



The Karangahape Road Business Association

Business Plan

1 July 2017 to 30 June 2018

Telephone: 09 377 5086 | www.kroad.com | business@kroad.com | [www.facebook.com/kroad
business association](https://www.facebook.com/kroadbusinessassociation)

Our Vision

K Road is a place that celebrates diversity and supports culture and creativity and opportunities for business to flourish in a safe and welcoming environment

The Karangahape Road Business Association

- is an incorporated society registered under the Incorporated Societies Act 1908
- Operates as a Business Improvement District (BID) under the requirements of the Auckland Council BID Policy 2016

Strategic Plan

- A new strategic plan has been developed for the KBA area incorporating extensive stakeholder consultation.
- The Strategic Plan covers the five-year period 2017 – 2022.

Opportunities & Challenges for K Road

<u>Opportunities</u>	<u>Challenges</u>
<i>Unique, differentiated cultural identify; visitor and investor destination</i>	<i>Social cohesion – achieving a sense of place, sense of belonging</i>
<i>Cohesive and participatory business community</i>	<i>Globalisation – gentrification, rising property values, generic urban development, standardisation and replication</i>
<i>Diverse, complementary business mix</i>	<i>Loss of owner operated businesses</i>
<i>Retention and attraction of independent owner-operated businesses</i>	<i>Homogenisation of culture – replication and standardisation of streetscape solutions by Council; protecting cultural diversity and the unique cultural identify of each business</i>
<i>Heritage protection – conservation and adaptive use, identity and belonging</i>	<i>Diversity – business mix and culture</i>
<i>Increase in retail profitability through strategic promotion</i>	<i>Affordability – rising property prices and pressure on profit margins</i>
<i>Collaboration with property owners on behalf of SME and anchor business community</i>	<i>Retention of live music venues, a major night time attractor for K Road</i>
<i>Strengthening of events promotion and execution for K Road world food/ dining/ accommodation / live music performance/ clothing design/arts/ café culture</i>	<i>Business retention during disruption – minimisation of business and community disruption during construction of CRL Karangahape Station and underground rail corridor, construction of the cycleway along Karangahape Road.</i>

<i>Increased attendance at event through expanded audience reach</i>	
<i>Protection and enhancement of public space</i>	
<i>Reduction in traffic congestion and vehicle numbers through alternative mobility</i>	
<i>Alignment with specific festivals</i>	
<i>Cross-sector member networking events</i>	
<i>Emergence of a K Road annual events</i>	

Business Plan 2017/2018

This Business Plan defines activities to be undertaken by the KBA as part of year one of the five-year Strategic Plan. It lists focus areas and activities to be undertaken over the 2017/2018 financial year.

The budget for the 2017/2018 year includes target rate income of \$415,672 and other income from external funding or sponsorships.

The Business Plan is broken down into the following categories:

- Governance and Operations – activities focused on ensuring best practice management, compliance with legal requirements, sustainable funding and value for members.
- K Road Identity and Brand – activities focused on the look and feel of the KBAs branding and its consistent usage.
- Member Support and Capacity Building – activities focused on understanding KBA members and their needs, developing relationships with new stakeholder groups, communication and networking opportunities.
- Effective Stakeholder Relationships – activities focused on developing KBAs influence regarding infrastructure projects and advocacy functions which benefit the area.
- Business Retention and Growth Opportunities – activities that recognise the role KBA has in assisting member businesses to grow. Considering the opportunities that a larger footprint for the KBA could bring to its current members.
- Place – activities relating to placemaking.
- Marketing, Communications, Events and Promotions – a range of events and activations that support local businesses and the local community.
- Sustainable Environment – a range of activities to keep K Roads ‘edge’ and encourage innovation relating to new infrastructure projects, movement through the area and security.

2017/2018 high level areas of focus

- Completion of key future focused planning documents – strategic plan, annual business plan. KBA will strive to work collaboratively with stakeholders whose strategic goals align with the associations.
- Attracting additional income sources (sponsorship/ grants) to provide additional services to members
- Exploring greater use of volunteers – specific programmes (Ambassadors), community reference groups
- Having a greater focus on understanding members needs and how KBA can provide value
- Starting new connections & conversations with local stakeholders, particularly residents
- Greater marketing of the area, utilising Destination Marketing funds and additional consumer information
- Providing, and supporting, additional events and attractions – focused on K Roads unique attractions
- Advocating for the best outcomes possible, for KBA members and residents, from major infrastructure projects
- Operational improvements to office processes and resourcing models. These resources will provide an enhanced social media presence for the association and member businesses.

Detailed Activities for 2017/2018

1. Governance and Management

KBA will continue its focus on developing robust and well-structured Governance and Management systems. Actions over this financial year will include:

- Governance training for the KBA Executive Committee (post AGM) This is to ensure that the committee can develop a full understanding of their responsibilities as committee members. This will also enable the committee to understand the differentiation between governance and management roles.
- Increasing the public profile of Executive Committee members – in order for them to act as a ‘touch point’ for KBA members.
- Upgrade of KBA business systems – begun in mid-2017, the focus for this range of projects for this financial year is implementing a portfolio staffing model, modernising the approach to accounting and financial systems and improving the alignment between KBA goals and budget available.
- Explore and expand sponsorship opportunities by utilizing the existing relationships the KBA has with stakeholders. This will be through approaching sponsors for First Thursdays, K road Connect as well as other events and projects spearheaded by the KBA.
- Ensure membership information is as up to date as practicable. To do this KBA have allocated funds for an ongoing database administrator as a new initiative for the 2017/2018 year.
- Utilise an independent assessment aimed at tracking progress KBA is making against objectives from the Strategic Plan 2017-2022.

KBA management will continue to ensure that KBA (one of 48 BIDs in the Auckland region) retains its excellent compliance record with the BID team at Auckland Council.

As part of its governance approach, KBA Executive Committee may review this business plan during the 2017/2018 year to ensure activities align with resources available going forward.

2. K Road Identity and Brand

The KBA identity and brand needs to reflect the associations role and that we aspire to inclusiveness for, and within, the area. We need to use our branding consistently and be confident that it is reflective of our goals. KBA is considering a refresh of the current black branding in 2018/2019 but will start some preparatory work towards this exercise in this financial year. Working with a local company, this preparation is designed to assess whether we need to make changes or not.

3. Member Support and Capacity

A key focus for 2017/2018 is to better understand, and connect with the KBA membership. To do we will be focusing on upgrading the membership database and online directory. We will develop a new improved business ‘welcome’ pack.

We will continue to provide the KBA Business Newsletter 6-10 times annually where we welcome new businesses in our community, share relevant information and provide our members opportunities to connect with others in the area. A new initiative is to communicate with our property owners/ landlords; this is a membership sector we have not previously communicated with and we want to share with them information about issues relevant specifically to property in K Road.

Already KBA has started working to develop partnerships with local resident's groups; like our businesses members, residents are going to be affected by planned infrastructure. We are also seeking funding for the development of a residents' database. Together residents and our members can be powerful advocates for the look and feel of K Road.

Additionally, KBA will be developing a consumer database. This database will collect information on everyone interested in hearing what's happening in the area – it will be an additional marketing tool for events, investment and business attraction.

Our highly successful Business Connect Series will continue over 2017/2018. Other goals for the year are to investigate space for a 'resource centre' where information about K Road can be displayed for the benefit of businesses, residents and visitors and to investigate a community 'information board' to be placed in a relevant place.

4. Effective Stakeholder Relationships

KBA needs to work with others in the community to achieve our goals.

Having good relationships with a range of influential stakeholders enhances the organisations potential to successful advocate and influence outcomes. During 2017/2018, with significant infrastructure projects such as the CRL Karangahape Road Station/ underground rail corridor and construction of the cycleway, KBA will focus on working towards what members want and what is best for the area.

We will continue to work with a range of stakeholders including

- The KBA business member community
- Customer community
- Residents
- Property owners
- Investors and funders
- Community and social service organisations
- The media.

further development relationships with

KBA will also be supporting opportunities for members to influence outcomes directly. One exciting initiative during the year will be the Auckland Council Community Design Reference Group (Streetscape) where KBA members have already signalled their interest in helping shape the design of the K Road area.

KBA is also focusing on identifying and attracting sponsorship opportunities, consistent with our brand and values.

During 2017/2018 we will also focus on developing relationships with stakeholders from the LGBTI community and art dealer galleries. KBA will continue to work with our existing political stakeholders including Waitemata Local Board, Auckland Transport, ATEED and Auckland Council. There are some opportunities for KBA to liaise more closely with the Waitemata Local Board for growth opportunities.

5. Business Retention and Growth Opportunities.

We are responding to demand from members to run a retail promotion over the winter season 2018. We are going to work with local businesses in the design of the promotion and will be seeking sponsorship to cover overheads. The promotion will be utilised to develop the consumer database, promote KBA as a destination and to reinforce our brand.

KBA will make greater use of its media contacts over 2017/2018 to leverage opportunities such as the promotion.

Another opportunity KBA will be exploring will be the value of expanding the reach of the association. Businesses in surrounding streets, not currently part of the KBA, have shown interest in understanding what the KBA does and whether they can be involved. Whether it is worthwhile to expand the current KBA target rate collection area will be researched in the current year.

During the following financial year (2018/2019) KBA will be reviewing the K Road website. The website is a key tool for the association in terms of

- Being the 'go to' place for knowledge about local businesses (searchable directory and business listings)
- Being the 'go to' place for communication about the infrastructure projects about to commence
- Being the central repository of information about K Roads heritage, history, urban form and culture.

Already operating at capacity now, the focus this year on greater member information and communication means preliminary work will take place during this financial year in anticipation of a website refresh.

6. Sustainable environment

K Road is a place where people connect with nature, heritage and history and the association has a role to play in supporting initiatives that respect these characteristics and the values of the businesses located here.

KBA will continue to support Cross Street Markets through its relationships with Auckland Council. The Markets are a great example of local business executing a great idea that has created a 'place' people want to visit and offered business growth opportunities to micro businesses.

Members have also provided feedback that they would love to see a market developed in the area. KBA will be considering the possibilities of this and exploring ways to fund a market.

The association funds a strong security presence in the area. Whilst the week day security approach has proven effective in reducing crime and providing a community presence, KBA will reassess the

'Barwatch' programme during 2017/2018. If this program is discontinued then KBA will need to explore alternative weekend security options.

Another benefit of our week day security service is the role it plays in reporting on maintenance and streetscape issues. Our existing guard Tesina, is well known around the area and has an excellent understanding of by-law related issues. This service will continue for the current financial year.

One of KBAs major focuses will be its involvement in leading the K'Road response to infrastructure projects. We have managed to secure funding for the 2017/2018 year from the CRL team to be used for Destination Marketing activities. This funding recognises that there will be impacts on the business community whilst the projects are being implemented.

Draft Budget for 2017/2018

Activity – Expenditure	Budget \$
1. Governance and Operations	215,808
2. K Road Identity and Brand	\$500
3. Member Support and Capacity Building	11,750
4. Effective Stakeholder Relationships	0
5. Business Retention and Growth Opportunities/ Place	2,000
6. Marketing Communications Events and Promotions	108,700
7. Sustainable Environment	87,850
Surplus	10,564
Total Budget Expenses 17/18	437,172
KBA Income 17/18	
Grants	21,000
BID Target Rate	415,672
Dividends Received	500
Total Budget Income 17/18	437,172