



*Love*  
HAVELOCK NORTH

THE HAVELOCK NORTH BUSINESS ASSOCIATION

# STRATEGIC PLAN 2021 - 24

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## MISSION

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To create tangible value for members by promoting Havelock North to locals and tourists

## VISION

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To be the best place to Shop, Stay, Eat, Play and Live in New Zealand

## VALUES

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Connected, Active, Transparent

Havelock North Business Association is made up of owners and representatives of a number of businesses in Havelock North.

The Association will create tangible value for members, promote Havelock North as the “go to” for all Hawkes Bay locals, and as a special destination for visitors, offering a unique blend of thriving retail stores, renowned cafes and bars, great businesses and fun activities.

# KEY GOALS 2021 TO 2024

## GOAL 1 – A STRONG AND WELL SUPPORTED BUSINESS ASSOCIATION

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- Support member connection and networking
- Ensure transparent, clear communication and accountability
- Support new and existing business owners

## GOAL 2 – PROMOTE HAVELOCK NORTH

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- Promote Havelock North proactively and effectively whilst ensuring the protection and evolution of its brand identity
- Promote Havelock North through a schedule of targeted events, promotions and other marketing initiatives
- Ensure Havelock North is a preferred location for a diverse range of businesses

## GOAL 3 – VIBRANT, MODERN, EVOLVING VILLAGE

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- Ensure Havelock North is an attractive destination for customers and clients
- Lobby Council for continued investment and beautification
- Connect with businesses and investors with development plans

# GOAL IMPLEMENTATION

## GOAL 1 – A STRONG AND WELL SUPPORTED BUSINESS ASSOCIATION

PRIORITY INITIATIVES	TIMEFRAME	KEY RELATIONSHIPS	MEASUREMENT
<b>A STRONG AND WELL SUPPORTED BUSINESS ASSOCIATION</b>			
<ul style="list-style-type: none"> <li>- Support member connection and networking</li> <li>- Ensure transparent, clear communication and accountability.</li> <li>- Support new and existing business owners with meet &amp; greets, welcome packs, visits in the first 2 weeks of joining, board members having allocated businesses to visit.</li> </ul>	Monthly	Board/manager/ Members	Membership retention 90% annually Min monthly emails/social media posts
<b>REVIEW THE PLAN</b>			
<ul style="list-style-type: none"> <li>- Review the strategic implementation plan each year at the first meeting of the new committee elected at the agm. The review should include reporting achievements, updating outstanding actions and assessing readiness for 'future initiatives'.</li> <li>- At each board meeting a section of the strategic plan will be discussed / reviewed by the board to keep it as a working document.</li> </ul>	September each year	New board	Plan reviewed, updated, and approved for implementation
<b>MEMBER SATISFACTION</b>			
<ul style="list-style-type: none"> <li>- Undertake an annual membership satisfaction survey to gain feedback from members in relation to initiatives and performance.</li> <li>- Feedback to be shared at the agm and feed into the annual strategic plan review.</li> <li>- Event satisfaction measurement/survey</li> </ul>	May each year	All members	Survey results
<b>ENHANCE COMMUNICATION WITH MEMBERS</b>			
<ul style="list-style-type: none"> <li>- Maintain membership database to ensure accurate contact details.</li> <li>- Provide members with a monthly update on the association through online and a hardcopy delivered to all businesses.</li> <li>- Ensure members have access to email database.</li> <li>- Ensure members have access to private Facebook group.</li> <li>- Monthly meet &amp; greet networking events of relevance and well attended.</li> <li>- Maintain website directory.</li> <li>- Manager presence in the Village</li> </ul>	Monthly	Manager	Satisfaction survey Attendance at meet & greets. Up to date website directory  Monthly report to board

## GOAL 1 – A STRONG AND WELL SUPPORTED BUSINESS ASSOCIATION

PRIORITY INITIATIVES	TIMEFRAME	KEY RELATIONSHIPS	MEASUREMENT
<b>BUSINESS TRAINING AND SUPPORT</b> <ul style="list-style-type: none"> <li>Offer a selection of workshops and provide members access to mentoring and coaching programmes to support skills and business growth.</li> </ul>	1 per quarter	Delivered by members	Attendance numbers at sessions
<b>MEMBER ENGAGEMENT</b> <ul style="list-style-type: none"> <li>Proactively engage with existing members via e-newsletters, meet &amp; greets, private Facebook group and board members allocated businesses.</li> <li>Develop a welcome pack for new businesses including introduction to the association and its role – digital – new members to be visited within 2 weeks</li> </ul>	Manager to meet members monthly.  Board members to visit allocated members monthly	Manager, board	Minimum of 8 member networking events per year  Member feedback

## GOAL 2 – PROMOTE HAVELOCK NORTH

PRIORITY INITIATIVES	TIMEFRAME	KEY RELATIONSHIPS	MEASUREMENT
<b>PROMOTE HAVELOCK NORTH</b> <ul style="list-style-type: none"> <li>Promote Havelock North proactively and effectively whilst ensuring the protection and evolution of its brand identity – development and delivery of marketing plan.</li> <li>Promote Havelock North through a schedule of targeted events, promotions, and other marketing initiatives.</li> <li>Ensure Havelock North is a preferred location for a diverse range of businesses.</li> </ul>	Annually	Manager	Implemented annual marketing plan.  Attendance numbers at events
<b>FINANCIAL</b> <ul style="list-style-type: none"> <li>Robust and transparent financial planning and reporting</li> <li>If cash reserves go below \$25,000 the board needs to have a financial assessment carried out and look at alternative funding options.</li> </ul>	Monthly, Annually  Special Meeting required	Manager, chair, treasurer, board	Cash reserves remain above \$25,000.  Monthly reporting  Quarterly budget review Annual budget
<b>BRAND IDENTITY</b> <ul style="list-style-type: none"> <li>Maintain existing brand with clear visual identity and love Havelock North imagery and logos.</li> <li>Engage with businesses to increase visibility of the brand.</li> <li>Upkeep and regular updating of website</li> </ul>	Monthly	Manager	Online presence bi-annually assessed and updated.  Manger report
<b>SOCIAL MEDIA MARKETING</b> <ul style="list-style-type: none"> <li>Develop and implement annual plan</li> </ul>	Annually	Manager	Manger report

## GOAL 3 – VIBRANT, MODERN, EVOLVING VILLAGE

PRIORITY INITIATIVES	TIMEFRAME	KEY RELATIONSHIPS	MEASUREMENT
<p><b>VIBRANT, MODERN, EVOLVING VILLAGE</b></p> <ul style="list-style-type: none"> <li>- Ensure Havelock North is an attractive destination for customers and clients.</li> <li>- Lobby council and other organisations for continued investment and beautification and sculptures – invest where appropriate.</li> <li>- Connect with businesses and investors with development plans.</li> </ul>	<p>Monthly</p> <p>Grants cycle</p>	<p>Board members Fund contributors</p> <p>HNBA manager Council</p>	<p>Grant applications</p>
<p><b>BUSINESS ATTRACTION</b></p> <ul style="list-style-type: none"> <li>- Promote Havelock North as a preferred place of business through real estate agents, property owners, developers, and business investors.</li> <li>- Connect with developers, real estate agents and investors on a regular basis to understand village development and initiatives.</li> </ul>	<p>Monthly</p> <p>Annually</p>	<p>Board members &amp; relevant parties</p> <p>Council LTP</p>	<p>Low building vacancies</p> <p>Alignment with council LTP</p> <p>Council representatives &amp; stakeholders</p>
<p><b>LOBBY</b></p> <ul style="list-style-type: none"> <li>- Continue to lobby and maintain council relationship in relation to infrastructure maintenance, security, parking, waste disposal, gardens, and artwork to ensure a vibrant village centre.</li> <li>- Work with council and local stakeholders to address homeless issue in the Village centre.</li> <li>- Foster and work alongside other entities including but not limited to Hawke's Bay tourism, Hastings City Business Association, Napier City Business Association, Taradale Business Association, Hawke's Bay App</li> </ul>	<p>Monthly</p>	<p>Council rep</p> <p>Community constable</p> <p>HNBA manager</p>	<p>Constable report &amp; issues filed.</p> <p>Alignment with council LTP</p> <p>2 board reps meet with external groups annually</p>

