



(New draft) Five Year Strategic Plan 2021

For

Blockhouse Bay Business Association

Executive Summary

The strategic plan for Blockhouse Bay Business Association consists of the following high-level objectives and action steps:

1. Organisational Aims:

- To build the engagement with all our members, both businesses and landowners. Enabling each to see ways in which the Business Association may be able to supply value to them and ensuring that each has the opportunity to have a say in the work / projects that the Business Association undertakes.

2. Design / Environment

- Working with partners, in particular Auckland Council, including the Whau Local Board and various council departments, and Auckland Transport to consistently identify ways to enhance the design of the Village and the surrounding environment.

3. Economic Development

- Working to identify any opportunities to support economic development in the Blockhouse Bay area. Including opportunities to identify partners that may be of significant benefit for the Blockhouse Bay Businesses and local community.

4. Promotion

- To increase the promotion of Blockhouse Bay to our locals and greater community as a great destination with the local community feel. To raise awareness about the great shopping, eating, and opportunities that the Bay has to offer. This will be undertaken through general media opportunities as they arise, use of local publications, social media, our website and also having regular promotions.

5. Business Improvement

- We will support our member's businesses by offering opportunities for them to access information and support to grow their businesses.
- We will also offer opportunities for the businesses to work together to offer customers reasons to support their businesses, introducing new customers to the area and increasing sales.
- We will undertake measures to constantly improve the safety of their customers, staff and businesses, working to continue to reduce crime in the local area.

Vision Statement

The strategic plan for Blockhouse Bay Business Association aims to further the following organizational vision:

*To make Blockhouse Bay Village a desirable place for shopping and entertaining for the local and greater community,
And to enhance business opportunities for members.*

Mission Statement

The mission of the Blockhouse Bay Business Association is attracting and retaining customers through marketing and exhibiting village hospitality.

Business and Team Summary

The primary business of Blockhouse Bay Business Association consists of the following:

The Blockhouse Bay Business Association Inc.'s., supported by the Auckland Council (and Whau Local Board) through the BID, primary business is to support our members, supplying value to both property and business owners.

The core team members of Blockhouse Bay Business Association are as follows:

- **Board Members**

The board members each represent members of the Blockhouse Bay BID, either businesses or land owners. They support and guide the Business Association Manager in the day to day running of the association.

- **Business Association Manager**

The Business Manager has the ability to build relationships, to support the work that is required to be completed to achieve the goals of this 5 year strategy. They also have the ability and knowledge to guide the Blockhouse Bay Business Association towards supplying value to its members, undertaking the required administration roles that are needed for the operation of the business association.

Analysis of Strengths, Weaknesses, Opportunities, and Threats

Strengths	Opportunities
All eateries are grade A	Events
Highly rated cafes and personalised service	People more connected
Good Schools/ preschools	Demographic Change
Churches / Clubs / community	More business development
Library	Keeping young people in the village and feeling engaged
Walkways, cycle-ways, greenspace, boat ramps	Community Centre / Library
low crime rate	
Events	

Weaknesses	Threats
Standard presentation of retail sector	Price competition, mall upgrade etc
Drop in shoppers in winter	Losing knowledge of history, experience, uniqueness
Lack of older youth activity	Changing culture / ethnic diversity
Westie perception	New Succession planning business association
Crime awareness	
Bus routes	
Lack of landlord engagement	
Language barriers amongst members	
Fear of change	

Goals:

GOAL – ADVERTISING/ PROMOTION / EVENTS	THOSE INVOLVED	TIME FRAME	TIME FRAME
Look at extending the BID area in the future to include more businesses. This may be necessary with the possibility of targeted rate being increased.	Local Businesses and Whau Local Board Memebers.		5 years
A number of promotional activities are planned for the promotion of Blockhouse Bay:	Execution/Evaluation Business Manager With Support Of Board Members Full annual report is to be completed, detailing the work undertaken and the success in both increase of upgrades in the village and improvement in security.	One year	
Events to encourage vitality and the community feel of the village	Execution/Evaluation Business Manager With Support Of Board Members Full annual report is to be completed detailing the work undertaken and the success in both increase of upgrades in the village and improvement in security.	One year	
The Association is identifying the various unique customer groups. They include landlords, tenants, associate business members, customers, community groups and other stakeholders. Each group is critical to the ongoing development of the Business Improvement District and requires targeted programmes. As part of the marketing strategy, to attract the interest of residents in the area we are currently developing the following means to promote the village shopping experience. Included in this are: Newstalk Blockhouse Bay monthly community newsletter Bay Dollar and gifting to supportive residents Citizen/Volunteer awards Outstanding Customer Service Awards to businesses quarterly Business Presentation awards for new and upgraded premises.	Execution/Evaluation Business Manager With Support Of Board Members Full annual report is to be completed detailing the work undertaken and the success in both increase of upgrades in the village and improvement in security.	One year	
Regular prize promotions based on \$10 sales (four per year)	Execution/Evaluation Business Manager With Support Of Board Members Full annual report is to be completed detailing the work undertaken and the success in both increase of upgrades in the village and improvement in security.	One year	
Branding The logo for the Blockhouse Bay has been adopted, but not as yet fully promoted. The logo will have a valuable ID role in the ongoing marketing strategy for the Bay, to be used in advertising, new street flags, promotions and other media forms. The local paper Newstalk provides advertising opportunities and also promotion of the business sector and local community activities.	Execution/Evaluation Business Manager With Support Of Board Members Full annual report is to be completed detailing the work undertaken and the success in both increase of upgrades in the village and improvement in security.	One year	
<u>Flags and Signage:</u> Maintenance/replacement/reconsideration of the town centre flags and markers as ongoing branding measures.	Execution/Evaluation Business Manager With Support Of Board Members Full annual report is to be completed detailing the work undertaken and the success in both increase of upgrades in the village and improvement in security.	One year	
Welcome to Blockhouse Bay Signage in a simple low-cost form.	Execution/Evaluation Business Manager With Support Of Board Members Full annual report is to be completed detailing the work undertaken and the success in both increase of upgrades in the village and improvement in security.	One year	
<u>Website</u>	Execution/Evaluation Business Manager With Support Of Board Members	One year	

The major upgrade of the website to promote the Blockhouse Bay BID, events, newsletters, all companies and groups involved in supporting the community, and to support the development of improved business options, promotions and general business success. There is also now a Facebook Page to help promote the local Business area.	Full annual report is to be completed detailing the work undertaken and the success in both increase of upgrades in the village and improvement in security		
<u>Directory</u> We intend to develop a Business and Community Directory as a resource. It is important that the Directory not be exclusively for the Town Centre, and include all associate members and as many other business and community groups with a retail interest as possible	Execution/Evaluation Business Manager With Support Of Board Members Full annual report is to be completed detailing the work undertaken and the success in both increase of upgrades in the village and improvement in security.	One year	
<u>Parking Maintenance of readily available parking in the Town Centre.</u> It is apparent that current parking facilities are under pressure, and this will only increase as the population density moves upwards. The association will also work to keep the off-street parking areas well-maintained and readily accessible in conjunction with the landlords involved.	Execution/Evaluation Business Manager With Support Of Board Members Full annual report is to be completed detailing the work undertaken and the success in both increase of upgrades in the village and improvement in security.	One year	
<u>Footpaths in Town Centre</u> Ongoing maintenance and repair of town centre footpaths, and pedestrian crossings.	Execution/Evaluation Business Manager With Support Of Board Members Full annual report is to be completed, detailing the work undertaken and the success in both increase of upgrades in the village and improvement in security.	One year	
<u>Street Signage</u> Street and Business Signage Maintenance and upgrade of all street markers to indicate the businesses available in the area. Progressive upgrade of shop signage and improved visual impact with clean facades and signage.	Execution/Evaluation Business Manager With Support Of Board Members Full annual report is to be completed detailing the work undertaken and the success in both increase of upgrades in the village and improvement in security.	One year	
To continue to undertake or design and instigate events such as the Christmas Parade ,Neighbour Day, Auckland Heritage Events Inc, Music Festival, Market Day and art events including Sculpture and temporary installations.	Business Manager with the support and guidance of the board /Board Members In each Annual Report reference to initiatives acted upon and partnerships that have enable these too occur needs to be referenced. Evaluation is to include feedback from our members as to the success of the initiatives undertaken		5 Years

Survey Says: How would you like the Business Association to support our business area over the next financial year with ...
Promotion / Marketing

Members Said	Agree	Disagree	Comments
Make a town centre directory for members and the public	15	1	
Invite schools and groups to have input into the town centre, e.g. dancing, art, music	13	2	
More in-store promotions to help businesses.	13	3	All businesses need to participate / Always a good idea
Involve Church groups and Library in Christmas and Easter	14	1	Not everyone celebrates these / Have to cater for all religions / wouldn't hurt
Facebook is useful tool for promotions	15	1	Never used it / yes and no / Give businesses a chance to promote their businesses / questionable
Website is fine, just keep it updated		-	
Develop a marketing programme			For all Businesses (Strategic plan) X2 / Difficult to get everyone involved, especially if it costs.

Survey Says: How would you like the Business Association to support our business area over the next financial year with ...

Events

Members Said	Agree	Disagree	Comments
Santa Parade to be continued each year	19		
Invite schools, churches, library and singing groups at Christmas and Easter	18	1	
Market Days – should be continued on a monthly basis	10	3	Bi monthly and fortnightly suggestions
Temporary Exhibitions – Work with schools, churches and clubs to perform on the green	16		
Temporary Exhibitions – “Pop up activity on the green, e.g. artists etc			
Hold events or promotions on anniversaries, e.g. Chinese New Year, Matariki, Diwali	16		

GOAL – BUSINESS DEVELOPMENT / MEMBER SERVICES	THOSE INVOLVED	TIME FRAME	
<p>Strategy This programme is designed improve the resources and structure available to the business community.</p>	<p>Execution/Evaluation Business Manager With Support Of Board Members Full annual report is to be completed detailing the work undertaken and the success in both increase of upgrades in the village and improvement in security.</p>	One year	
<p>Strategy To identify methods and opportunities to support our members, building on the achievements of the last fiscal year</p>	<p>Business Manager with the support and guidance of the board /Board Members In each Annual Report reference to initiatives acted upon and partnerships that have enable these too occur needs to be referenced. Evaluation is to include feedback from our members as to the success of the initiatives undertaken.</p>		5 years
<p>Specifically, it will include: Landlord Engagement. There is a keen desire to increase the level of landlord engagement in the Town Centre. The pivotal role of landlords is recognised, including their impact on rents and the quality of retail facilities provided. It is envisaged that ongoing engagement with the landlords will improve the quality of shop presentation, improve the retail mix and quality of retail tenants in the area. A database of current retail landlords has been up-dated by Council and an improved communication plan is being developed. The Committee is developing a Value Proposition for landlords in an effort to increase their level of engagement.</p>	<p>Execution/Evaluation Business Manager With Support Of Board Members Full annual report is to be completed detailing the work undertaken and the success in both increase of upgrades in the village and improvement in security.</p>	One year	
<p>Business Support We are developing a mentoring and support initiative which will provide advice and incentive to existing and potential businesses in the Blockhouse Bay area; and will assist in retail mix improvement. We intend to engage the services of the NZ Retailers Association in an effort to introduce business training through seminars, with guest speakers on relevant topics. Breakfast and evening network meetings maintained and developed. Helpful business-related guest speakers to add resources and skills.</p>	<p>Execution/Evaluation Business Manager With Support Of Board Members Full annual report is to be completed detailing the work undertaken and the success in both increase of upgrades in the village and improvement in security.</p>	One year	

<p>To identify methods and opportunities to support our members, building on the achievements of the last fiscal year. Including :</p> <ul style="list-style-type: none"> • Accessing assistance from other agencies and educational facilities to upskill our members. • Marketing and awareness campaigns to support our business members. • Further enhancing the value of the website and social media to communicate to our member's customers, creating opportunities for business expansion. 	<p>Execution/Evaluation Business Manager with the support and guidance of the board /Board Members In each Annual Report reference to initiatives acted upon and partnerships that have enable these to occur needs to be referenced. Evaluation is to include feedback from our members as to the success of the initiatives undertaken.</p>		5 years
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Survey Says: How would you like the Business Association to support our business area over the next financial year with ...

Advocacy / Transport / Council Assets

Members Said	Agree	Disagree	Comments
Repair footpath and clean footpaths as required	19		
Buses – Review/audit transport glut in the mornings @ 7.30am	10		
Pedestrian crossings work well	7	10	
The Taxi stand is in a good place	11	3	
Parking – Time limits etc work well	8	6	
Do we need extra disabled parking	6	9	

Survey Says: How would you like the Business Association to support our business area over the next financial year with ...

Business Development

Members Said	Agree	Disagree	Comments
Supporting IT and training in social media marketing for business owners	12	3	Held at networking meetings
Newsletters to members should continue on a bi-monthly basis	13		
Shopper Newsletter should continue on a monthly basis	16	1	Could be fortnightly
Networking meetings to be held 3-4 times per year	15		

GOAL – COMMUNITY ENGAGEMENT	THOSE INVOLVED	TIME FRAME	
<p>Community Resources. It is recognised that Blockhouse Bay has a very strong community feel. With the support of our local community network Bay Connections, developed between the Community Centre and the Business Association, we continue to build strong relationships with the Community Service groups, local Community Police and Council Agencies.</p>	<p>Execution/Evaluation Business Manager With Support Of Board Members Full annual report is to be completed detailing the work undertaken and the success in both increase of upgrades in the village and improvement in security.</p>	One year	

Ongoing advocacy with these resource groups especially the Council representatives, BID committee, Local Board, and Community Resource Groups is required to assist the development of the Town Centre and will be a key role of the Town Centre Manager.			
Continue to offer support and continue to work in partnership with community organisations, schools and preschools to achieve a stronger and more vibrant community. The intention is to insure that the greater community desires to come to Blockhouse Bay and sees us as “their local shops”.	Business Manager with the support and guidance of the board /Board Members In each Annual Report reference to initiatives acted upon and partnerships that have enable these too occur needs to be referenced. Evaluation is to include feedback from our members as to the success of the initiatives undertaken.		

GOAL – URBAN DESIGN/ENVIRONMENT/HERITAGE	THOSE INVOLVED	TIME FRAME	
<p>Town Centre Plan Change. Upgrade of the alley way between Blockhouse Bay Road and Countdown.</p> <p>New planting to be done, murals and or signage to make it feel more welcoming.</p> <p>Pigeon spikes to be installed on the Western side of Blockhouse Bay Road.</p> <p>Welcome to Blockhouse Bay Signage to be worked on in a cost-effective way.</p>	<p>Execution/Evaluation Business Manager With Support Of Board Members</p> <p>Full annual report is to be completed detailing the work undertaken and the success in both increase of upgrades in the village and improvement in security.</p>	One year	
To support and encourage improvements or inclusion of new areas / features in the village including such ideas as Sensory Flower Gardens.			5 years
Care needs to be taken to ensure the beautification of the village green and upkeep of mural assets continue.			5 years

Survey Says: How would you like the Business Association to support our business area over the next financial year with ...
Design / Heritage

Members Said	Agree	Disagree	Comments
More gardens and greenery in the street, upgrade existing gardens		16	They just got redone / seems to be enough at present
Upgrade store fronts	12		Advise building owners & shop owners/ Who pays? / If they need it / never hurts to keep on top of this
Murals In Countdown Alley	16	3	Murals or Good Tree planting

Survey Says: How would you like the Business Association to support our business area over the next financial year with the ...
Environment

Members Said	Agree	Disagree	Comments
The Pigeon spikes on the Western side of BHB Road have made a difference	12	2	
Engage a part time town centre cleaner for signage, windows?	8	6	Should be the businesses responsibility
Signage – Do we need more?	7	9	
Gardens – More gardens in the streetscape	10	4	
Tree lighting – further lighting projects?	8	3	

GOAL – SECURITY / SAFETY	THOSE INVOLVED	TIME FRAME	
<p>Security The general tidying of the Town Centre, removal of tagging, introduction of security cameras and sensor lights, and the role of the Town Centre Manager have all helped, with fewer reports of problems in the past five years.</p>	<p>Execution/Evaluation Business Manager With Support Of Board Members</p> <p>Full annual report is to be completed, detailing the work undertaken and the success in both increase of upgrades in the village and improvement in security.</p>	One year	
Ongoing consultation with shopkeepers is helping with safety awareness, better shop layouts and visibility, reporting of all incidents, follow-up by Town Centre Manager and Community Policing Unit, and a possible safety training programme.			
Project 1: Maintenance of Security Cameras throughout the village. New cameras to be installed wirelessly.		One year	
Project 2: Safety and business training for shopkeepers,		One year	
Project 3: Community Patrol - Night Security Patrols maintained and Day Patrols instigated		One year	
Project 4: Upgrading shop signage and footpath clutter reduced.		One year	

Survey Says: How would you like the Business Association to support our business area over the next financial year with ...
Safety & Security

Members Said	Agree	Disagree	Comments
Crime Booklets for support in crime prevention to businesses	17		Have more police or patrol presence.
CCTV – Install more cameras e.g., Library carpark and near roundabout	13	2	Camera maybe in Countdown Alleyway
