it's hard to describe this to visitors. Thats the challenge in telling our proposition to consumers.

Often rubbish bins are full, gutters are full, and store fronts can look messy.

We need more "Sense of community" to be united. We really need to create some momentum. The new road is nearly on our doorstep.

Understanding new target markets and keeping up with emerging trends is important.

Change in demographic: Noticing more younger people visiting, not just our middle age and older regulars.

Leverage culture and heritage - Build upon market-gardening heritage. Encourage local growers to add value in cafes and restaurants.

Ensure revocation work is not impactful on the businesses of Ōtaki.

It is critical with the revocation work that access for trucks and utes with trailers is accounted for in the plans. The value of long-haul and forestry trucks is high for food outlets along the SH1 shops. This is very early morning through till mid afternoon.

Businesses need to work more collaboratively with each-other, there is unnecessary division in some aspects.

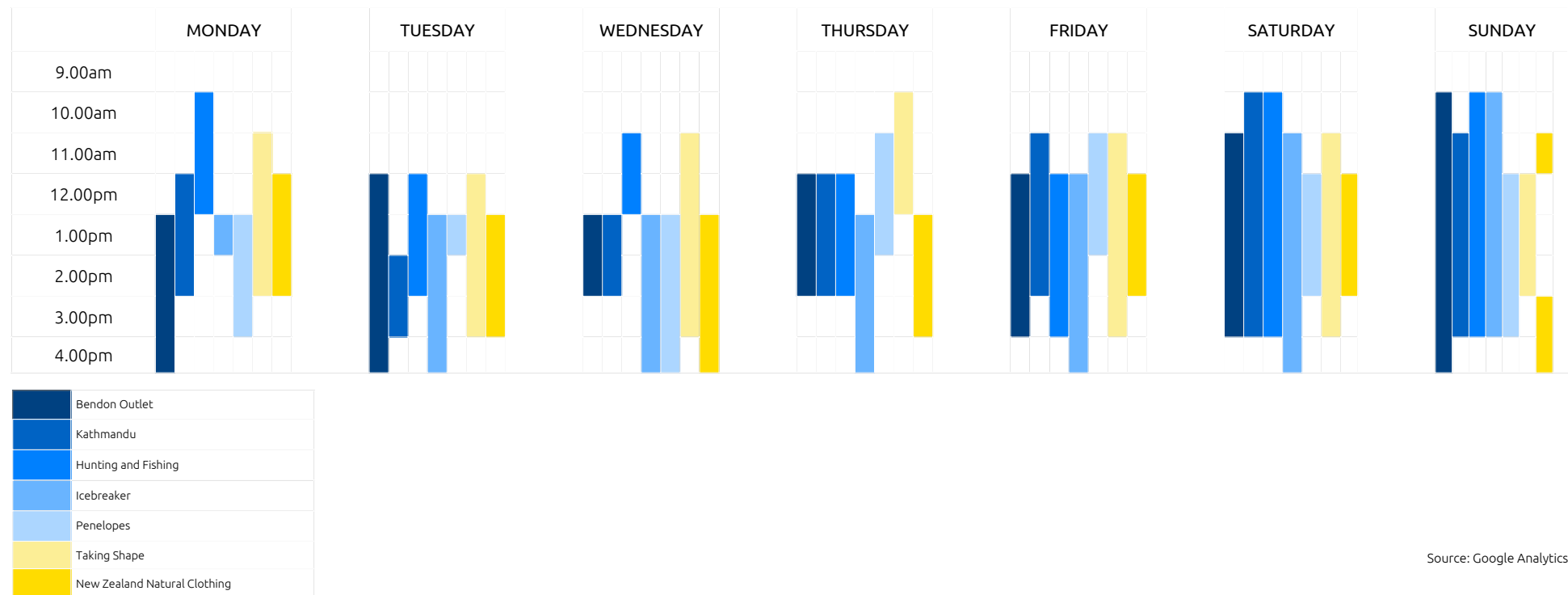
Ōtaki needs a clear identity - What are we? Are we a food & fuel outlet town? whatever we label ourselves as we need to deliver that and do it well.

Source: Feedback from the online business survey.

6.2 REVOCATION IMPACT MITIGATION

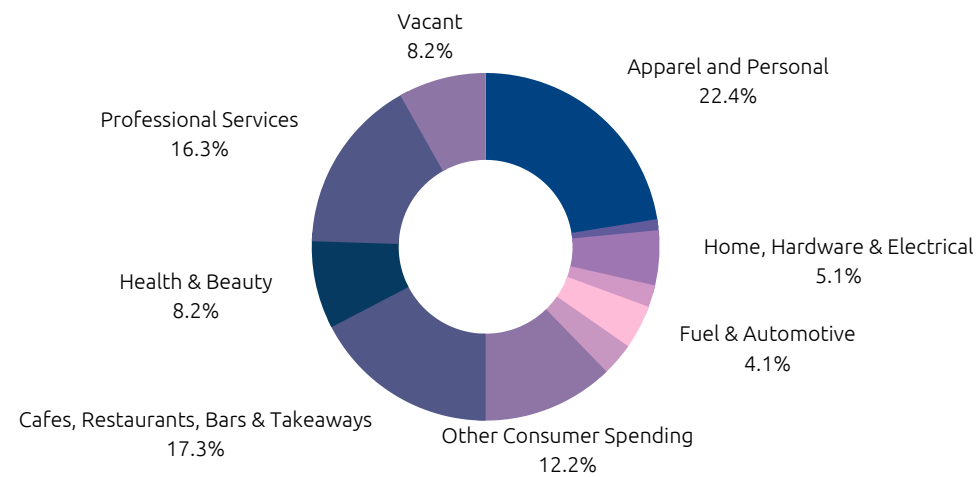
AGREE WORK WINDOWS	KEY TRADING PERIODS	WEEKEND STRENGTH	SEASONAL RESPONSE
Weekday mornings before 11 are the optimal time to minimise disruption	Prime-time trade across the SH1 shops is at its greatest between 12 and 2pm each day	Fridays, Saturdays and Sundays are the busiest trading days for the SH1 shops	The SH1 shops will continue to be busy around long weekends and holiday periods
Liaise with businesses to develop a workplan that minimises impact to most stakeholders	Cease or minimise noisy or disruptive works during these times to support business needs	Schedule invasive/impactful revocation work outside these times to support business needs	Maximise accessibility, parking and ensure tidy-site measures and temporary wayfinding signage is in place ahead of prime holiday trading periods
Transitory and future provision of parking reflective of SH1 shop's audience needs	Focus promotional/placemaking activities around these times to maximise benefit	Ensure the precinct is prepared and welcoming for visitors without construction interruption	

6.2.1 TRADING PATTERNS

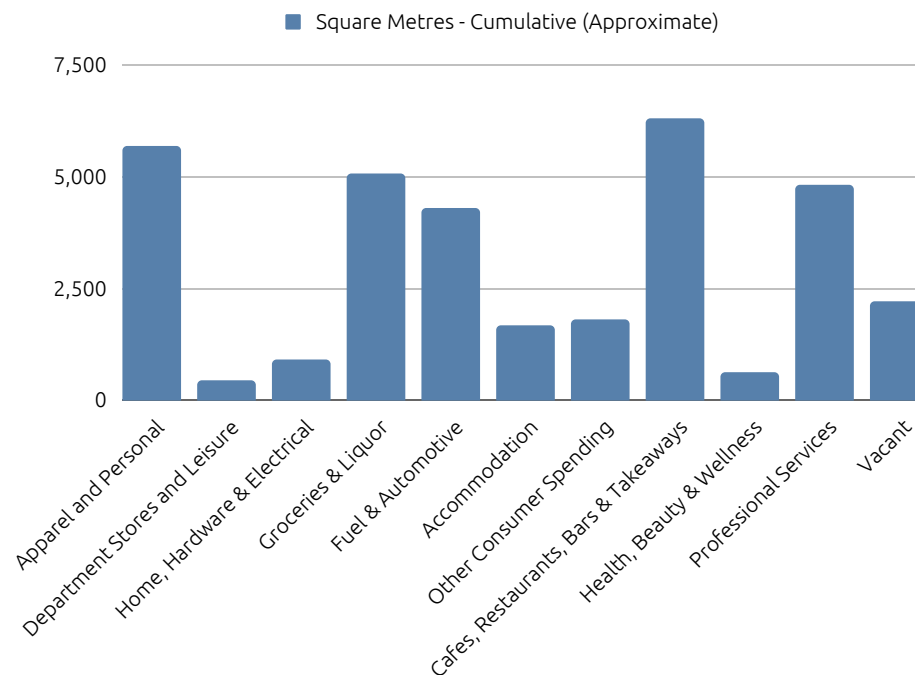


6.3 RETAIL COMPOSITION

6.3.1 ŌTAKI BUSINESS MIX



6.3.2 RETAIL FLOORSPACE



Source: FRG Space use analysis October 2022

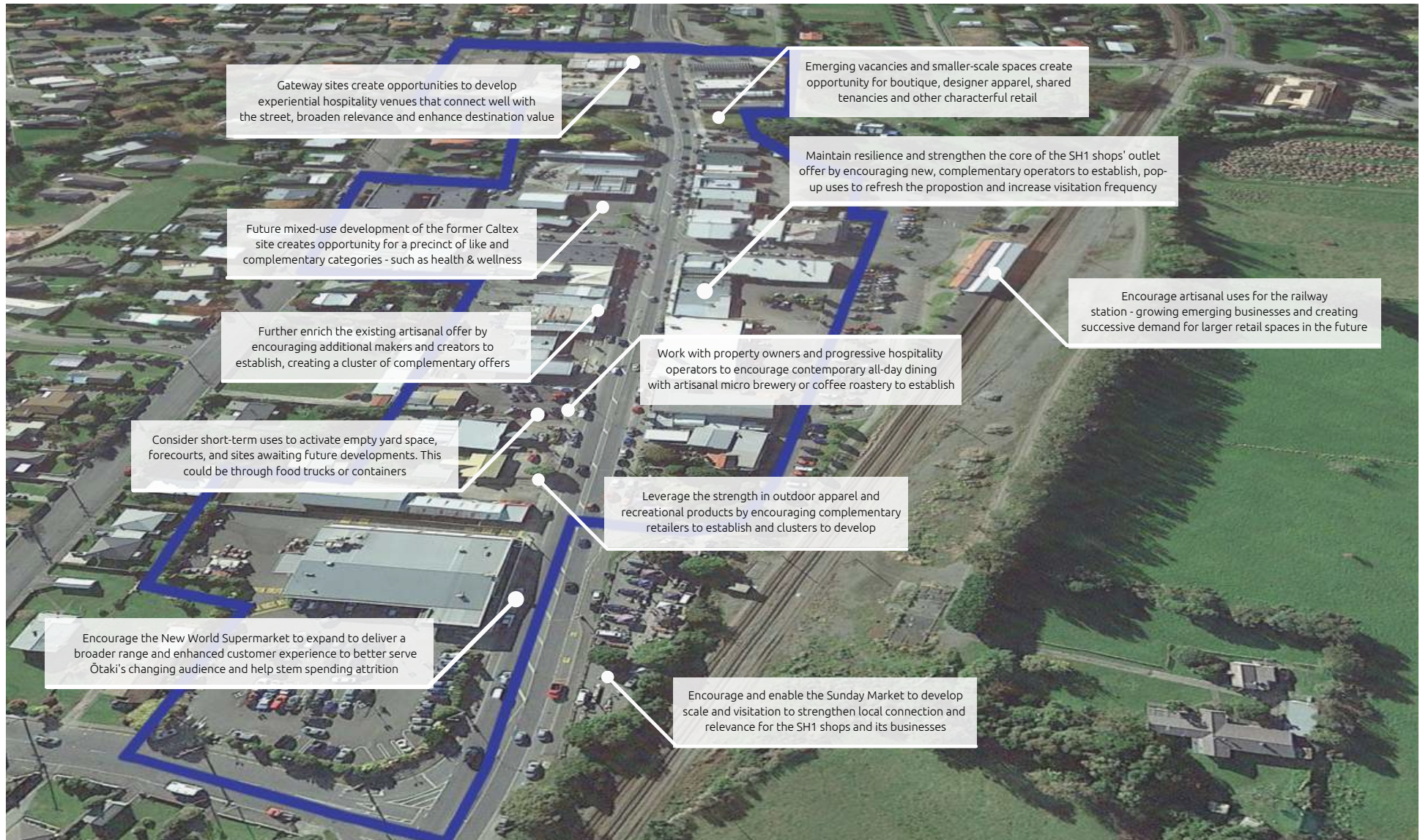
6.3 RETAIL COMPOSITION

6.3.3 GAP ANALYSIS

CATEGORY	CURRENT OFFER		GAPS/OPPORTUNITY	RATIONALE
APPAREL & PERSONAL	Menswear, Womenswear, Streetwear, Accessories, Lingerie, Outdoor		Shoes	Complementary to apparel category,
			Boutique and Designer Fashion	Resilience, Attracts broader audience, Complementary to wider category
			Sports Shoes, Activewear	Attracts broader audience, Complementary to wider category
			Childrenswear	Attracts broader audience, Enhanced local relevance
FOOD & BEVERAGE	Cafes, Bakeries, QSR (Subway), Food trucks, Public House, Pizza Restaurant	Bottle Shop, Supermarket, Convenience (BP, Mobil), Coffee Kiosk	Contemporary Dining - All day/evening offer	Anchors the Centre. Stems spending attrition. Builds pride & relevance
			Wholefood & Organic Grocery, Refillery,	Synergies with organic producers and community sentiment
			Gourmet Burgers, Pizza, Chicken, Sushi	Attracts SH1 travellers, Attracts younger audience, Stems spend attrition
			Convenience (24hrs)	Attract consumers from SH1, Supports rural service role
HOME & LIFESTYLE	Gifts/Homeware Books/Stationery Ethnic Goods,	Adult Goods, Vape Shop, Art Galleries	Art Galleries / Maker-spaces	Recommendation by existing galleries that additional scale is possible
GENERAL RETAIL	General merchandise		Cycle store and rental services	Supports new cycleway, Potential for bike/scooter hire services
HEALTH & WELLNESS	Hearing Clinic, Massage	Dentist, Physiotherapy	GP Practice, 7 Day Pharmacy, Natural Health	Greater relevance for the Town Centre, Supports amenity
			Optometry	Complements other health services, Stems spending attrition
APPEARANCE & BEAUTY	Hairstylists, Beauty Clinics	Tattooist, Barber	Laser Clinics and Beauty Services	Category growth in nearby Kāpiti Towns. Stems spending attrition
			Dedicated Nail Bar	Supports event-related visitors, Local amenity stems spending attrition

6.4 RETAIL OPTIMISATION

6.4.1 PRECINCT CURATION OPPORTUNITIES

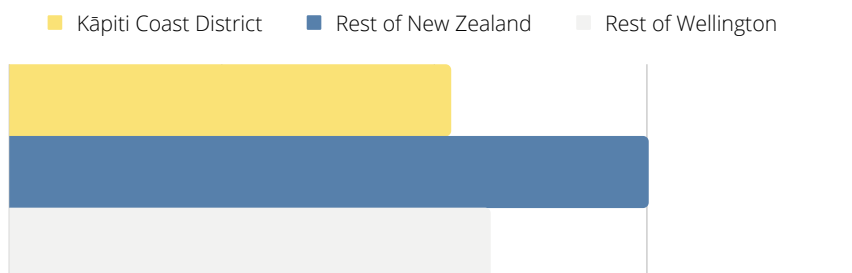


6.5 CUSTOMER ORIGIN AND DEPENDENCE

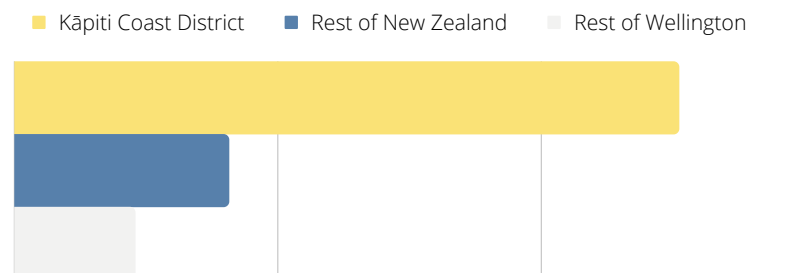
6.5.1 OVERVIEW

APPAREL	SUPERMARKETS	FUEL & AUTOMOTIVE	LEISURE/RECREATION
Dominance of out-of-region trade indicates the importance of profile and proposition.	Proportion of out-of-region trade, compared to wider-District highlights pass-through trade	Pass-through trade is ahead of rest-of-region indicating contribution travellers make to sales	Larger scale retailer dominates in the category providing strong destination value & experience
In aggregate, regional markets are the largest, requiring continued visibility and priority	More limited offer (scale and selection) likely leading to spending attrition to other areas	While well-served, nearby areas have more competitive fuel prices attracting motorists	Significant out-of-District spend is likely due to pass through, holiday and recreational custom

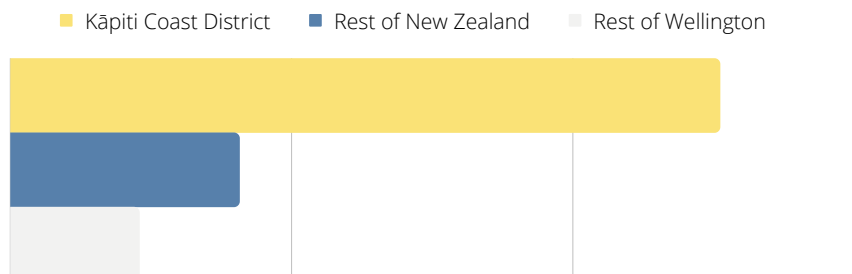
APPAREL



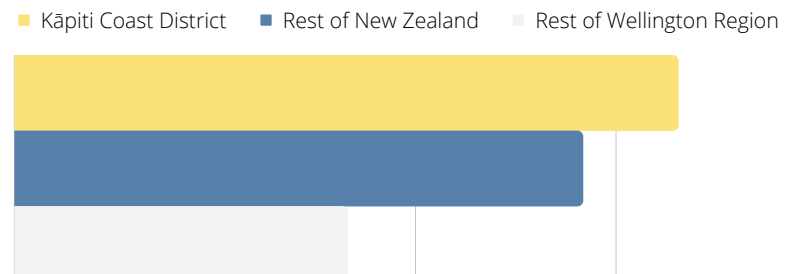
SUPERMARKETS



FUEL & AUTOMOTIVE



DEPARTMENT STORES (LEISURE/RECREATION)



Source Marketview for KCDC 2021 Customer Origin

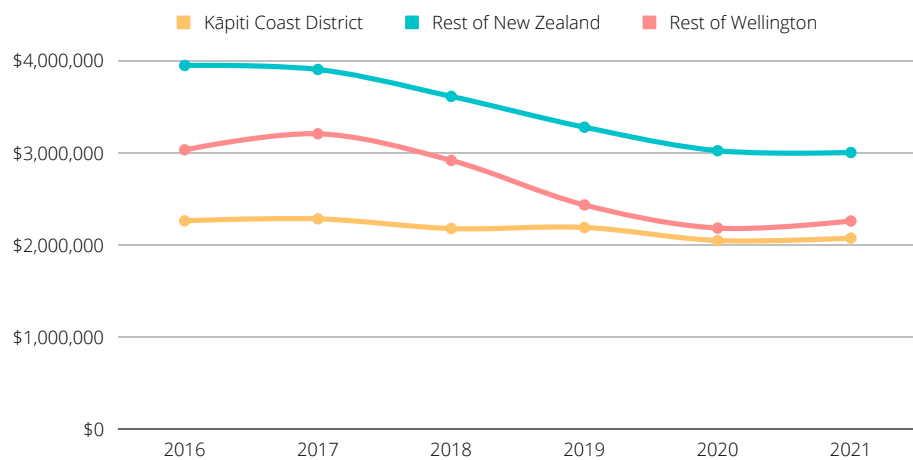
6.6 RETAIL SPENDING

6.6.1 OVERVIEW

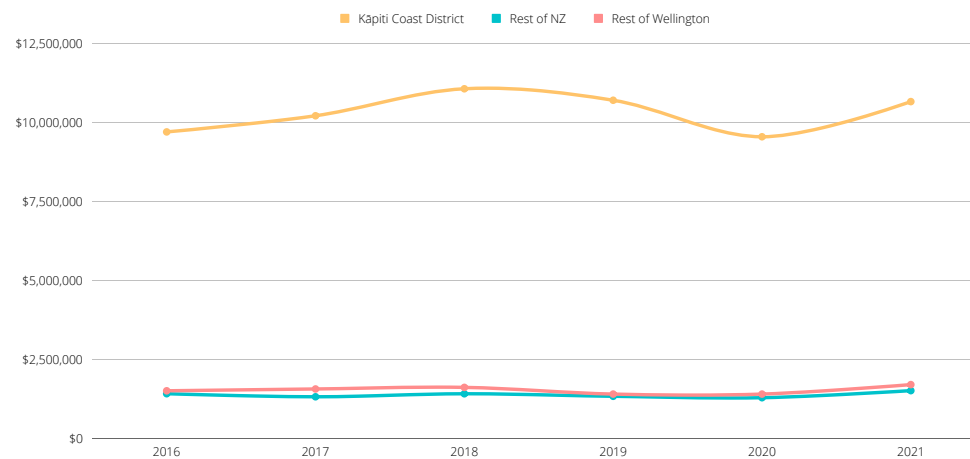
CATEGORY	RELEVANCE	FINDINGS	SOLUTIONS/INVESTMENT PRIORITIES
APPAREL & PERSONAL	<p>Apparel the largest occupier by floorspace</p> <p>Second largest employer by retail category</p> <p>Largest attractor of out-of-District trade</p> <p>Has been the SH1 shops' past unique selling point</p> <p>This is what the area is best recognised for</p> <p>Spaces of scale difficult to fill otherwise</p> <p>Concern non-retail alternatives would compromise area attraction</p>	<p>Proportionally, the rest of NZ spending is significantly higher than neighbouring areas - signifying the value travelers have to this market.</p> <p>Declining spend in recent years reflects fewer retailers in the category, more limited range and a narrowing demographic appeal.</p> <p>Protecting this market by encouraging and enabling continued spending from outside the District is vital.</p>	<p>Determine and define a clearly understood consumer proposition</p> <p>Further optimise retail mix to address gaps & opportunity</p> <p>Develop the F&B category to support broader destination value</p> <p>Promote destination value to maintain visitation and spend</p> <p>Further strengthen categories through gap management</p> <p>Support business resilience through maintaining visitor experience</p>
DEPARTMENT STORES & LEISURE	<p>Strong synergies with apparel category</p> <p>Cluster potential for destination value</p> <p>Supports recreational future for the area</p> <p>Supports role as a seasonal destination</p>	<p>Rest of NZ spending is ahead of regional spend indicating that travelers are also a priority market for this category.</p> <p>Category growth reflects store expansions and strengthening offers helping stem spending attrition</p>	
GROCERY & LIQUOR	<p>Supports role as a local service centre</p> <p>Supports role as a seasonal destination</p>	<p>Spend increased significantly through COVID, reflecting an increase in permanent residents, new developments and working from home trends that limited spending attrition</p>	<p>Encourage an enriched grocery offer to further stem attrition</p> <p>Leverage the attraction of destinations such as Penray Gardens</p>
FUEL & AUTOMOTIVE	<p>Supports role as a local service centre</p> <p>Supports heightened role as SH1 stopover</p>	<p>The rest of NZ spend is proportionally higher than that from neighbouring areas. This signifies the value that travellers have to this market, and likely associated spend with other retailers, by these customers'.</p>	<p>Promote Ōtaki as a convenient stopover on an SH1 journey</p> <p>Promote high-capacity electric vehicle charging as a differentiator</p> <p>Leverage traveler amenities</p>

6.6 RETAIL SPENDING

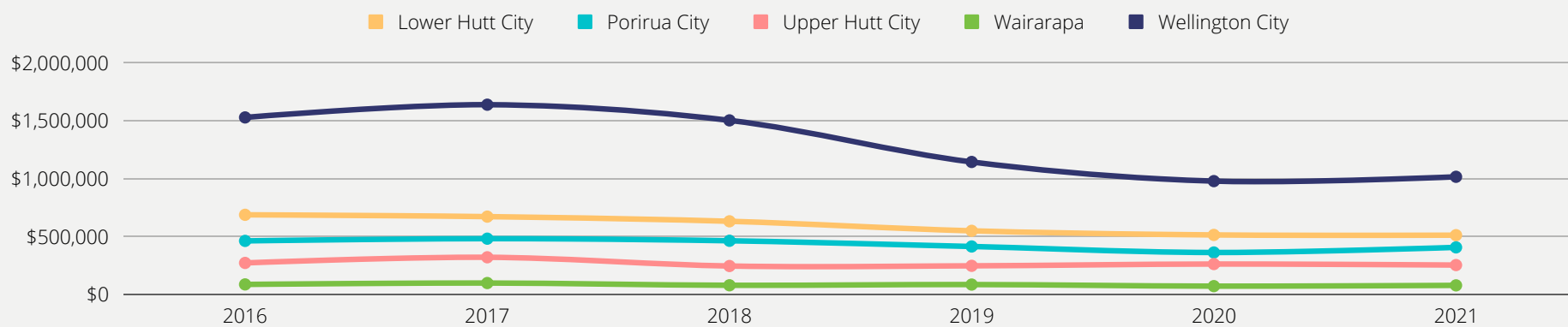
ŌTAKI - APPAREL AND PERSONAL



PARAPARAUMU CENTRAL - APPAREL AND PERSONAL



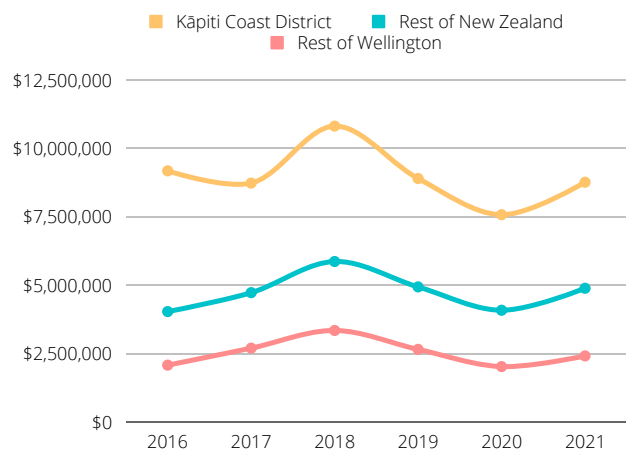
SPEND IN ŌTAKI ON APPAREL AND PERSONAL BY THE REST OF WELLINGTON REGION



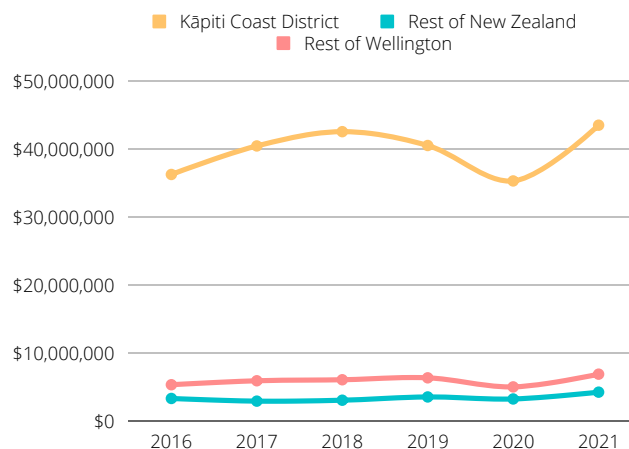
Source Marketview for KCDC 2021 Customer Origin

6.6 RETAIL SPENDING

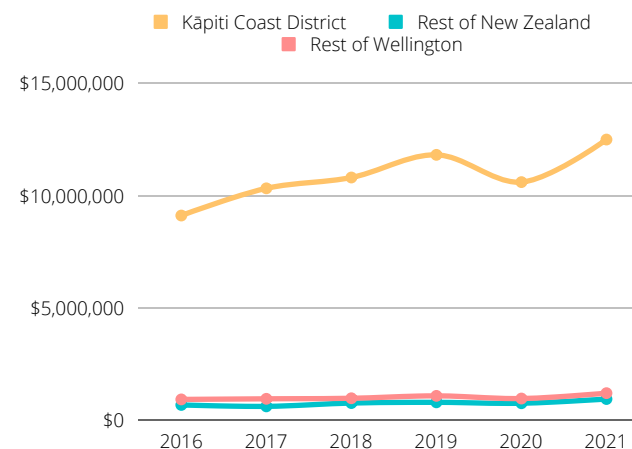
ŌTAKI - FUEL AND AUTOMOTIVE



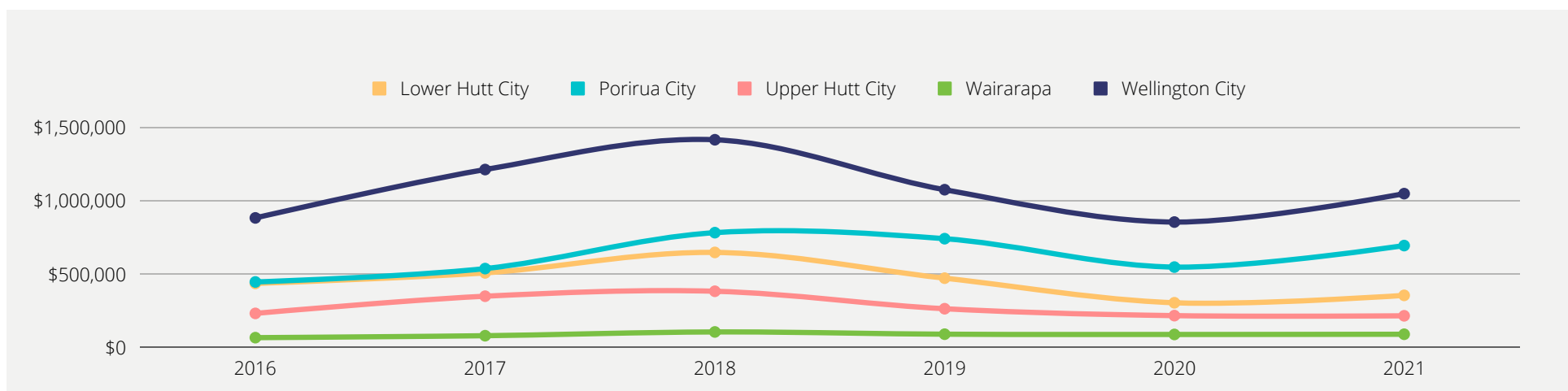
PARAPARAUMU CENTRAL - FUEL AND AUTOMOTIVE



WAIKANAĒ - FUEL AND AUTOMOTIVE



ŌTAKI - FUEL & AUTOMOTIVE. SPEND IN ŌTAKI FOR REST OF WELLINGTON REGION

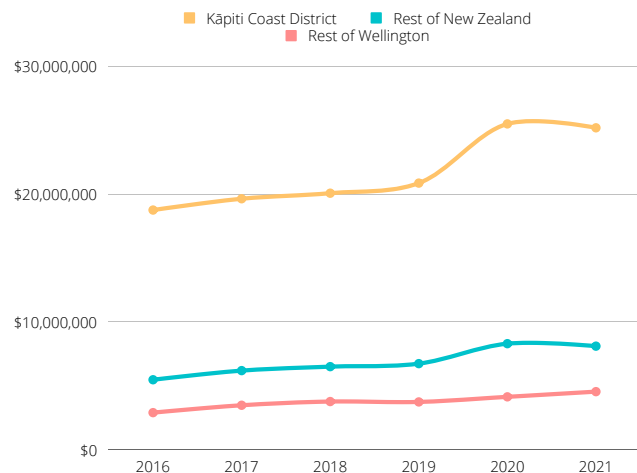


Source Marketview for KCDC 2021 Customer Origin

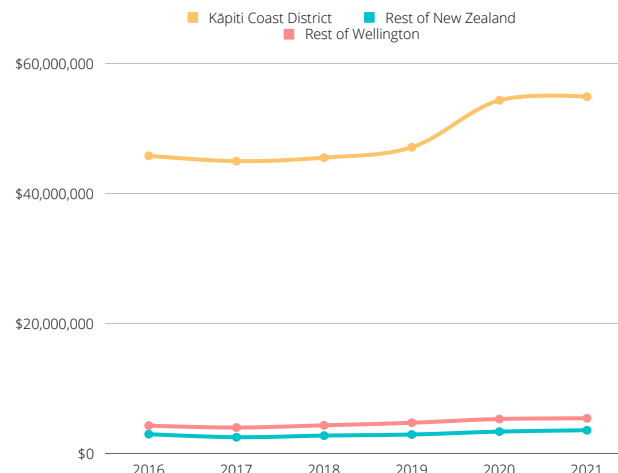
6.6 RETAIL SPENDING

GROCERY AND LIQUOR SPEND

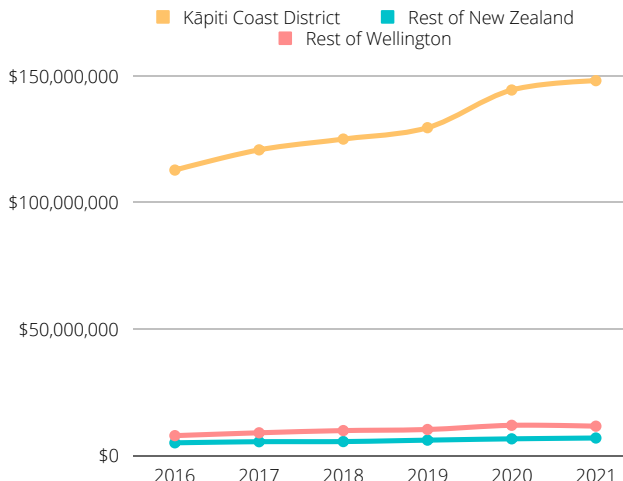
ŌTAKI



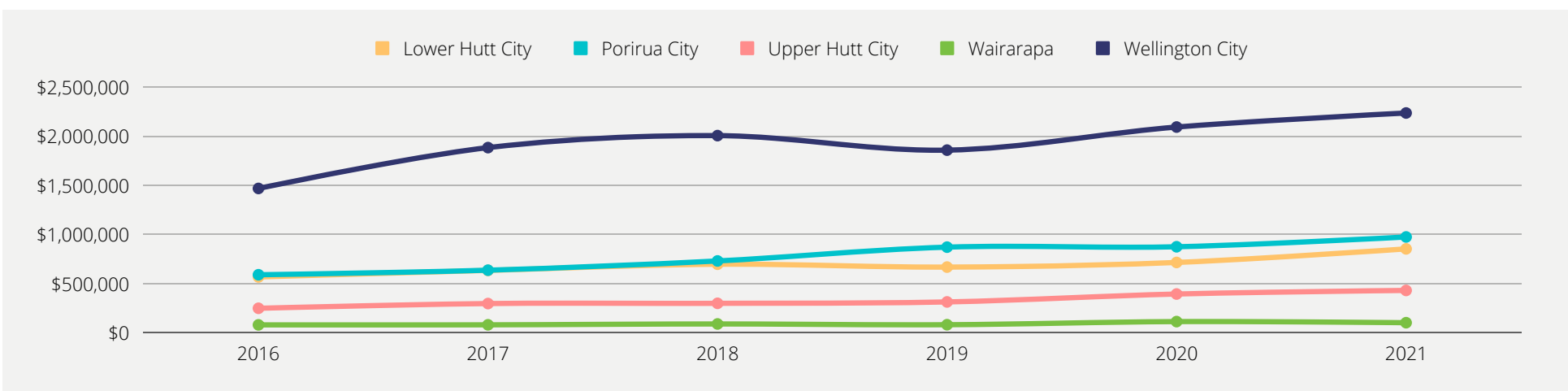
WAIKANAE



PARAPARAUMU CENTRAL



GROCERY & LIQUOR: SPEND IN ŌTAKI BY SPECIFIC WELLINGTON REGION

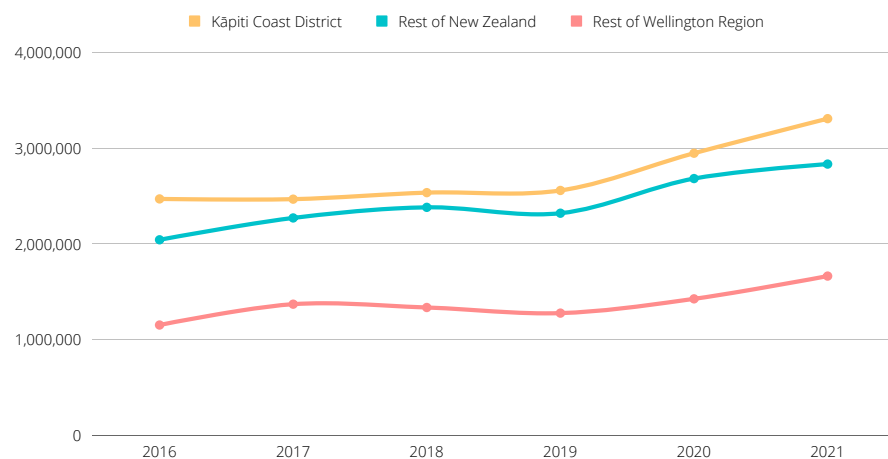


Source Marketview for KCDC 2021 Customer Origin

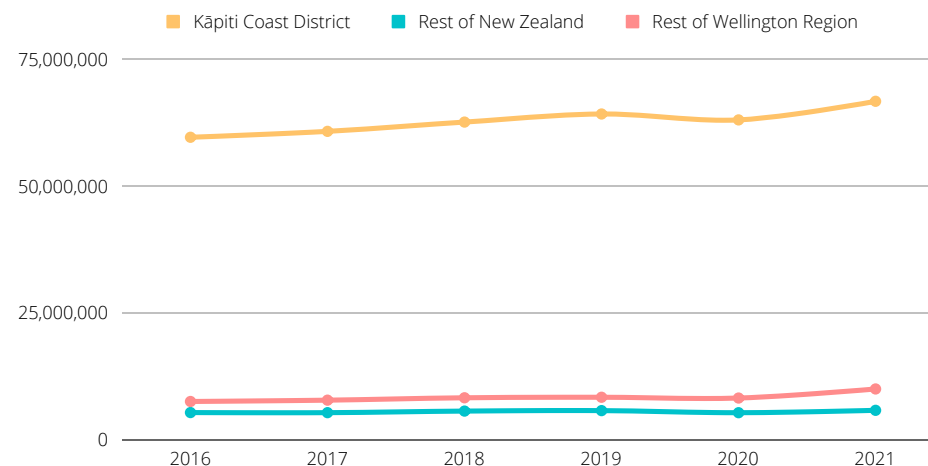
6.6 RETAIL SPENDING

DEPARTMENT STORES (INCL. SPORTS & LEISURE)

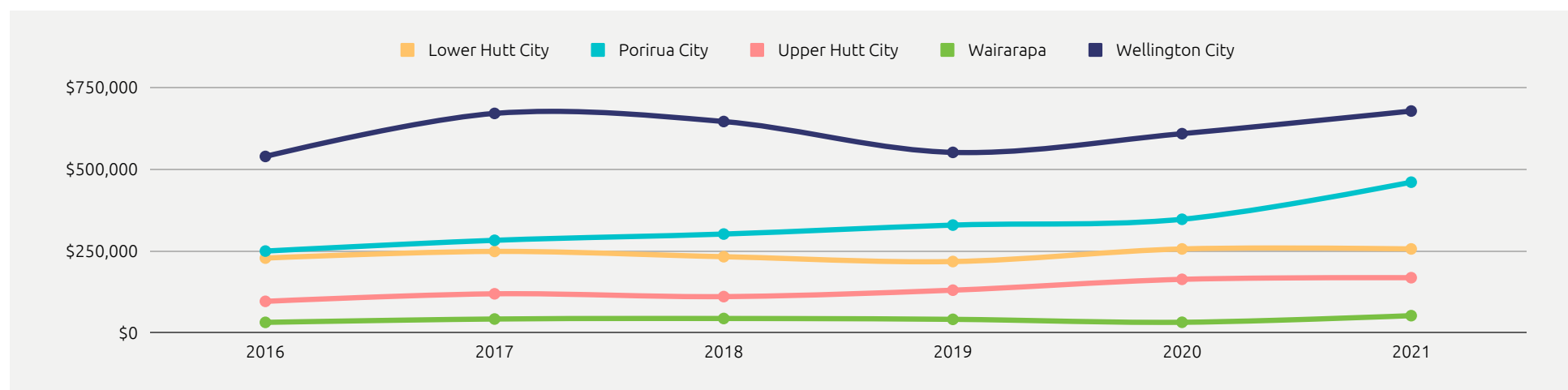
ŌTAKI



PARAPARAUMU CENTRAL



GROCERY & LIQUOR: SPEND IN ŌTAKI BY SPECIFIC WELLINGTON REGION



Source Marketview for KCDC 2021 Customer Origin

6.6 BYPASS COMPARISONS

FEW COMPARATIVES		EXPERIENCE IMPROVEMENTS	PREPAREDNESS	RENEWED LOCAL APPEAL
The SH1 shop's uniquely developed role has built around broader audiences, while the Main Street area serves a predominantly local audience. Bypass proximity and connectivity is unique		Reductions in traffic volumes have supported improved visitor experiences and seen growth in hospitality uses, outdoor dining and overall activation of the public realm.	Businesses that relied on pass-through trade were affected most, requiring adaptation to their offer to maintain relevance and performance with new audiences	Improved public realm environments and better connectivity has helped return bypassed town centres to destinations of choice and pride for local residents

	ŌTAKI - SH1 SHOPS	TE PUKE TOWN CENTRE	CAMBRIDGE TOWN CENTRE	TAUPO TOWN CENTRE
Opened	Projected December 2022	2015	Mid 2022	2010
Exits to Town	Close by North and South	Distant North and South	Distant North and South	Distant North and South
Considerations	Recognition as an outlet shopping area	Dominant town centre Rural service centre-wide catchment	Characterful, diverse town centre Benefits from tourism route to Hobbiton	Dominant regional centre Tourism destination and hub
Anchor Attractors	New World Supermarket Outlet shopping	New World & Countdown Supermarkets Mitre 10	New World & Countdown Supermarkets Mitre 10 Mega	New World, Pak'n'Save & Countdown Mitre 10 Mega & Bunnings
Population	9,200 - Ōtaki Central, Forks and Beach	8,688 - Te Puke East and West	20,500 - Cambridge	26,000 - Taupo and environs
Adjacent Centre(s)	Levin - 20km Pop 18,800 Waikanae - 16km Pop 12,237	Papamoa - 10km Pop 5,839 Whakatane - 65km Pop 16,700	Te Awamutu - 26km Pop 13,350 Hamilton - 25km Pop 178,500	Turangi - 50km Pop 3,790 Rotorua - 80km Pop 58,400
Key learnings		Town Centre was already resilient 3 retailers launched immediate upgrades 2 new cafes opened in the Town Centre Created a more relaxed environment Inspired investment in outdoor dining Convenience businesses affected most	Was already enjoying residential growth Centre now easier to reach for residents Reduced traffic created better ambience Still settling in. Trends yet to be known	Changes improved pedestrian connection with Lakefront and within town centre A service centre built on the bypass was unexpected by the business community and compromised anticipated continued stopover trade



Cream design store - Main Highway Ōtaki

CHAPTER SEVEN

RECOMMENDATIONS AND TIMETABLE



River Cottage Cafe - State Highway Ōtaki

7.0 RECOMMENDATIONS - PROPOSITION

INITIATIVE			RATIONALE
PROPOSITION	AREA RECOGNITION	Create a characterful, relatable name for the SH1 shops that speak to its offer, amenity and experience	Current terms include Ōtaki Railway and the Main Highway Shops however newer residents and visitors often don't know about this history and neither of those names reflect experience-led trends.
		Create a sub-brand or consumer-orientated theme for the SH1 shops within the Ōtaki identity	The SH1 shops need their own brand within the broader Ōtaki identity in order to differentiate as a shopping and leisure destination, demonstrate its special character, reflect its value beyond just an outlet offer and define the 'what and why' consumers should choose this area over others.
		Develop shared propositions that leverage strength and destination value in specific categories	Categories such as outdoor clothing, women's apparel and organics have all developed scale with the potential to anchor attraction and build consumer advocacy for the SH1 shops as a destination.
	VISIBILITY	Expressway signage that promotes the SH1 shops as a compelling shopping and hospitality destination	Compelling calls to action necessary for travelers to detour, stop and spend - capturing and maintaining as much of the existing pass-through trade as possible, following the Expressway opening.
		Digital visibility and priority that positions the SH1 shops as a destination people love to visit	Consumers are increasingly purposeful - planning destinations and spending based on online search and content. Ōtaki's SH1 shops can create a locally dominant digital position and priority.
	LOCAL AMENITY	Actively work to attract businesses and services that support the needs and aspirations of residents	The SH1 shops must demonstrate its relevance to existing and new residents, winning an increased share of spend and stemming spending attrition to nearby areas, to help sustain the scale of offer.
	LEVERAGING KEY AUDIENCES	Promote in alignment with the Ōtaki Kite Festival, World of Wearable Arts, Christmas, Māoriland Film Festival, Matariki celebrations, etc	The SH1 shops' immediate and passing audience is at its greatest during holiday periods and around local events. Concentrating promotions around these key times will help maximise potential from these audiences - many of whom are already in spending mode.
	LEVERAGE THE MARKET	Work with the Sunday Market to promote jointly, develop evening events and engage local residents	The Sunday Market already has strong connections with local residents. It has potential to attract more consumers on a regular and habitual basis to the precinct.
	LEVERAGE HUB ROLE	Promote the SH1 shops as the idea place to orientate to and from when visiting the area	Ōtaki is experiencing growing appeal as an event and recreational destination. Because of its amenities, provisioning potential and experiences, the precinct provides an ideal place for visitors to base themselves.

7.1 TIMETABLE - PROPOSITION

INITIATIVE - PROPOSITION	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	2024	2025
AREA RECOGNITION. Create a characterful, relatable name for the area that speaks to its offer, amenity and experience							
AREA RECOGNITION. Create a sub-brand or consumer-orientated theme for the SH1 shops within the Ōtaki identity							
AREA RECOGNITION. Develop shared propositions that leverage strength and destination value in specific categories							
VISIBILITY. EWAY signage that promotes the SH1 shops as a compelling shopping and hospitality destination							
VISIBILITY.Digital visibility and priority that positions the SH1 shops as an experiential destination people love to visit							
LOCAL AMENITY.Actively work to attract businesses and services that support the needs and aspirations of residents							
LEVERAGE KEY AUDIENCES. Promote in alignment with the Kite Festival, WOW, Christmas, Māoriland, Matariki							
LEVERAGE MARKETS. Work with the Market to promote jointly, develop evening events and engage local residents							
LEVERAGE HUB POTENTIAL. Promote the SH1 shops as the idea place to orientate to and from when visiting the area							

7.2 RECOMMENDATIONS - PLACE

INITIATIVE			RATIONALE
PLACE	SENSE OF ARRIVAL AND PLACE	Use signage and brand-aligned themes to signify key 'gateways' and strengthen area character	Delineating the SH1 shops to build awareness, presence and personality - celebrating the area and putting consumers in the zone for shopping, dining and socialising
	HERITAGE REPRESENTATION	Ensure tri-cultural themes are represented in the public realm through placemaking and messaging	Māori, Chinese and European pioneering culture creates a unique and captivating backstory setting Ōtaki apart as a destination and creating greater awareness and pride within the local community
		Reflecting Ōtaki's food production heritage through potential urban orchards and vegetable planters	Ōtaki's long history and continued involvement in growing is a further differentiator that the precinct can leverage to create nostalgic, memorable and talked-about visitor experiences
	PRECINCT PLACEMAKING	Enable complementary sectors to near locate through supporting public realm improvements	Creates destination value through choice, confidence, environment and vibrancy. Enables better streetscape provisioning - such as outdoor dining and public realm amenities.
	ACTIVATION	Maintain and strengthen activation of storefronts and pavement spaces by guiding design and use	While the SH1 shops have predominantly well-activated frontages now, any shift from retail uses could see this change - arresting continuity of the shopping experience and pedestrian patterns
	FAMILY FRIENDLY PLACEMAKING	Children's play areas and shared dining amenities, weather protection, toilets, increased seating provision	Encourages regular and habitual visitation, supports audience succession and ensures the precinct is attractive, inclusive and welcoming for all residents and visitors of all age groups
	PROVISION FOR THE MARKET	Ensure the revocation work creates infrastructure and amenity to support increased Market activity	A successful Sunday Market will help the precinct better connect with local consumers and attract visitors from further afield - creating economic opportunities for other businesses in the area.
	CRIME PREVENTION MEASURES	Provision enhanced safety and security measures to protect people and property in the precinct	Changes in traffic volumes will reduce current levels of capable guardianship that the area has benefited from. Other physical and remote measures will be necessary to support safety & security
	CREATIVE LIGHTING	Use catenary-type lighting that creates character and theatre to enhance the visitor experience	The SH1 shops needs character, greater visual interest and warmth in order to heighten visitor experiences and resulting commercial benefit creative use of lighting can create that environment.
	POP-UP SPACES	Create the ability for food-trucks to add-value to the area's proposition with similar solutions for retail uses	Encouraging diversity through a dynamic hospitality and retail offer while creating fresh and evolving experiences for locals, support emerging artisans and create successive demand for space
	DIFFERENTIATING ANCHOR	Explore differentiating uses for the Ōtaki's railway station that will engage locals and attract visitors	The Station is an under utilised asset that has strong historical relevance and sits closely to the SH1 shops. Utilising this for artisanal craft, food or incubator uses creates unique appeal and benefit.
	DESIGN GUIDELINES	Develop design and activation guidelines to help new occupiers integrate well into the precinct	It is important to guide future developments and new business's in delivering a style and environment that is sympathetic with the area - supporting character and activation

7.3 TIMETABLE - PLACE

INITIATIVE - PLACE	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	2024	2025
SENSE OF ARRIVAL & PLACE. Using brand-aligned themes to signify key 'gateways' and strengthen area character							
HERITAGE. Ensure tri-cultural themes are represented throughout the public realm in placemaking and messaging							
HERITAGE. Reflecting Ōtaki's food production heritage through possible urban orchards and vegetable planters							
PRECINCT PLACEMAKING. Enable complementary sectors to near locate through supporting public realm improvements							
ACTIVATION. Maintain and strengthen activation of storefronts and pavement spaces through guiding tenants							
FAMILY-FRIENDLY. Children's play areas, shared dining amenities, weather protection. toilets, increased seating							
PROVISION FOR MARKET. Ensure the revocation creates infrastructure & amenity to support increased Market activity							
CRIME PREVENTION. Provision enhanced safety and security measures to protect people and property in the precinct							
CREATIVE LIGHTING. Use catenary-type lighting - creating character and theatre to enhance visitor experience							
POP-UP SPACES. Create ability for food-trucks to add-value to the area's proposition with similar solutions for retail uses							
DIFFERENTIATING ANCHOR. Explore uses for the Ōtaki's railway station that will engage locals and attract visitors							
DESIGN GUIDELINES. Develop design and activation guidelines to help new occupiers integrate well into the precinct							

7.4 RECOMMENDATIONS - EXPERIENCE

INITIATIVE			RATIONALE
EXPERIENCE	RELIABILITY	Encourage greater consistency in opening hours and days to lift destination trust and preference	Locals and visitors need the assurance that stores, cafes and services will be open when they make the effort to visit the Centre. Competitive destinations deliver greater consistency and reliability.
	HOST CULTURE	Ensure Ōtaki's trademark culture is reflected in every interaction and guided by a customer charter	A warm, authentic and unified welcome across the precinct will set Ōtaki apart, creating talked-about experiences that represent the culture and essence of manaakitanga.
	DISCOVERY	Develop physical and digital maps to highlight precinct's consumer offer and experience	Maps can help demonstrate strength in categories, highlight businesses located off the main Precinct, find amenities, learn about local heritage and discover nearby towns and visitor destinations.
	WAYFINDING	Include signage that guides visitors to amenities, walking/cycling routes & popular destinations	The SH1 shops will likely see an increase in leisure visitors with the cycleway opening soon, as well as a safer, more relaxed environment that will support other active transport modes.
	CONVENIENCE	Ensure easily navigable, audience-specific parking that prioritises for the convenience of consumers	Visitors are often unaware of capacious dedicated parking areas while longer-term parks in the main precinct impact accessibility and short-term needs for customers of adjacent convenience businesses
	ACCESSIBILITY	Ensure changes continue to support Ōtaki's role as a rural support town and seasonal destination	Ōtaki Centre will require even greater reliance on local consumers and visitors without pass-through trade. This requires welcome and provisioning for utes, larger vehicles, trailers and caravans
	PUBLIC TRANSPORT	Champion improved bus connections to the SH1 shops to increase local trade and goodwill	More convenient bus connections - such as GWRC's on-demand service, can make the precinct a favoured destination for residents and workers in the Beach, Garden, Riverbank and Main Street township areas.
	BUILD EVENING AND NIGHT OFFER	Target contemporary hospitality operators and artisan F&B producers to anchor the area	Neighbouring Kāpiti townships have contemporary evening and night time hospitality venues that attract Ōtaki residents away from the area. A local offer would help retain spending and goodwill.
		Encourage the Sunday Market to deliver monthly Night Markets with food trucks and social activity	Attracting locals back into the SH1 shops and creating contemporary dining experiences needs to be a priority. Agile and flexible models - such as food trucks, create low cost, rapid solutions to this need.

7.5 TIMETABLE - EXPERIENCE

INITIATIVE - EXPERIENCE	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	2024	2025
RELIABILITY. Encourage greater consistency in opening hours and days to lift destination trust and preference							
HOST CULTURE. Ensure Ōtaki's trademark culture is reflected in every interaction and guided by a customer charter							
DISCOVERY. Develop physical and digital maps to highlight the SH1 shop's consumer offer and experience							
WAYFINDING. Include signage that guides visitors to amenities, walking/cycling routes & popular destinations							
CONVENIENCE. Ensure easily navigable, audience-specific parking that prioritises for the convenience of consumers							
ACCESSIBILITY. Ensure changes continue to support Ōtaki's role as a rural support town and seasonal destination							
PUBLIC TRANSPORT. Champion improved bus connections to the precinct to increase local trade and goodwill							
BUILD EVENING & NIGHT OFFER. Target contemporary hospitality operators & artisan F&B producers to anchor the area							
BUILD AN EVENING AND NIGHT OFFER. Encourage and enable night markets with food trucks and social activity							

7.6 RECOMMENDATIONS - PERFORMANCE

PILLAR	INITIATIVE		RATIONALE
PERFORMANCE	RETAIL MIX	Work collaboratively to attract complementary businesses and experiences to the SH1 shops	The SH1 shops will need to replace traders that close, and support succession - using these opportunities to further optimise and align Ōtaki's offer and experience with the marketplace.
		Guide property owners & agents in understanding the business types and experiences most needed	Targeted, strategic acquisition of new businesses and niches to the area can help further strengthen existing categories, deliver greater local relevance and help achieve necessary differentiation.
	DIGITAL TOOLS	Create a property portal, highlighting retail space availability, decision data and leasing agent links	There is little information available online that champions SH1 as a place to establish and prosper in. Improved profile and decision-supporting data can help target businesses most beneficial for the area.
		Create an employment portal that highlights job opportunities and local information for applicants	Ōtaki businesses find it difficult to attract skills and labour - other locations have a greater digital presence and tell their story in compelling ways.
	CONSUMER CENTRICITY	Regularly survey local and visiting consumers to understand needs and emerging opportunities	Engaging customers in shaping the future offer and experience gives Locals ownership, buy-in and pride in their Centre. The resulting goodwill supports future growth and resilience.
	CUSTOMER ADVOCACY	Support businesses to strengthen performance in online reviews and consumer recommendation	Consumers are increasingly influenced by social media content, online reviews and endorsement with profile and recommendations guiding destination decisions.
	REVOCATION DEVELOPMENT RESPONSE	Encourage businesses to strengthen online presence and prioritise e-commerce functionality	Proactive initiatives support income continuity, customer satisfaction and advocacy and overall resilience for businesses after the EWAY opens and during revocation construction works.
		Undertake strategic promotion of the precinct ahead of and throughout revocation work	Ensuring local and District-wide consumers recognise Ōtaki SH1 shops is open for business, experiencing exciting improvement and worth the visit through pop-up events and competitions.
		Positive, welcoming and grateful messaging to reduce visitation barriers and build support	Construction projects often frighten potential visitors through regulatory signage and accessibility challenges. This project can front-foot these barriers by taking a customer-focused approach.
		Ensure accessibility and convenience is assured and prioritised throughout construction works	Easy and convenient access, parking availability and positive customer experiences have been identified by businesses as the highest priority in protecting continuity and goodwill during works.
		Ensure impactful revocation works are scheduled and delivered outside of key retail trading periods	Other regional roading projects and the final phases of PP2Ō have seen night work minimise impact on the public. Local precedents and limited residential activity in the vicinity makes this achievable.
		Ensure provisioning for pop-up retail spaces as backup solutions for the most impacted premises	Enabling businesses affected by accessibility challenges, adjacent noisy works or other construction impacts to relocate nearby, temporarily, helps maintain business and service continuity
		Seek innovation in visitor experience during works through pedestrian ambassadors, events, etc	Creating positive visitor experiences will help maintain necessary habitual visitation, recently-won local custom and reward travellers that have made the effort to exit the Expressway
	LEADERSHIP	Engage an experienced SH1 shops co-ordinator	Enabling performance improvement and resilience initiatives requires dedicated, experienced resourcing

7.7 TIMETABLE - PERFORMANCE

INITIATIVE - PERFORMANCE	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	2024	2025
RETAIL MIX. Work collaboratively to attract complementary businesses and experiences to the SH1 shops							
RETAIL MIX. Guide property owners and leasing agents in understanding the businesses and experiences most needed in Ōtaki							
DIGITAL TOOLS. Create a property portal, highlighting retail space availability, decision data and leasing agent links							
DIGITAL TOOLS. Create an employment portal that highlights job opportunities and local information for applicants							
CONSUMER CENTRICITY. Regularly survey local and visiting consumers to understand needs and emerging opportunities							
CONSUMER ADVOCACY. Support local businesses to strengthen their performance in online reviews and recommendation							
DEVELOPMENT RESPONSE. Encourage businesses to strengthen online presence and prioritise e-commerce functionality							
DEVELOPMENT RESPONSE. Undertake strategic promotion of the SH1 shops ahead of and throughout revocation work							
DEVELOPMENT RESPONSE. Positive, welcoming and grateful messaging to reduce visitation barriers and build support							
DEVELOPMENT RESPONSE. Ensure accessibility and convenience is assured and prioritised throughout construction works							
DEVELOPMENT RESPONSE. Ensure impactful revocation works are scheduled and delivered outside of key retail trading periods							
DEVELOPMENT RESPONSE. Ensure provisioning for pop-up retail spaces as backup solutions for the most impacted premises							
DEVELOPMENT RESPONSE. Seek innovation in visitor experience during works through pedestrian ambassadors, events, etc							
LEADERSHIP. Engage an experienced SH1 shops co-ordinator to operationalise the Retail and Investment Strategy							



Artel Gallery



Books & Co



Salt & Honey



Reds Cafe



Caravan & Co



McAndrews Menswear



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