

A vibrant, stylized illustration of a street scene. In the foreground, a large tree with green and yellow leaves stands on the left. Two people are sitting on a bench under the tree. A white car is parked on the street, and a person is walking across it. In the background, there are more cars, buildings, and a cloudy sky. A flower bed with yellow and pink flowers is in the bottom left corner.

BUSINESS PLAN AND STRATEGIC RECOMMENDATIONS 2020/21

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1. OUR COMMITMENT

We are committed to you, the member, to:

- Facilitate good outcomes
- Communicate openly and regularly
- Provide support and advocacy
- Drive business promotion and projects

The Kaitaia Business Association Executive will deliver:

- Management
- Resourcing
- Best practice leadership
- Good governance
- Business advocacy

2. ABOUT THE KAITAIA BUSINESS ASSOCIATION

The Business Improvement District (BID) is a partnership between the Far North District Council (FNDC) and the Kaitaia business community. It is a program developed to revitalise and encourage economic outputs in the business areas. In 2012, a poll amongst Central Business District (CBD) business and property owners to establish a BID for Kaitaia was accepted with a 53% majority. With this successful ballot, in late 2012, Kaitaia became the northern-most town and the first rural town in Aotearoa to benefit from a BID programme.

The BID is designed to improve CBD business and amenity through agreed regular improvements to the town's physical, operational, economic or security infrastructure within the town centre. The BID is a partnership between local government and local businesses funded through a quarterly levy, by way of an FNDC targeted rate.

Local businesses within the BID area (or those who choose to join as associate members) contribute an amount of money each year through a proportional system which is determined by BID regulations via their rateable property value. The FNDC includes the levy with their regular rates notices and then forwards quarterly instalments of the BID portion to the Kaitaia Business Association.

The funding collected through the BID project is administered by the Kaitaia Business Association and enables the Kaitaia business community membership to determine and drive their projects and strategy. No person or single business can derive individual financial gain as a result of being involved in the BID project.

This targeted rates (funding) is used to:

- Develop and promote the membership of the Kaitaia business community
- Support economic growth through the identification and strategic planning of agreed projects
- Increase turnover and visitation via events, promotions and well-planned marketing
- Enhance the physical environment through determining appropriate projects.

The Kaitaia Business Association is governed by a voluntary executive committee, and membership is made up of businesses in the business targeted rated area in Kaitaia. Funding via targeted rates for the annual period to the end of June 2019 is \$50,000. No risks are identified to halt growth and implement this plan and strategic approach.

This business plan has been developed through the Business Association and has been developed

in conjunction with the background research implemented in August 2019. The organisation contracts a manager whose role is to work alongside the executive and members to implement plans approved by the committee and Annual General Meeting (AGM). The manager carries out any additional duties above the annual plans as guided by the committee.

Kaitaia is a town centre that has been traditionally known as a gateway to the Far North and is the last major town before the top of the North Island is reached. Kaitaia is a strong community and a town centre that has traditionally seen a substantial amount of tourism due to the bus and transit routes, which brings tourists and visitors into the town centre to visit, shop, experience and stay. This transit route has been changing and a decline in stopovers observed.

Kaitaia, with a population of approximately 5,000, is centrally located and close to many tourism and visitor destinations, such as Ninety Mile beach, Cape Reinga, vineyards, and outstanding beaches. It also provides various cultural experiences, tourist activities and Māori history. There is much to do in the area, as it has a wealth of interesting and worth-the-visit experiences.

The community is welcoming and generous, and the Saturday markets in the town centre are a great experience, as are other tourist and local activities. The main industries in Kaitaia are forestry and tourism.



3. EXECUTIVE SUMMARY

This plan is developed through the Business Association and has been developed in conjunction with the background research implemented in August 2019.

This plan is an annual plan for the organisation. However, the document provides strategic guidance that will direct the executive on a path that enables growth and a way forward to ensure that Kaitaia town centre is a great place to shop, visit and do business. The plan outlines actions, finance, SWOT, and environment, and guides the executive on a path of improving the organisation and its membership relations.

Whilst the plan is prepared for the Kaitaia Business Association, there are multiple partnerships involved in the collective success of the area. This plan acknowledges those partnerships and stakeholders – The Far North District Council, Mana Whenua, large industry (forestry), the Te Hiku Community Board, local community organisations and social services.

It is apparent that some respondents, the Kaitaia businesspeople, feel that the area has suffered from investment by the Council, that the environment is changing, and that additional, well-focused economic development is required to sustain the town centre and community. Big industry in the area is changing; one of the major transport companies is closing and the social issues faced by community do need engagement and support by local and central government. All these points have an impact on the success of the town centre. The foundation view of the business community is one of pride, integration, collaboration, and a strong sense of belonging. Central Government has a vested interest in the area, which needs capitalisation by the KBA.

This plan identifies objectives and ways to improve the Business Association to increase funding streams, business engagement, and shopper buy-in. Other objectives for business longevity are advocacy for commercial growth, improved economic development investment, and infrastructure growth projects in Kaitaia.

The Kaitaia Business Association executive committee aims to consistently develop value-added relationships and to collaborate with key partners, working alongside external organisations to achieve the objectives while undertaking a best-practice model to improve the business environment.

The recommendations outlined in the strategic and action planning initiatives are focused on:

- A promotional/event guide
- Brand identity and communications
- Budget allocation
- Attractors
- Strategic direction

This plan is based on the following assumptions and provides context for the strategic direction:

1. **Timeframe:** 2020/21 with a strategic focus on the next two years.
2. **Industry¹:** Service and retail, Business Associations, Business Improvement Districts. An advocacy and marketing/promotional organisation for over businesses/owners represented.
3. **Location:** Kaitaia – Primary/secondary trade area is an estimated 15,000 people
4. **Lifecycle position:** Growth phase
5. **Market focus and direction:** Business Association formed to promote Kaitaia town centre as a shopping destination – to shop, work and play. Governance by voluntary executive committee.
6. **Marketplace dynamics:** The income source is through local council targeted rates. Regeneration funding required to enliven the town centre, central government funding for the area is important to further economic outputs. Local support of the local business community, limited retailing in the strip area, below average night-time economy trading (restaurants/bars). No shopping mall in the town centre, low socio-economic area.
7. **Economic:** Sustainable long-term if targeted rates are supported, Currently there is limited resourcing, main funding source is via targeted rates.

¹ A business association (BA) or business improvement district (BID) is a defined geographical area within a town or industrial / commercial area in which businesses pay an additional tax or fee in order to fund improvements and promote local commerce within the district's boundaries. Funding is through a local government levy (rates) and is acquired through a voting process. The funds pay for the BA or BID's plans. Additional funds are sourced through fundraising. BIDs provide services like security, clean-up projects, capital improvements, consultation and lobbying for regeneration projects and streetscape enhancement, promotions, business assistance, economic development and marketing.

4. THE VISION

As the main town centre and shopping area in the Kaitaia and surrounding districts, the KBA continues to focus its efforts on attraction of support for an area that services the wider community. The organisation is particularly focused on the implementation of this plan over the next 18-24 months to bring about a change in direction that will serve the whole BID area and its membership.

The vision is to implement the actions deemed appropriate for a BID, without focusing on one area, i.e. CCTV. Through the research recently conducted with members, our vision is to implement plans that serve the BID and its members to ensure the targeted rates are spent in the areas of need and, where practicable, to achieve the vision of a thriving and prosperous town centre. More needs to be done as an organisation, and this is being implemented for the betterment of all, not the few.

The vision will include some new promotional plans, more relationship building, increased networking and an approach that brings about better communication and information to support and advocate for all members.

The KBA executive will be active and take a best practice approach to their governance. The aim is to advocate for local government to resource and support local projects to improve the business environment. The Business Association has been active in its support of membership, building and developing networks, implementing good leadership, and focusing on the relevant work to serve the interests of the members.

Mission

Kaitaia Business Association is an organisation that represents and promotes businesses in Kaitaia, Northland. The mission is to foster and grow economically and socially. The Kaitaia Business Association and key stakeholders are a group of people who are totally committed to a successful and vibrant Kaitaia, and a town centre that people are proud of. Kaitaia is a good place to do business, for tourism to thrive, and for locals to visit, shop, live, work and play.

The organisation has not previously developed a strategic or business plan of substantial significance on the back of research. This is an opportunity for the executive committee to implement real opportunities for growth and to take action to confirm those opportunities as goal-setting objectives (see the strategic direction and annual plan section).

The Kaitaia Business Association, as an organisation, can be a thriving Incorporated Society for its members, one that contributes and supports the businesses in the area and advocates for improved economic and social growth and capacity-building in Kaitaia.

TARGET MARKET	<ul style="list-style-type: none"> • Target market local shoppers (5,000) and visitors • Requires updated economic development government statistics • Needs more data i.e. vacancy rate, growth forecasts
PRODUCT POSITIONING	<ul style="list-style-type: none"> • Service provision, becoming known by stakeholders, growing market • Multiple small to medium stakeholders, some large property holdings by individuals • Technology use could be improved
RELATIONSHIP OBJECTIVES	<ul style="list-style-type: none"> • Provide better communications and services to membership • Collaboration and integration with key stakeholders • Understand and work dynamics in small to medium businesses • Work in harmony and for betterment of economic and social growth in area
NOT FOR PROFIT OBJECTIVE	<ul style="list-style-type: none"> • Provide a good service • Promote Kaitaia as a shop/service destination • Advocacy for membership • Working alongside stakeholders to improve economic and social outcomes in the area
SERVICE STRATEGY	<ul style="list-style-type: none"> • Grow services to gain better growth opportunities for businesses • Provide training and assistance so that businesses can grow (free) • Connect more members with each other
PROMOTION STRATEGY	<ul style="list-style-type: none"> • Become a well-known, accepted and respected brand • Sales, social and financial return for members • Work collectively – listen to business and customer needs/wants
COMPETITIVE ADVANTAGE	<ul style="list-style-type: none"> • A specialist town centre management organisation • Wide range of contacts • Political connections are both advantageous and disadvantageous – room for improvement • Positive relationships established through manager/committee • Knowledgeable contractors and committee • Debt-free organisation • Monopoly – introduction/growth phase so maximise opportunity • Room to improve

5. THE PAST AND THE FUTURE

The 'About' section of this document outlines where we have been. The vision of the organisation is to promote and advocate for a prosperous and positive shopping environment as we progress into the next two years of operation.

Initially, there was a substantial amount of effort going into the crime and safety aspect of the organisation with a large amount of BID funds and energy being focused on the CCTVs. This initially was to serve the issues of crime, vandalism, and anti-social behaviour in the town centre. This has now been less of a requirement by membership and there have been varying views on focusing on the output to also promote the area. The membership feedback in the August 2019 research indicated a strong desire for more activities, communications, business advocacy, and marketing to take place, as well as a desire for advocacy for beautification or a regeneration project to be implemented.

In moving forward, there is a real desire by the membership to 'do more' for the area. The KBA is seen as an important organisation to advocate for the business and property owners. More communications, networking and engagement was a way forward to connect business people and to work in a way that engages and supports business growth in the area.

Members are very proud of the area and have a strong opinion that more does need to be done to support the town centre and to work together to achieve a thriving, interesting and liveable environment. Members said that visitors and locals from out of town were important to the business environment.

The KBA executive committee is doing what is within its mandate to provide the necessary tools to ensure a sound future for the business community. The area in which the BID is located is widespread, comprised of two main geographical areas in Kaitaia. It is acknowledged that a new approach will aid in engaging members which in turn, will mean increased participation and positive social outputs.

6. SURVEY FINDINGS - AUGUST 2019

The recent survey findings indicated high support for the KBA to continue, as 90% said there should be a BID, 5% said they don't know, and 5% said no to a BID. There was a general theme of good work that was being undertaken, and that some changes had recently been made in the management of the executive committee and a model implemented to benefit the organisation and members.

To aid and assist the growth of the BID from a sound governance perspective, the recommendation is to update the KBA constitution and, at the same time, upskill committee members in governance. Improving relationships with elected members was another theme – this is a two way relationship.

A strong theme that was developed from the research was the localism and the need for additional funds to support the BID to have enough budget to do all the things that they should or could do as an organisation to support local and economic development. Mana Whenua supported the BID and their ongoing relationship is important for the betterment of all.

Communicating, networking and continuing the relationship-building with members and owners was a positive approach taken by the current executive committee. There is, however, a need to include additional work in the area of communications, which may include social media, one-on-one meetings, group sector meetings, and other ways of communicating with the BID members so that they might engage more and be participatory in BID activities.

The general outlook and overall perception of the findings is positive, reflecting the many opportunities to further develop and grow the BID. There will need to be additional work to implement the recommendations in the upcoming business plan. Funding, engagement, promotional activities and a consideration of the regeneration of the town centre all form a sound long-term plan for betterment and improved economic growth.

There were some mixed opinions as to the type of promotional activity that does or does not take place. In some instances, the feedback was about events that the KBA did not organise. There is a potential for the KBA to publish and share their calendar of events so that the members can be mindful of the opportunity to participate and what is being done with the BID funds.

A real theme of pride in the town centre was shared, but there was also much conversation of the need to do something about cleanliness, the general appearance, empty or dirty shop fronts, and streetscaping. There is an opportunity for a provision of works to take place to improve the town

centre. This may include and is not limited to new signage, an FNDC cleaning program, redevelopment and regeneration, and upgrades. A theme of relationship-building with owners to improve their buildings or a community/BID project related to town centre pride and cleanliness was apparent in the findings.

Key priority areas - from the research findings

There are some barriers to conducting business in the town centre area. These barriers are described in terms of beautification, local economic development, and inclusion of an improved relationship with key partners and stakeholders, such as the FNDC and the Te Hiku Community Board. Further work needs to take place to secure the growth and development that respondents talked about. Many respondents saw the role of the BID as doing work that is formally the role of the FNDC.

Dominant research themes

- Help other businesspeople and to give back to community - localism
- Promote and grow good Kaitaia businesses
- Connecting, engaging, networking and additional communications in the BID
- Additional training, upskilling and/or education of voluntary executive committee members
- Develop a KBA strategy and business plan
- Make changes to improve to the constitution, ensuring it aligns with policies/MOU
- Further funding required to support the KBA's ability to implement change
- Free education and training programs could be offered by existing providers
- Fix underlying issues – working at foundation to improve the KBA/membership
- Implement promotional activities, marketing: external and internal
- Resilience and improving processes, having a strong commitment to Kaitaia
- Work with landlords to improve the area and the condition of buildings
- Concerns highlighted about the current 'state' of the town centre, be welcoming, make improvements, develop a cultural or arts space in the town centre (empty tenancies)
- The town centre could be improved to be more inviting to shoppers or new tenants
- Working in a collaborative and partnership model with and alongside multiple parties

- Have a strong advocacy approach to improvements in the area, shop local and promote local
- Improve general reputation of the past so the KBA can progress
- Advocacy for major town centre regeneration projects
- Act of the collective for the many (membership), listen, engage and act for members
- The survey/research and planning work is a positive approach to improving KBA
- Improving off the back of old legacy projects
- Improve the KBA reputation by supporting the KBA volunteer executive committee
- Roles and skills need to be improved, roles made clearer
- Improve and help businesses and the area to prosper
- CCTV project
- Work alongside iwi, support businesses
- Advocate to council for improvements in Kaitiaki
- Clean and tidy town centre would improve environment, including lighting
- Traffic issues to be resolved by the appropriate people (FNDC).



7. STRATEGIC FRAMEWORK

Kaitaia Business Association's planning and strategic direction 2020–2021



Membership

Continue to grow membership, provide a framework for inclusion of membership in the BID work program, engagement and networking. Facilitate opportunities to ensure the voice of membership is heard. Advocate to local government members to improve economic outputs.

Identify tenant gaps, share findings with owners or brokers. Build on the existing commercial enterprises and drive economic growth through advocacy to agencies. Have a place at the table seeking engagement and decision making inclusive of the BID. Consider growth in the education and training sector as a possible way of increasing employment.

Leadership

Best practice leadership. Good governance practices. Engagement with members and support management to implement strategic and annual plans.

Promotion and Marketing

Promotions and brand identity development to connect with the customer base. Identify and develop attractors. Focus on being an inclusive and welcoming town centre, one that is a genuine customer-oriented shopping area. Develop events, promotions and marketing that is consumer interest oriented.

Environment/Economic Development

Infrastructure that enables the town centre to be accessible, liveable, and safe. Advocacy for a fair share in better roading, transport improvements, a best practice public realm. Ongoing roll out of improvements to safety and crime prevention.

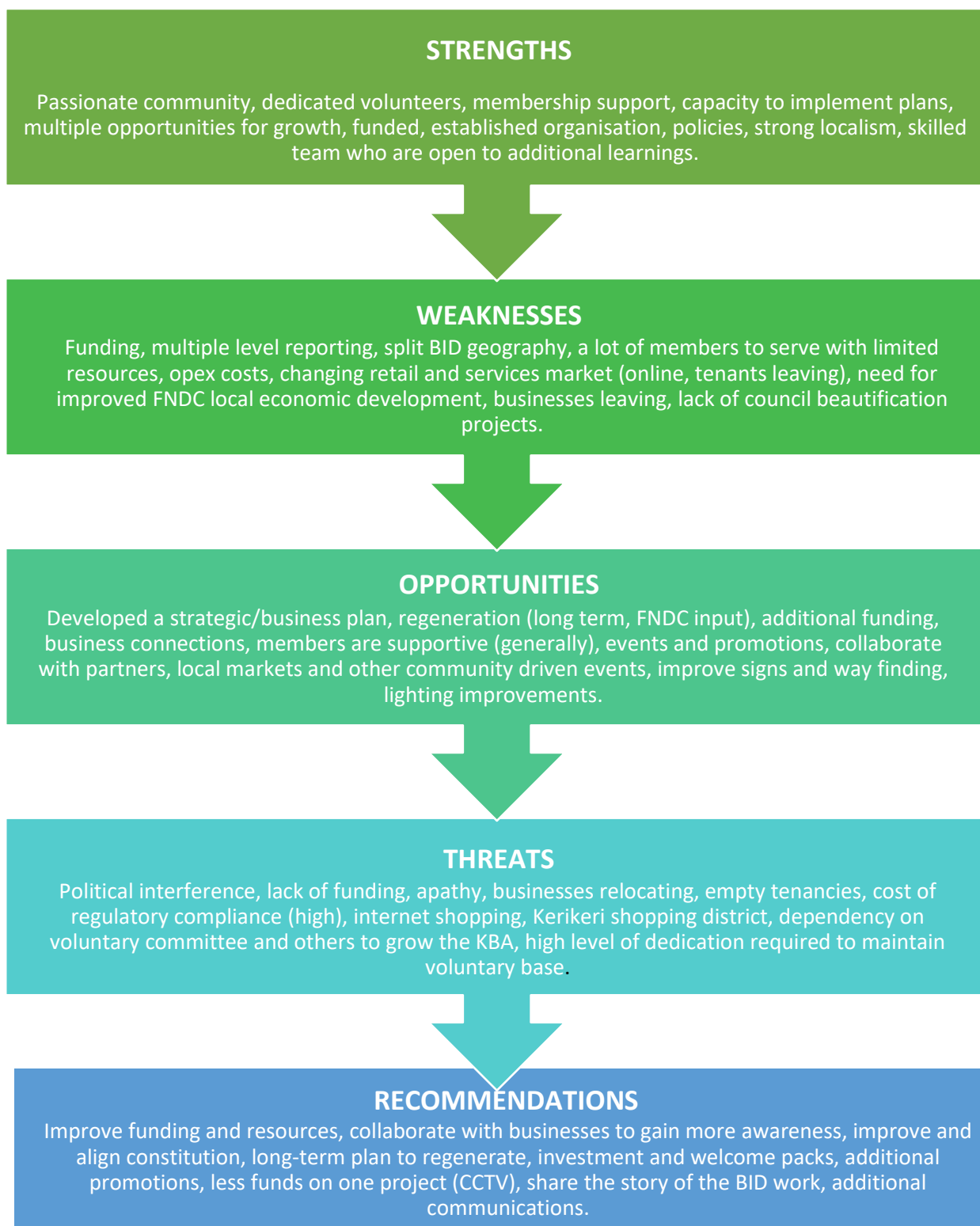
Engagement with mana whenua to celebrate Kaitaia and to work in collaboration with any future redevelopment or regeneration plans. Work alongside mana whenua to garner central government funding support of the BID and/or any major activities planned. Engage and address the importance of kaitiakitanga, environment and iwi.

Support Business and Advocacy

We aim to deliver great service and excellence in BID implementation plans. Through strong advocacy for the BID's place in Kaitaia and their mandate from membership, we will advocate for improvement in infrastructure and to address the needs of the business sector. We will advocate for improved signage, walking and parking, wayfinding and tourism.

8. SWOT

The business plan is developed through the business association and has been developed in conjunction with the background research implemented in August 2019.



9. SUMMARY

The Kaitaia Business Association SWOT identifies that the KBA is a viable organisation, and the results indicate that there are many positive and real opportunities to grow the KBA. The weaknesses are minimal and mainly related to lack of income, the lifecycle, and an organisation that is in a lower socio-economic environment with limited access to funding. These challenges are being overcome in time and with the support of a strong, dedicated, voluntary executive committee.

10. THE SWOT ANALYSIS HIGHLIGHTS

The SWOT identifies that there is an absolute opportunity for the KBA to work in collaboration with other local organisations who all have a goal of betterment and belief in the area of Kaitaia. The opportunity needs to be afforded to the organisation to undertake work to grow and prosper. This includes the absolute function of connections, advocacy, communications and engagement. There is an incredible opportunity for the town centre to have thriving businesses with the support of the KBA.

Regeneration, in time, will be required to sustain a profitable and viable town centre. There is an evidential opportunity for public and private partnerships (PPPs) to improve the area. Additional resources and service improvement to grow the offering will enable small wins, which will enable more buy-in from members.



Opportunities, threats, capabilities and gap analysis - overview

Strengths	Which means?
<ul style="list-style-type: none"> Positive and consistent committee Skilled manager (contractor) Monopoly Growing Effective collaboration networks Minimal admin costs 	<ul style="list-style-type: none"> Stability and understanding of organisation Increased revenue growth, knowledge, capable of developing and implementing plans and funding Time to establish itself and become competent Moving from implementation phase and gaining recognition by customers (businesses) Council, political and local belief in association objectives and role
Weaknesses	Which means?
<ul style="list-style-type: none"> Brand management needs improvement – this is a timeline situation Reputation as a town centre Constant infrastructure (also opportunity) Poor funding (one dominant source) Major promotional activity 	<ul style="list-style-type: none"> Expenditure time and good brand development required Attracts tenants who are less desirable Less alliance opportunities More funding required Difficult to compete with Kerikeri shopping area Funding must grow to compete
Opportunities	Which means?
<ul style="list-style-type: none"> Income stream growth opportunity Develop public markets Service offering As council invests, they will want good investment by businesses and the association, and therefore will support initiatives 	<ul style="list-style-type: none"> Resources and implementing strategic and business plans Potential for positioning as service provider to businesses Potential revenue increase

This section is related to viability of the organisation

STRENGTHS		
Possible strengths	Response	Is it a strength?
Assets including plant and equipment?	No assets	No
Long-term rental contracts for your business locations?	Low cost office rental	Yes
Are your services market-leading?	Unique offering as a BID	Yes
Have you got enough financial resources to fund any changes you would like to make?	Low level funding, will need to improve	No
Do you use superior technology in your business?	No	No
Can you scale up your volume if you need to?	Opportunity for offering improvement	Yes
Do you have a recognisable brand?	Town centre known, brand limiting	Moderate
Your reputation - are you considered a market leader? Or an expert in your field?	Acknowledged as an advocacy and promotional organisation	Yes
Do you have good relationship with your customers? (goodwill)	Good will over time and developing	Yes
Do you have strong relationships with your customers?	Some strong and viable relationships. This is growing	Yes
Do you have a positive relationship with your employees?	Contractors and voluntary committee	Yes
Do you have any unique alliances with other businesses?	Could be better. Grow this for additional support. Sourcing prizes and advertising	Improving
Do you have more experience in your field?	Excellence in experience	Yes
Are you involved with industry associations?	Involved and have relationships with other BIDs	Yes

WEAKNESSES		
Possible weakness	Response	Is it a weakness?
Have you got insufficient financial resources to fund any changes you would like to make?	Requires additional resourcing	Opportunity
Is your marketing failing to meet objectives?	Not been implemented or planned professionally but underway	Yes
Are your managers inexperienced?	A training and development opportunity, good guidance from external and committee sources	No
Do you lack BID industry knowledge?	Multiple avenues for support and training. Assistance available	Opportunity
Do you lack innovative skills?	The strategy and business plan will assist to grow skills	No
Volunteers?	Committee are volunteers – limited people volunteer / NFP	Moderate
Is your product line too narrow?	Offering could be improved i.e. training programmes, buying power, funding sources improved, grants, financial support, could improve gifting.	Yes
Do you have a weak or unrecognisable brand?	Town centre has strong brand (although fraught), we need to improve brand and image	Yes
Do you have a weak or unrecognisable image?	Known brand as a BID, is improving	Will improve over time

OPPORTUNITIES		
Possible opportunity	Response	Is it an opportunity?
Can you diversify your business interests?	In time, this should be a growth opportunity	Limitations
Can you expand your customer base? (geographically or through new products)	Would have to be two association purposes one for industrial and another for retail/commercial	Yes (limited by geographical boundaries)
Will the total market for your products grow?	As commercial buildings are developed	Occurring
Is the economic outlook favourable?	Slow: improving is a shared responsibility	Requires data/collaboration
Are there any favourable cultural shifts that will benefit you?	Good awareness of culture and environment. Strong iwi and mana whenua relations	Yes
Are there any changes in the use of technology that your business can utilise?	To use technology better (that process is underway)	Yes
Integrate with local events, activities in town centre?	Public markets, events, shows and local community projects	Yes
Are you involved with industry associations?	Involved and participant with multiple business associations	Yes – connections

THREATS		
Possible threat	Response	Is it a threat?
Is the power of your customers or suppliers growing, can they dictate price?	Trade area growth, population increasing	No
Are the needs of your buyers changing?	Yes, as is the local environment	Moderate threat
Will low cost imports impact your business?	Could impact on town centre retail offering	No
Do consumers have a choice to use a substitute product?	Yes, a lot of shopping destination choices	Yes
Is your market in slow growth or in decline?	Slow growth due to major infrastructure project	Interim (1 year)
Are there any changes in demographics that will impact your business?	Provision of demographics to be provided once statistics available.	Monitor
Council policy/accountability?	Must comply	No

11. STRATEGY AND ANNUAL PLANS

Through recent research and engagement with executive and stakeholders, specific focus areas of work on strategic planning have been identified. The areas of work outlined below in tables indicate where these actions can be included as part of the annual plans and clearly indicate how the projects can assist the Business Association.

These are not quick fix aims; they are strategic, as well as annual-plan-focused. Each of the focus areas indicate the key objective and outlined actions to enable output. This type of integrated strategic and annual plan is unique in that two business focus areas are being incorporated. The purpose of this action is to save funds, to guide the executive committee and members, and to enable the management to have a focus on annual plans.

Increase funding

Key Objective: Annual budget of \$75,000 by 2022 \$55K 2020-2021	<ul style="list-style-type: none"> Review current budgets and align budgets Develop plans that can resource funding Enable stakeholders participation (goods in kind) Apply for grants to support the BID
Estimation of cost involved	<ul style="list-style-type: none"> Minimal cost to implement the growth plan Allocate project to contractors or outside assistance Seek support from government agencies Source goods in kind funding (printing, prizes, collateral, marketing material, data and opex assistance)
Estimation of benefit	<ul style="list-style-type: none"> Increased service provision, quality and reputation Economic growth through improved businesses 3%-5% vacancy rates in town centre (work with landlords) Improved budget by a minimum of \$25,000 per annum Increased and improved knowledgesharing Reduction in business risk
Implementation	<ul style="list-style-type: none"> Establish and communicate key performance indicators to measure improvement
Strategic control	<ul style="list-style-type: none"> KPIs reported on monthly to stakeholders Committee control and identify success – KPIs

Build brand image and businesses relationships

Key Objective: KBA recognition, increased consumer interest and participation	<ul style="list-style-type: none"> To increase market exposure To capacity-build and assist with business incubator/growth generation To increase services and therefore awareness
Who in the business does it affect?	<ul style="list-style-type: none"> Executive committee, membership Contractor – centre manager
Estimation of cost involved	<ul style="list-style-type: none"> Time and energy, minimal budget requirements (source seed funding), seek goods in kind and other resources Up to \$8,000 over a two-year period
Estimation of benefit	<ul style="list-style-type: none"> Increase brand awareness, value add Increases in stakeholder buy-in and faith in the BID Reduction in business risk
Implementation	<ul style="list-style-type: none"> Agreement and modification of current planning Committee to create strategic alliance with selected 'movers and shakers'
Strategic control	<ul style="list-style-type: none"> Measure the increase in use of services, customer (business) Relationship process, attendance at functions and buy in with promotions. Membership feedback.

Accentuate differences: Improve the KBA offering to members

Key Objectives: Membership buy-in participation and engagement	<ul style="list-style-type: none"> Develop value offering to membership Communicate and engage – working 'on the ground' Reduce poor opinion and low membership engagement
Who in the business does it affect specifically?	<ul style="list-style-type: none"> All stakeholders – businesses and their customers. Community and membership are the local community
Estimation of cost involved	<ul style="list-style-type: none"> During the two-year period (2020 – 2022) up to \$8,000 of annual funds. The budget is identified in multiple item lines.
Estimation of benefit	<ul style="list-style-type: none"> Increased membership Economic viability and sustainability Integration and networking/sharing and collaboration Reduction in risk
Implementation	<ul style="list-style-type: none"> Through strategic idea of increased services With the people, through the people (volunteers)
Strategic control	<ul style="list-style-type: none"> Set goals with clear targets via business engagement

Promotional activity

Key Objectives: To develop a retail/services promotional plan to increase KBA brand awareness, consumer buy-in at shops, relationship building with members, and assist small-medium businesses	<ul style="list-style-type: none"> Secure prizes and sponsorship A positive KBA brand and relationship building activity for membership Encourage turnover by promoting participation by shoppers to join the competition Build up a database (if desired) Incorporate other activity – entertainment, shopper engagement (teams in Tees) Positive community engagement
Who does it affect?	<ul style="list-style-type: none"> All stakeholders
Estimation of cost involved	<ul style="list-style-type: none"> Up to \$6,000 including sponsorship and prize
Estimation of benefit	<ul style="list-style-type: none"> Improve brand awareness of KBA. Engage sponsors Engage with membership Community (shopper) and business participation Brings people to the town centre Reduction in business risk
Implementation	<ul style="list-style-type: none"> Management and executive committee Majority of stakeholders will need to buy in
Strategic control	<ul style="list-style-type: none"> Committee

Improve competencies of committee and membership through training

Key Objective: Improve governance and management via best practices. Offer members free retail/service training	<ul style="list-style-type: none"> Additional training: Manager, executive committee and members Executive committee gains governance knowledge and abilities to execute best practice model in NFP governance Voluntary members satisfied with contribution
Who does it affect?	<ul style="list-style-type: none"> All stakeholders
Estimation of cost	<ul style="list-style-type: none"> Minimal, source free external agency training
Estimation of benefit	<ul style="list-style-type: none"> Reduction of stress for manager/contractor Increase in strategic and corporate goal-setting Better understanding the organisation
Implementation	<ul style="list-style-type: none"> Performance appraisals of committee and contractors Lobby council for free training programmes
Strategic control	<ul style="list-style-type: none"> Member feedback/surveys

12. FINANCE

Kaitaia Business Association Budget: 2020/2021

Work Programme	Budget	Timeline	Action
Insurance	\$3,829	Annual	Insuring KBA Contents & Liabilities
Accounting	\$1,319	Annual	Xero + EOFY
Audit	\$1,725	Annual	Reviewing financial statements + AML/CFT
Directory Project	\$500	Quarterly	Electronic, printing, graphics; will need to source other funds
Newsletter and communication	\$1,000	Ongoing	Monthly electronic/printed newsletter, a 'news' updated quarterly, email major communication notices
Community Consultation	\$500	Ongoing	Consultation around the Town Rejuvenation
Christmas Campaign	\$300	Four-week campaign	Christmas campaign 'Light Up Kaitaia'; will need to source other funds
Electronic technology and website	\$2,000	Ongoing	Social media: Facebook and website
Shopping Local Campaign	\$500	Ongoing	Shop and win promotion - prizes sponsored by businesses
Camera Maintenance	\$8,000	Ongoing	As required, will need to source other funds
Networking and events	\$1,000	Three events	Networking events: March, June and October (excluding November/December), sponsor supported activity
Annual General Meeting	\$800	October	As legally required
Co-ordinator	\$12,500	Annual	Contracted co-ordinator, 10 hours per week x 50 weeks
Administration Expenses	\$1,027	Ongoing	Phone, wifi, stationery
Town Centre Rejuvenation	\$15,000	Annual	BID to source other funds to carry out projects in Master Plan
Total	\$50,000		\$50,000 annual budget Proposed BID budget \$55,000

The 2020-21 annual budget takes into consideration the current funds on hand

Note: Any budget changes due to unforeseen circumstances or additional funding sourced for a project are to be decided by the executive committee.

13. IMPLEMENTATION

The executive committee of the Kaitia Business Association will be active in driving the Strategic and Annual Plan initiatives set out in this document. The document requires ratification at an executive meeting so that a mandate is set to move forward. The management and executive committee work closely to ensure all actions and the plans engaged will meet the needs of the membership.

It is reasonable to accept that membership of the Kaitia Business Association expects the organisation to have good governance models in place, that all the sectors contributing have a 'seat at the table', and that all stakeholders are considered when funds are allocated. Good governance and management go hand in hand, and in setting this strategic direction and annual plan, we have engaged with membership to ensure a best practice method has been implemented.

There are a range of deliverables in the plan, and priorities that need to be set. The plan does have high aims; however, as the community and the membership are proud and work in collaboration for the good of all, the aims can be achieved.

Ensuring that implementation is being achieved will be by way of monitoring, monthly reports, financial reporting, accountability and KPIs being set. An annual review will be required to monitor results. It is the role of the committee to govern and implement and to provide the results to members.

