



# **The Karangahape Road Business Association**

Business Plan

1 July 2018 to 30 June 2019

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## 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

Karangahape Road, affectionately known as 'K Road' is a unique recreational shopping, dining, business, trade and entertainment precinct, physically located at the rime of the Auckland city centre, a short walk up from the central business district.

K Road is a distinctive and deeply cultural space with a community focus on people and business in creative, imaginative, and inclusive ways that support cultural diversity, attracts talent, and fosters and catalyses creative thinking and a strong interdisciplinary and experimental innovation and enterprise ethos. K Road is New Zealand's only 24/7 street – known as a street that never sleeps.

## 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

- KBAs strategic plan is for the period 2017 – 2022. This Business Plan is Year 2 of the strategic plan.
- A summary of the strategic plan is available to view on the KBA website [kroad.com].

## 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</i>

	<i>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 programme</i>	
<i>Ensure street upgrade and cycle lane project is collaborative and that KBA members are represented</i>	<i>Consultation and collaboration for projects are non-representative</i>

## Business Plan 2018/2019

This Business Plan defines activities to be undertaken by the KBA as part of year two of the five-year strategic plan. It lists focus areas and activities to be undertaken over the 2018/2019 financial year.

The budget for the 2018/2019 year includes target rate income of \$425,648 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.

## 2018/2019 high level areas of focus

- Continuing to advocate for the best outcome from infrastructure projects
- Provide a range of support options for K Road businesses impacted by infrastructure projects
- Complete the K Road Identity Project
- Ongoing development of a K Road specific community communications tool [newspaper]
- Ongoing development of the K Road communications channels, with a focus on the website
- Bedding in of the K Road Crime Prevention approach

## Detailed Activities for 2017/2018

### 1. Governance and Management

KBA will continue its focus on developing robust and well-structured Governance and Management systems.

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 2018/2019 year to ensure activities align with resources available going forward.

### 2. K Road Identity and Brand

A significant project is underway to understand the ‘identity’ of K Road.

Instigated by KBA and funded by the Development Response team at Auckland Council, the Identity Project will seek feedback from local stakeholders to conceptualise the heart of what makes K Road unique. The project will be finalised in December 2018. It is anticipated that the KBA will review its work programme for the second half of this financial year based on the outcomes of this project.

### 3. Member Support and Capacity

During 2018/2019 KBA will support those parts of the K Road business community that need it most during the infrastructure

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.

Our highly successful Business Connect Series will continue over 2018/2019.

KBA's website will also get an upgrade to ensure the organisation can continue to meet member's needs. The upgrade is important to ensure information about the best ways to get around the area during construction periods, share business support options with members and ensure visitors always have the most to date business directory.

#### 4. Effective Stakeholder Relationships

KBA will continue to work with others in the community to achieve our goals. A focus for this year is to implement opportunities for greater visibility of the area in the area.

Stakeholders we work with include

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

Over this year we will focus on developing relationships with local iwi, the media and those involved in crime prevention

KBA is also focusing on identifying and attracting sponsorship opportunities, consistent with our brand and values. We are in talks with a nationally known brand about a project that will resonate with both the businesses and local community.

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.

KBA has strategically retained funds to ensure we are able to respond to circumstances surrounding the implementation of the Cyclelane and Streetscape Enhancement. This work is due to commence in early 2019. The funds will be used to activate areas and stimulate the local economy.

Understanding of the value of expanding the operational area of the K Road BID is ongoing. 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 continue to be reviewed.

#### 6. Marketing communications events and promotions

Members will continue to receive the monthly KBA newsletter full of information about what's happening, new businesses and 'characters' from the area. Social Media platforms such as Facebook, Twitter, Instagram, and LinkedIn will also be used to distribute information and strengthen the K'Road brand.

Branding identity and delivery will be influenced by the outcomes of the *Identity Project*.

A huge range of events will continue to be offered over the coming year including old favourites. The calendar of events KBA supports include

- Heritage Festival September 29<sup>th</sup> – 14 October 2018
- Fashion Week August 27<sup>th</sup> - 2<sup>nd</sup> September 2018
- Art Week October 6<sup>th</sup> – 14<sup>th</sup> 2018
- Electric Night October 11<sup>th</sup>, 2018
- The Others Way August 31<sup>st</sup>, 2018
- Light Path Festival December 1<sup>st</sup>, 2018
- All Fresco December 3<sup>rd</sup> – 6<sup>th</sup> 2018
- Meyers Park Medley January 2019
- Pride February 1<sup>st</sup> – 17<sup>th</sup> 2019
- First Thursdays July 2018/ December 6<sup>th</sup>, 2018
- Matariki June 2019

Events are organised by both the KBA directly and through supporting others keen to hold events in the area.

We are lucky enough to benefit from additional 'Destination Marketing' funding from the Development Response Team at Auckland Council.

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.

## 7. 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.

The association has traditionally provided a strong security presence in the area. Over this financial year, we would like to transition this service to members into a wider crime prevention approach. Already this is proving its worth with a new 'Store Watch' initiative involving a range of retailers interested in working collaboratively.

Our week day security service will continue. Teisina, our day security guard, will continue to report on maintenance and streetscape issues. Our crime prevention approach will broaden the range of services to members, so K Road is safe and secure.

## Budget 2018/2019

Activity – Expenditure	Budget \$
1. Governance and Operations	241,820
2. K Road Identity and Brand	30,000
3. Member Support and Capacity Building	23,300
4. Effective Stakeholder Relationships	500
5. Business Retention and Growth Opportunities/ Place	24,000
6. Marketing Communications Events and Promotions	98,100
7. Sustainable Environment	62,000
Destination Marketing	95,928
<b>Total Budget Expenses 18/19</b>	<b>575,648</b>
KBA Income 18/19	
Grants & carry forward	150,000
BID Target Rate	425,648
<b>Total Budget Income 18/19</b>	<b>575,648</b>