



Avondale Business Association

Avondale town centre; the heart of the Avondale community

Three Year Plan 2017 – 2020



Creating Prosperity

Town centres are the centre or core of a community they are symbolic to settlements and contain services, shops, community facilities, public spaces and transportation links and are a meeting place of political, economic and social environments

Prepared for: The Avondale Business Association May 2016. CONFIDENTIAL (Not to be distributed without permission, electronically or other)

Executive Summary

The aim and purpose of developing this plan is to guide the Avondale Business Association's activities over the next three years 2017 – 2020 inclusive. The plan aligns to the organisations' constitutional rules of the Avondale Business Association Improvement District under the Incorporated Societies Act 1908. The plan is a guide for business association activities of the members, committee and key stakeholders.

The Avondale Business Association is a well established recognised business association, and has been operational in some form for over six decades. The Association is funded through business targeted rates, operating from constitutional rules and governed by an executive committee. The executive's role it is to identify strategic growth, business development, economic and social development opportunities. The association operates to engage in economic and social growth in Avondale employing a part-time town centre manager and engages the services of a Chairman. The manager implements the strategy and an annual business plan derived from this plan. The objectives outlined in this plan from the basis of work programmes.

The strategic actions outlined will enable the organisation to grow and foster, to become a stronger more successful organisation in the future. By implementing this strategy the executive will achieve longer term growth and support for the development of Avondale. No risks are identified to halt growth and implement this plan.

Findings and background information have informed the plan/strategy. It is recommended that the formerly developed strategic plan is also a guide to planning as there was substantial research to form the document. The new actions that have been identified are recommended in the 'Objectives section'. This plan not a 'stretch' however, the budget annually is \$120,000 (minus fundraising income). The implementation of this plan does require a collective approach with support from other stakeholders: business tenants, property owners, the community and the Whau Local Board.

Avondale is a local shopping destination servicing the local community and catchment, a trading area for residents, consumers and a place for business people to trade. Avondale is a contributor to society, a place and town centre with a strong fabric and foundation; strengths are its location, transport links, history, the culture and people.

Table of Contents

Executive Summary	2
Introduction	4
Avondale Business Association constitutional objectives	6
Strategic direction 2017- 2020	7
Five Strategic Goals for the Avondale Business Association	7
External Environment Analysis	8
Business Association SWOT	9
Avondale Business Association – Core Objectives 2016 -2018	10
Action Plan, approach and measurement	12
Appendix 1 Internal environment, trade area and market size	16
Appendix 2 Brand, Online presence and Icon	17
Appendix 3 Business Improvement District -Avondale	18
Appendix 4 Avondale Business Association History	19

Introduction

Strategy outline - A three year growth strategy for Avondale Business Association

This three year strategy is developed through background research, a business review and analysis of the current situation. As a result, this plan and the actions are developed for the Avondale business area to grow and prosper. The plan is recommended to be implemented as a viable management tool to guide and achieve this growth in Avondale.

Mission Statement

Avondale Business Association is an organisation that represents and promotes businesses in Avondale, Auckland. The objectives are to grow business, goal is to foster and grow economically and socially. We are a group of people who are totally committed to a successful and vibrant Avondale.

The Vision

A thriving and local town centre. A town that is an economically and socially responsive - a good place to shop, use services, socialise and integrate with people.

Background identifiers to develop the plan

Background research information has been reviewed, trade area information considered, general opinion and some interviews (on-site, phone) have been conducted. Once this information was gathered and reviewed, the plan was developed. Questions and opinion relative to planning were asked; they include but are not limited to:

1. Identify opinion on what the Association does well.
2. Assess the strengths and weakness of the town centre offering.
3. Identify what the Avondale Business Association governing body can improve.
4. How funding streams can be improved.
5. How relative the existing objects are and if they still apply for now and the future.
6. How the profile of the association can be strengthened.
7. The viability of the flagship promotional activity and the appropriateness to the future.
8. How investment in business interests in Avondale can be improved.
9. To determine opinion of stakeholders that lead to strategy actions for business growth.
10. What can be done to make Avondale town centre an attractive destination for customers and members of the organisation.
11. To determine opinion on what activities and services the business association should provide.

This strategic plan is based on the following assumptions, this provides context for the strategy.

1. **Timeframe** – Strategy for 2017-2020
2. ¹**Industry** - Service and Retail/ Business Associations/ Business Improvement Districts. A service provider to promote, manage the town centre and to promote Avondale businesses.
3. **Location** – Great North Road, Avondale, Auckland.
4. **Lifecycle position** – Mature (potential decline) needs revitalization.
5. **Market focus and direction** - Business Association formed to promote Avondale as a town centre to shop, use local services, visit and enjoy. Managed by a part-time centre manager
Governance is by the voluntary executive committee.
6. **Marketplace dynamics** - Political and social, income sourced through targeted rates (local council). Poor to low quality retailing in strip area, safety and security issues, rebranding needed, low perceptions of the town centre and strong competition.
7. **The Market environment** - Collaboration with stakeholders, up skilling and a strong strategy including a tenant mix and retail strategy are required to grow the town centre offering. Development and investment in commercial property and community facilities are important to research respondents.

Avondale has an ethnically diverse population with a high Pacific Island population.
8. **Economic** - Sustainable long-term, limited funding, main funding source could be ‘voted’ out by ratepayers.

¹ A business association 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, cleanup projects, capital improvements, consultation and lobbying for regeneration projects and streetscape enhancement, promotions, business assistance, economic development and marketing.

Avondale Business Association constitutional objectives

The objects of the Avondale Association are:

- 3.1 To assist and guide the development and advancement of the commercial interests of business people and businesses in the Avondale district through a coordinated and structured promotion and planning programme.
- 3.2 To foster and promote generally the welfare of the business community of Avondale.
- 3.3 To capitalize on the heritage significance of the Avondale Town Centre and to use that heritage significance as a means of establishing an identity for the area;
- 3.4 To make arrangements with the Government, local authorities, the Council and/or persons, corporations or associations for the improvement of streets, reserves, playing areas and park areas, and for lighting, surfacing, and cleaning in the Avondale Town Centre.
- 3.5 For the purposes and objects stated in these Rules, to administer in conjunction with the Council, or other territorial authority having jurisdiction, the Mainstreet Funding Grant.
- 3.6 To do all things as are, or may be incidental to, or conducive to, the attainment of these objects.

Strategic direction 2017- 2020

- Develop a stronger Avondale town centre brand
- Use of technology, improve the website and social media
- Lobby for improvement, investment and commercial property development
- With community, gain their commitment to regeneration and revitalisation
- Membership participation, networking, after 5 events
- Increase income to \$150,000 over three years
- Up skill, developing good governance and management practices
- Improve the tenant mix
- Work to reduce crime
- Develop and host town and community centre events
- BID area expansion in the future

Table 1 - Strategic Action, objective, timeline

Five Strategic Goals for the Avondale Business Association

Working within the boundaries of the organisational objectives, considering feedback from stakeholders, reviewing research information and utilizing current knowledge of the environment, the following themes have been developed as strategic objectives for the three years:

Objective 1: Through events, entertainment, community and town centre activity, promote Avondale town centre as a place for locals and visitors to shop, work and play.

Objective 2: Improve member and owner interest in the organisation and garner their participation in the Avondale Business Association by increasing the communications, networking to gain betterment in the Avondale Business Association profile and reputation of the town centre.

Objective 3: To strongly advocate Auckland Council officers, councillors and stakeholders with the aim of encouraging future redevelopment and investment in the town centre and surrounding area.

Objective 4: Improve online engagement

Objective 5: Improve and grow funding each year by between 5-10%

External Environment Analysis

Industry critical success factors are identified below using the PESTTG analysis which overviews the Political, Economic, Societal Technologic, Mega Trends and Globalisation Driving Forces. The driving forces below are interconnected and using this model the Avondale Business Association committee can identify the whole environment from a holistic and external perspective. The driving forces are identified below:

Political

- Reporting lines – constitutional, council and business stakeholders.
- Lobbying for redevelopment.
- Comply with Auckland Council business Improvement District policy.
- Governed by constitution.

Economic

- Income limitations - voted by ratepayers and policy restrictions.
- Funding opportunities need to be implemented. Some external funding available.
- Losses of a supermarket and other critical services.
- Improved housing prices and increases in the sale of homes in the Avondale area.

Social

- Poor range of offering in food and specialty retail in the town centre.
- Lower socio economic mix.
- Strong Pacific and ethnic culture mix.
- Lack of some community services and entertainment precinct for youth.
- Alcohol, drugs and social issues as identified in many Auckland town centres.

Technology

- Minimal use of high technology – access social media, maximise technology social media, improved marketing to consumers and members.
- Improvements in use of technology via Social media.
- Website and database marketing of services/offering in town centre.

Megatrends

- Many Business Improvement Districts (BIDs) and associations worldwide.
- Consumers enjoy main street shopping (park and shop – no fees for parking).
- Parallel importing.
- Online shopping
- Proliferation of \$2 and low priced retail outlets.

Globalisation

- Ethnic minorities living in the area.
- Significant and growing culture mix (collaborative opportunity for management).

Business Association SWOT

The SWOT model is an important component for developing this strategic plan.

The SWOT identifies and is aligned to achievable strategies using a cross reference method of identifying implementation and engagement. Some weaknesses identified relate to funding levels, infrastructure development and the lifecycle stage. Improvements to grow can be achieved by lobbying stakeholders, finding ‘champions’ and use this strategic plan as the basis for change.

SWOT:

Strengths

- Public transport and local parking
- Friendliness - culture
- Good location
- Traffic flow through centre
- Community and cultural diversity
- Local events
- History

Opportunities

- Avondale tenants and owners interest
- Networking
- Brand development
- Improved governance training
- Development and Investment
- Increased funding
- Up-skill management

Weaknesses

- Opportunity for regeneration is a challenging and time consuming process
- Networking, lack of interest by members
- Retail mix
- Brand and image
- Tenant education and owner education
- Safety and security issues

Threats

- Low consumer and public perception
- Lack of association funding
- Market competitiveness online and in the trade area
- Controls by Council
- Lack of enthusiasm and buy- in to objectives and organisational goals
- Apathy by tenants and owners

Summary:

Town Centre regeneration and community service improvement form part of the work the ABA undertakes. The summary of the SWOT indicates that there is an ongoing challenge to secure redevelopment in the Avondale area, there is a need for interested stakeholders to actively lobby local government and property owners to take affirmative action to enable the funding to be allocated to the Avondale Town Centre area.

Parking is abundant however, like all town and shopping environments be busy at peak times. Great North Road is a busy arterial road; the public transport link means commuters use all day parking in the area as there is no dedicated park and ride. This can only be improved.

Marketing, promotions and social media form part of the general work programme completed by the ABA management. The operations percentage to budget for the organisation are higher than an average business as this is a small organisation with an office, base costs which are not spread across an entire organisation of many people. The work is often completed in the background with some members not being aware of the high level of support required to maximize the budget restraints.

Avondale Business Association – Core Objectives 2017 - 2020

Objective 1: Through events, entertainment, community and town centre activity, promote Avondale town centre as a place for locals and visitors to shop, work and play.

Objective 2: Improve member and owner interest in the organisation and garner their participation in the Avondale Business Association by increasing the communications, networking to gain betterment in the Avondale Business Association profile and reputation of the town centre.

Objective 3: To strongly advocate Auckland Council officers, councillors and stakeholders with the aim of encouraging future redevelopment and investment in the town centre and surrounding area.

Objective 4: Improve online engagement

Objective 5: Improve and grow funding each year by between 5-10%

Three Year Plan Summary

To summarise, there are many good opportunities for growth. The research, analysis of the background, assessing the current situation and input from many stakeholders indicates an opportunity for growth and development of the town centre. Much of the suggested strategies are known, understood and can be implemented with a directed change and approach that is supported by funding, the Council and other key stakeholders. The association executive have a challenge ahead of them however, this plan indicates real opportunity and identifies that the association is an important and integral part of Avondale and its development. Feedback indicated that the average increase in the budget for the next three years should be between 5%-10%. There is a need to identify and foster 'champions' to support the implementation of this strategy.

The recommendations are:

1. Implement the plan through buy in with stakeholders/members.
2. Gain support from Auckland Council and the Whau Local Board to receive this plan and to provide financial or resources support which has been lacking in the past.
3. Develop business plans for the critical and immediate actions.
4. Celebrate with stakeholders and members, the wins achieved to date and in the future.
5. With stakeholders, develop a town centre regeneration and revitalization planning.
6. Committee governance training.
7. Focus on a few achievable goals.

What we do well and how we can improve our organisation

Feedback in April 2016 indicated the following opportunities to improve the Avondale Business Association and identified what we do well. The following tables are taken as individual and collective comments and should be read with that consideration in mind. The table does not indicate full member feedback.

What we do well

Signboards	Anti graffiti	Lighting under veranda
Local events	Carols by spider light	Fixing problems as they occur in the town centre
Spiders web	Knowledge of the area	Lobby for improvements

What we can improve on

Additional funding	Social Media	Governance
Communication with stakeholders (get buy in from members and owners)	Networking	Securing regeneration in the town centre
Spiders web – format and content	Sponsorship of more events	Encourage town centre cleaning

Are the flagship promotions hosted by the ABA/comments re promotions

Could be improved with additional funding	Review the success and formation of promotions	Promotional plan requires a review to enable additional value added promotions to be considered
Events should boost revenue for business owners	Analysis and review to take place Review approach	Activity does not target turnover for tenants or a high level of pedestrian flow in the trading hours
One major event and do it to a high level	Do things that attract families	More frequent member networking events

Action Plan, approach and measurement

Objective 1: Through events, entertainment, community and town centre activity, promote Avondale town centre as a place for locals and visitors to shop, work and play.

Action	ABA role	Relationships	Anticipated outcome	Measurement
Increased events in the town centre	Primary role	Funders Other stakeholders to host events	More activity Increased pedestrian flow Increased interest in Avondale	Increased pedestrians and business turnover
Improved environment	Advocacy	Auckland Council Whau Local board Property owners	The town centre looks, feels and is improved through design and streetscape	Actions on the ground
Improved public amenities and safety	Advocacy	NZ Police Auckland Council Whau Local Board Parks – Council	Improved perception and lower crime rates	Less crime statistics Less complaints of crime
Better visual and creative elements in the town centre to generate a point of difference	Align and support	Auckland Council Whau Local Board	Promotes Point of Difference	More arts, design better lighting Developed point of difference
Well run and professional events	Lead	Auckland Council Whau Local board Local Business Community	Feedback that indicates success Additional funding	Attendance Budget management
Improved branding in the town centre	Lead	Business Community	Promoting a brand that unites people and business	Action completed, brand improved Graphic and use evidence
An annual plan of actions and events to strengthen the brand	Lead	Whau Local board Local Business Future sponsors	Successful events that attract community and gain business approval	Number of events % increase in turnover Performance of management
Increase funding via grants and sponsorship for events and networking	Lead	Local Business Funding bodies	Additional funding via sponsored networking and events	Sponsorship of 30% of the ABA networking events by 2017 One major event per year

Objective 2: Improve member and owner interest in the organisation and garner their participation in the Avondale Business Association by increasing the communications, networking to gain betterment in the Avondale Business Association profile and reputation of the town centre.

Action	ABA role	Relationships	Anticipated outcome	Measurement
Strengthen the interest of members via communications, meetings, networking	Lead	Property owners Members Whau Local board Local Business Community	Participation and interest	Attendance at events increased by 20% Participation increased Positive feedback
Executive committee skills and experience	Lead	Local businesses	Strong executive through diversity, cultural knowledge and appropriate skills	Skilled board members Achievement of strategic objectives
Improve communications – verbal and written	Lead	Business and owners	Improved relationships Participation in activities by more members	Communications via email, letter format and verbal comms with members Written positive feedback
Local Board and Council Relationship building	Lead	Auckland Council Panuku Development Auckland Whau Local Board	Improved relationships on the past election cycle	Connections and participation

Objective 3: To strongly advocate Auckland Council officers, councillors and stakeholders with the aim of securing redevelopment and investment in Avondale.

Action	ABA role	Relationships	Anticipated outcome	Measurement
Commercial and retail country wide awareness of investment opportunities	Advocacy Active role	ABA Panuku Businesses Auckland Council Whau Local board	Additional good quality tenants in Avondale Good tenant mix	Low vacancy rate in Avondale
Proactive connections and relationships to gain growth Attend meetings	Advocacy	Auckland Council Panuku Development Auckland Whau Local Board	Improved growth, development and infrastructure Additional public amenities	Successful buy-in and connected relationships supporting ABA objects
Continue to lobby for development of the town centre	Align and lobby	Auckland Council CCO -Panuku Development Auckland Whau Local Board	Development the community space and environment in the town centre	Auckland Council Major projects Panuku Development outputs

Objective 4: Improve online engagement

Action	ABA role	Relationships	Anticipated outcome	Measurement
Increase online engagement – Facebook, website All linked	Lead	Business community Local community	Improved social media and online presence by August 2016 Public and investment interest in the town centre	Online presence
Updated web page	Lead	Business community Local community	Updates frequently Post informative and interesting information Make the presence personal Engage users	Complete an updated web page Updates evidenced Use and feedback provided
Allocated funding to undertake the action	Lead	Potential other sources of funding via other groups	Improved social media and online presence by August 2016	Funding allocated

Objective 5: Improve and grow funding each year by between 5-10%

Action	ABA role	Relationships	Anticipated outcome	Measurement
Each year after considered analysis of actions and events, propose a minimum of 5%-10% targeted rates increase	Lead	All members	Improved and increased income to increase activity	Funding increased Approvals and support to increase funds
Communicate with members the need for additional funding	Lead	All members	Improved and increased income to increase activity	Funding increased Approvals and support to increase funds
Sponsorship	Lead Stakeholders	Members Community stakeholders General stakeholders	Funding of promotions in part or in full Funding of networking events	Funding increased Sponsorship sourced

Conclusion

The above tables and actions outlined in the table are a guide for the ABA executives and management. The actions are formed through feedback and consultation. The measurements should be aligned to the outcomes of KPI’s for the centre manager and the executives.

The work plan is a team effort format and working style. The executives and management are responsible to ensure that actions outlined are discussed and consulted, measurable, implemented and analysis reported on.

This plan is achievable however; it is important members work collaboratively with enthusiasm, interest. This will in-turn foster a positive outcome for the betterment of the town centre environment, businesses and the consumer.

Appendix 1 Internal environment, trade area and market size

1. Became a formally funded business association in 1939.
2. Serves 120 small to medium businesses in Avondale town centre.
3. Committee meets every three months to manage governance, approve major projects, discuss direction and comment on management. At the meeting executive reports are presented to the committee.
4. Executive committee (committee) is 10 members and a Whau Local Board representative.
5. Targeted rates \$120,000 – requires an income stream (mixed income methods) of \$150,000 to achieve objectives.
6. Part time manager – need funding for a full time manager.
7. Need major investment and development in the area and improved tenant mix (retail study or catchment analysis required).
8. Some committee members require governance education.
9. Poor understanding of constitutional rules and guidelines.
10. Lack of integration and enthusiasm by members and owners.
11. Low level marketing and brand development.
12. Many challenges: Socially and stakeholder buy-in.

Appendix 2 Brand, Online presence and Icon



Recommendation

Brand is important to a successful business strategy; Avondale Business Associations' executives have a window of opportunity to develop an Avondale Brand. A brand for a town centre is as critical as the offering in itself. The brand is a "name, term, symbol, representation or design or a combination to identify the centre, its goods and services that is offered to the consumer – a brand differentiates one town centre from another.

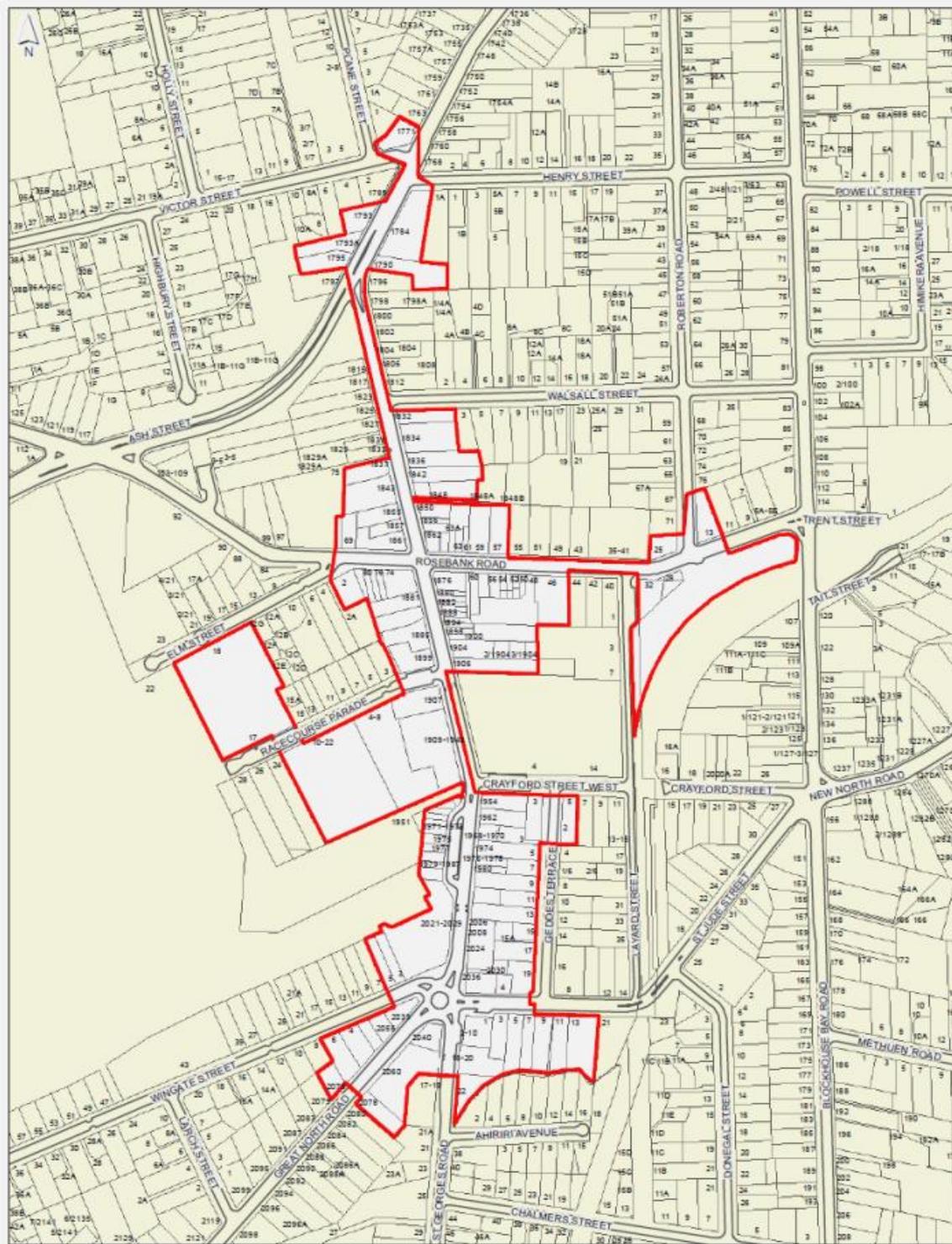
It is therefore recommended that to capitalise and more effectively market Avondale town centre the brand must bring about loyalty, a relationship with the centre and to affirm to the target market that the centre can provide their needs and wants.

Objectives of devolving a brand include:

- Clear delivery of a message
- Motivates buyers
- Drives purchasing decisions
- Delivers a clear and consistent message confirming town centre credibility
- Connects the target audience to the centre

The recommendation is to develop a brand that connects the needs and wants of the members and consumers. It is recommended the icon is reinvented in a positive and stylistic way to gain community engagement versus division. Improved use of technology and social media will assist to better market and attract consumers.

Appendix 3 Business Improvement District - Avondale



This map is illustrative only and all information should be independently verified on site before taking any action. Copyright Auckland Council. Land Parcel Boundary information from LINZ. Crown Copyright Reserved. Whilst due care has been taken, Auckland Council gives no warranty as to the accuracy and completeness of any information on this map and accepts no liability for any error, omission or use of the information. Right return: Auckland 1046.

Date: 27 June 2012
Ref Number: SD330063

Published Name: \\Projects_Programmes\Rates modelling\mxd\Targeted Rating Maps Auckland Council - Portrait.mxd

Business Improvement District - Avondale

Scale at A4 - 1: 5000



Auckland Council
Kaitiaki Take Kōwhiri

Appendix 4 ²Avondale Business Association History

The Bollard family: those buried here include John Bollard, the Father of Avondale, and his son Ben Bollard (Avondale's first postman). The memorial to Richard Bollard commemorates him as Minister of Internal Affairs until his death in 1927. John Bollard was the first Chairman of the district's school committee from 1863 until his death, the first Chairman of the Whau Highway District 4 board (later Avondale Road Board), was one of those instrumental in naming Avondale and encouraging the Government railway scheme through the district, and was the first President of the Avondale Jockey Club from 1889 until his death.

William John Tait: the second Mayor of Avondale (1923-1927), and the first President of the Avondale Businessmen's Association from 1939. He had the Unity Buildings erected in Avondale Mainstreet.

Francis Gittos: Son of tanner Benjamin Gittos, he was on the early committees for the district school, Whau Public Hall, and proposed the first public library in the district, in 1867.

Arthur John Morrish: The editor and publisher of West Auckland's first local newspaper, prepared in Avondale, The News from 1914 until around the 1940s.

Dr. Daniel Pollen: Premier of New Zealand 1875-1876, elected to Auckland's Provincial Council from 1856 until 1865, one of the first settlers in the Whau district, at the end of Rosebank Peninsula, in the 1850s. By 1863, he had started West Auckland's first brickyard, on the shores of the Whau Creek.

Binsted family: Henry and James Binsted opened a butchers shop in Avondale in 1886, and also ran an abattoir in Avondale (now a reserve). By October 1888 "Binsted's Corner" had become an Avondale landmark. Henry Binsted died of typhoid fever in 1895, and James died in 1920. The shop was bought by R & W Hellabys chain of shops.

Exler family: Moses Exler started the family pottery business in New Windsor in the mid 1870s. Bricks from that site were used for Binsted's butchery, the horse bus stables on Great North Road, and part of St Jude's Church.

William and Thomas Myers: Local blacksmiths on St Jude's Street from the 1890s until the 1960s.

Ernest Croft: Avondale Borough Councillor and local builder.

Albert Edward Bailey: Auckland City Councillor from 1956-1959, and again from 1962 to 1965. Owner of the Avoncourt Hotel until 1967 (former Avondale Hotel), and president of the Avondale Businessmen's Association.

Sydney Margaret Hamilton: Sister of William Rowan Hamilton, the Royal Astronomer of Ireland during the 19th century. A mathematician in her own right, she came to live in Avondale in 1875. She was a friend of Sir George Grey, former Governor of New Zealand, who attended her funeral here in 1889.

Reference www.avondale.net.nz Te Whau Heritage Walks

Document/plan disclaimer

The author (T Mulholland) prepared this plan on the basis of information provided. The implementation and approval process is at the discretion and management of the Avondale Business Association. No responsibility or liability for implementation, budgets, recommendations are taken by T Mulholland. The plan is a guide. As per the rules of the ABA constitution, the executive committee is responsible for actions aligned to this plan.

² www.avondale.net.nz Te Whau Heritage Walks