

Karangahape Road

Strategic Plan: Overview

10 year Horizon
& Implementation Programme

Jillian de Beer

for The Karangahape Road
Business Association



www.kroad.com

Karangahape Road Strategic Plan 2017/18 - 2022

Background

Karangahape Road, affectionately known as “K Road”, is a unique recreational shopping, dining, business, trade and entertainment precinct physically located at the rim of the Auckland City Centre, a short walk from the Auckland central business district.

K Road is culturally distinctive with a community focus on people, place and culture-centred enterprise in creative, imaginative and inclusive ways that support diversity, talent, collaboration, interdisciplinary practices and innovation. K Road is New Zealand’s only 24/7 street – a street that never sleeps.

Culture is the central pillar

Karangahape Road dates back to being a major thoroughfare for Māori food gatherers during pre-European settlement, and was one of Auckland’s busiest trading sites during the Auckland region’s early development. It remained the primary centre for trade, markets and food and produce stalls until the mid-1970s. Polynesian influence in Karangahape Road commenced during the 1960s.

K Road’s cultural landscape with its natural winding ridge, built heritage and historic buildings and architectural contribution of Victorian, Edwardian and Interwar buildings gives a sense of place, human attachment and belonging. An intercultural hub, the built landscape holds embedded memory and stories of generations of Auckland’s past and current inhabitants and visitors – as a meeting place for people, socialisation, trade and exchange.

K Road’s geographic catchment is home to 483 registered commercial and social enterprises and 8,565 employees¹. 4,422 residents (2013 Census) live in surrounding apartments, retrofitted studios and small historic cottages dating from the 1920s. Creative and cultural practitioners and micro businesses occupy shared spaces in former merchant and industrial buildings.

K Road’s local economy has a diverse business mix with a focus on independent owner-operated businesses. 25% of K Road’s businesses are knowledge intensive, operating in the cultural and creative industries and professional, scientific and technical services sectors. Other predominant sectors are: accommodation and food services, including restaurants, cafes, world food, small eateries, and bar services (21.2%); a diverse retail mix of specialist giftware, art, books and music stores, ta moko and tattoo salons, adult stores, designer clothing labels, and vintage clothing (11.6%); wholesale trade (6.0%); financial and insurance services (1.4%); administrative and support services (4.8%), other services (6.9%), and education and healthcare and social services. K Road has a substantial cluster of dealer art galleries and art auction houses. The rental, hiring and real estate sector contributes 4.1% share of businesses, having experienced substantial growth from local demand in the construction industry and new apartments coming on stream along the west end of the K Road precinct. This has attracted a new demographic of buyers in the investment related markets.

14.0% of K Road’s employees work in the information media and telecommunications sector. A further 9.2% are in professional, scientific and technical services. The area is a magnet for creative enterprise, with a strong presence in design, architecture, film, music, publishing, games and software. K Road is widely known for its specialist design stores, international cuisine, coffee roasters and cafes, bars, night-time entertainment and hospitality.

¹ Statistics New Zealand Business Demographic Dataset, 2017

K Road has become a centre for much of Auckland's avant-garde as well as the LGBTQ community.

There are more live music venues, experimental music and sound art studios, informal music collectives, music recording labels and publishing, and specialist music stores on K Road than anywhere else in New Zealand. The raw, gritty “underbelly” of K Road is experienced within its basement studios, attracting informal activity in audio, improvised music, outsider art, object making, printing, publishing, performance, and social engagement. The area’s unique cultural infrastructure supports cross-disciplinary collaboration and co-location, and opportunities for knowledge sharing, networking, and random collisions.

Auckland’s City Rail Link (CRL) and the construction of Karangahape Station, designed for an anticipated 6,000 commuters at peak time, is a game changing infrastructure project programmed to open in 2024. This project and the construction of a cycleway along the Karangahape Road ridge will have significant influence and impact on the business productivity, urban development and visitation of the area.

K Road is alive with a diverse range of community arts activity, interactive and engaging performance-orientated creative expressions and design practices. These threads inspire artistic inquiry within the non-commercial context, and define alternative visions and reimagining to think differently, question the status quo and redefine cultural ecologies central to new business models that go beyond categorisation and construct.

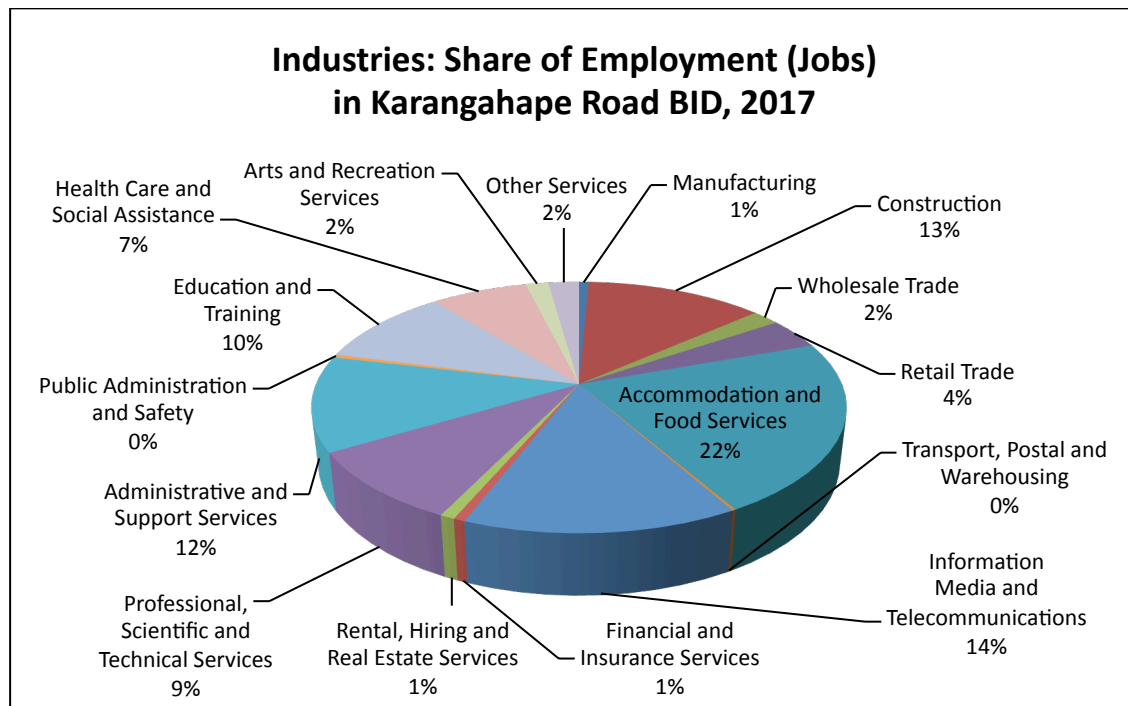
K Road is a place of socialisation, of social-cultural inclusiveness and engagement, of creative meeting spaces, places and energies. It is a place for young and old, the unconventional, unexpected, and the challenging, and minorities, activists, thinkers, creators, makers, entrepreneurs - those who want to explore a new edge in the world.

The Karangahape Road Business Association was formed in the early 1900s and was first registered as an incorporated society in 1924. Today, the Association’s catchment is defined by the geographic boundary of the Karangahape Road Business Improvement District, a partnership programme with Auckland Council, council owned companies, and other stakeholders.

The Karangahape Road Strategic Plan addresses value creation that meets the aspirations and needs of its member businesses - now and in the future.

Employment and Business

Industry Share of Employment (Jobs)



Source: Statistics New Zealand Business Demographic Dataset, 2017

In 2017, the industries with the highest contribution to employment were:

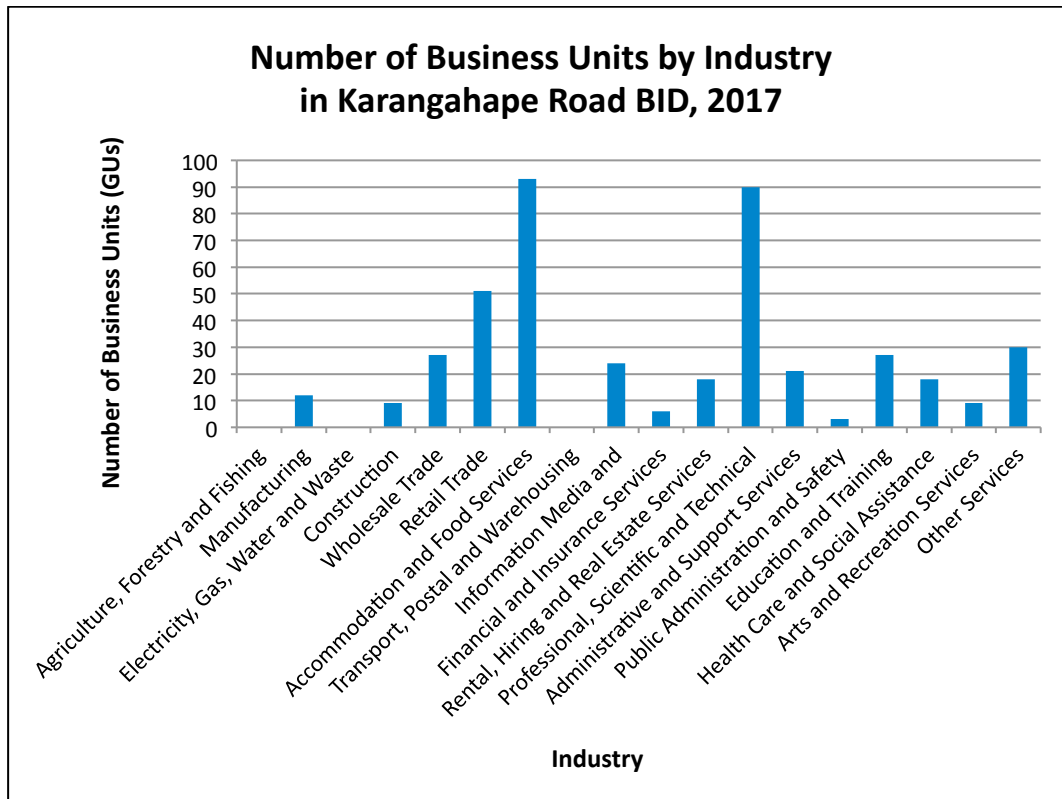
- Accommodation and Food Services, 1,900 employees; 22.2% of total employment
- Information Media and Telecommunications, 1,200; 14.0%
- Construction, 1,100 or 12.8%
- Administrative and Support Services, 1,050; 12.3%
- Education and Training, 860; 10.0%
- Professional, Scientific and Technical Services, 790; 9.2%
- Health Care and Social Assistance, 600; 7.0%
- Retail Trade, 340; 4.0%
- Other Services, 190; 2.2%
- Wholesale Trade, 170; 2.0%
- Arts and Recreation Services, 140; 1.6%

Other industries include:

- Rental, Hiring and Real Estate Services, 65 employees; 0.8% of total employment
- Manufacturing (including food and beverage; clothing), 60; 0.7%
- Financial and Insurance Services, 50; 0.6%
- Public Administration and Safety, 35; 0.4%
- Transport, Postal and Warehousing 15; 0.2%

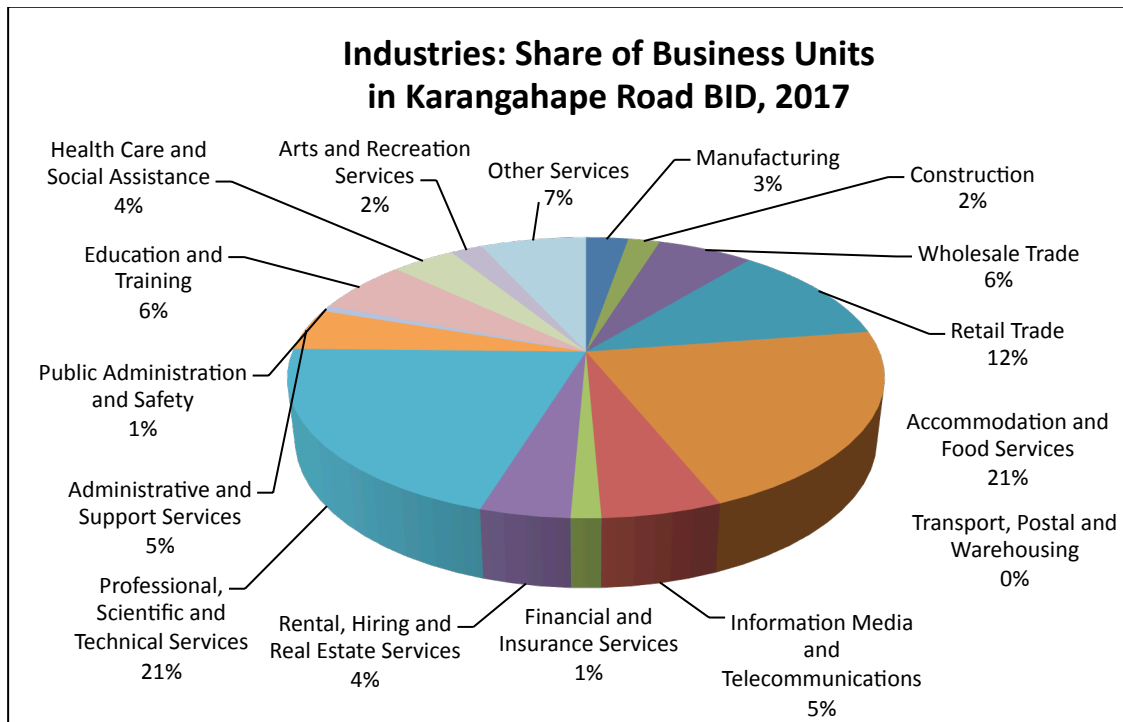
Information Media and Telecommunications (14.0%) and Professional, Scientific and Technical Services (9.2%) contribute 23.2% share of total employment (ECs) in the K Road BID. Together, these knowledge intensive industries and distributed knowledge bases account for 1,990 employees.

Number of Business Units by Industry



Source: Statistics New Zealand Business Demographic Dataset, 2017

Industry Share of Business Units (GUs)



Source: Statistics New Zealand Business Demographic Dataset, 2017

Smart Infrastructure

Sustainability, resilience and efficiency are fundamental considerations in managing water, energy, security, mobility (transportation), housing, waste, education, healthcare, technology and other urban services. These are essential infrastructure in ensuring the needs of people and the environment are met without compromising the ability of future generations to meet their own needs. It is imperative the K Road BID is sustainable in the future.

Built Heritage and History

Karangahape Road and its surrounding area's built heritage and social history have been valued since the earliest time of human activity and early European settlement.

K Road has maintained much of its built heritage, the essential base on which the great cities of the world are defined. The cultural integrity of K Road's early buildings – merchants' premises, industrial sites, underground spaces, warehouses, workshops, churches, alleyways, rooftops, and skylines – has remained.

Due to K Road's preservation and authenticity – conserved, reclaimed and reused buildings have retained their character and persona, providing an aged patina. Built environments lend their considered spaces to designers, architects, artists and gallerists. The dark and concrete spaces, the gritty grimy underbelly of the city, are a special place for musicians, sound artists, writers, zinemakers and illustrators who bring their energies and enlightenment, seeking freedom of expression in the 'social', creative and deeply cultural space of unrestrained and fluid experimentation and micro-innovation.

Sense of Place

Understanding the way that human identity is tied to place is fundamental to understanding sense of place. Personal attachments to the natural and cultural aspects of place are established over time, making it important that we understand the value of the past before we begin to change an element for the future.

There is no separation between K Road's buildings and the many lives that have touched them. The buildings house "embedded memory". It is this memory, or sense of soul, that embodies "emotional ownership" of place.

Authentic cultural experiences and built heritage in the landscape are the essence of a great city.

Vision and Purpose

Vision

- K Road is a place that celebrates diversity and supports culture and creativity and opportunities for business to flourish in a safe and welcoming environment.

Purpose

- Supporting and enabling K Road businesses to create and expand and collaborate through localised projects and activities that make a contribution to the cultural well-being and economic and social prosperity of the area.

Values

Culture • Real • Diversity • Creativity • Heritage • Community

Creation of shared value across the K Road precinct supports the values and strengthens both business and social investment.

The vision, purpose and values make K Road more than purely a destination.

Key BID Partners

- The Karangahape Road Business Association
- Auckland Council
 - Waitemata Local Board
 - Mayor and Councillors
 - Organisation and CCOs (AT, ATEED)

K Road Stakeholders

- Business member community – commercial and social enterprise, SMEs
- Customer community, guests, public
- Residents
- Visitors
- Schools
- Influencers – commercial property owners, industry leaders, architects, designers, creatives
- Investors and funders
- Audiences
- Community and social service organisations
- Partners and suppliers
- Media
- Infrastructure providers

Challenges

- Social cohesion – achieving a sense of place, sense of belonging
- Globalisation – gentrification, rising property values, generic urban development, standardisation and replication
- Loss of owner – operated businesses
- Homogenisation of culture – replication and standardisation of the streetscape solutions by Council; protecting cultural diversity and the unique cultural identity of each business
- Diversity – business mix and culture
- Affordability – rising property prices and pressure on profit margins
- Retention of live music venues, a major night-time attractor for K Road
- Business retention during disruption – minimisation of business and community disruption during construction of CRL Karangahape Station and underground rail corridor; construction of the cycleway along Karangahape Road

Opportunities

- Unique, differentiated cultural identity; visitor and investor destination
- Cohesive and participatory business community
- Diverse, complementary business mix
- Retention and attraction of independent owner-operated businesses
- Heritage protection – conservation and adaptive use; identity and belonging
- Increase in retail profitability through strategic promotion
- Collaboration with property owners on behalf of SME and anchor business community
- Increased attendance at events through expanded audience reach
- Protection and enhancement of public space
- Reduction in traffic congestion and vehicle numbers through alternative mobility
- Strengthening of events promotion and execution for K Road world food/dining; accommodation; live music performance; clothing design; arts; café culture
- Alignment with specific festivals
- Cross-sector member network events
- Emergence of a K Road annual event

Strategic Areas of Focus

- Governance and Management
- Community
- Economy
- Enterprise Ecology
- Sustainable Environment

The Karangahape Road Strategic Plan 2017/18 - 2022: Areas of Focus

Area of Focus: Strategy	Yr 1,3,5
<p>1.0 Governance and Management</p> <p>1.1 Effective Organizational Governance</p> <p>Leadership and governance</p> <ul style="list-style-type: none"> • Reflect diversity of skills, perspectives and the business mix across the K Road BID <ul style="list-style-type: none"> – Board members have a clear understanding of the governance role and responsibilities, and their practical applications – Board members understand the dynamic business environment and cultural context • Improve results (financial, social, cultural and environmental – tech enabled) • Provide leadership for a cultural, business and community-focused, values-based organisation • Demonstrate willingness to embrace disruption and continuous change; maintain agility and resilience through the ability to respond to changing business, economic and technological requirements • Implement a program for recruitment, retention and succession planning. <ul style="list-style-type: none"> – AGM publicity to all members – call for nominations; profiles, bios of candidates prior <p>Partners: The Karangahape Road Business Assoc.(KBA), Waitemata Local Board</p>	Years 1-5
<ul style="list-style-type: none"> • The Karangahape Road Strategic Plan and implementation framework provides the context for The Karangahape Road Business Assoc governance, strategic direction, organisation, management oversight, and monitoring managerial performance and implementation of projects and programs <ul style="list-style-type: none"> – Strategic Plan annual fine-tuning - to maintain relevance to the local business context, external operating environment, disruption and the changing social, technological, business and economic, environmental and political landscape, and steps to achieve the envisioned future – Strategic Plan update (yearly incremental updates; strategic market audit no later than year 3) • Ensure strategic direction is informed by external market and member research and analysis <ul style="list-style-type: none"> – Market awareness, including challenges and opportunities – Membership awareness, including culture, needs, concerns, issues and aspirations • Maintain learning and development through Board updates on the changing external environment and internal and external impacts 	<p>Year 2 ongoing each year</p> <p>Year 3 (latest)</p> <p>Ongoing</p>
<ul style="list-style-type: none"> • Ensure regulatory compliance with applicable laws, including regulations and procedures <ul style="list-style-type: none"> – Compliance with the Incorporated Societies Act 1908 – Compliance with the Auckland Council Business Improvement District (BID) Policy (2016) <ul style="list-style-type: none"> • Forward required KBA information to Auckland Council: <ul style="list-style-type: none"> – Audited accounts – Proposed budget for the upcoming year – Report reviewing actions in the annual business plan – Annual plan for upcoming financial year – Strategic Plan (if not on file) • Ensure compliance with Council policies, external industry standards, external laws and regulations <ul style="list-style-type: none"> – An informed Governance Board: Management reports; monthly meetings – External accounting and audited accounts <p>K Road Business Assoc Manager: Responsible for the management and implementation of the K Road Strategic Plan and K Road Business Plan</p>	<p>Ongoing</p> <p>Annual</p> <p>Ongoing</p>
<p>1.2 Effective Organisational Management</p> <p>Auckland Council BID relationship management</p> <ul style="list-style-type: none"> • Partnerships maintained through: <ul style="list-style-type: none"> – BID Partnership program; Waitemata Local Board support and funding – Auckland Central/Southern BID network monthly meetings 	Ongoing

<p>2.0 Community</p> <p>2.1 Community Identity and Sense of Belonging K Road cultural brand identity (stewardship)</p> <ul style="list-style-type: none"> • The K Road cultural brand identity framework is recognised through: human stories, real, cultural and creative industries ecology, commercial and social enterprise, organisations, heritage and history, environment <ul style="list-style-type: none"> – Manage consistent application of the K Road cultural brand identity – Cultural essence through all forms of societal communication channels and expressive social media. 	Year 1 ongoing
<p>Cultural brand management and cultural brand guardianship</p> <ul style="list-style-type: none"> • Strong alliance with members in K Road BID strategy, positioning, management of “integrated communications” 	Year 1 ongoing
<p>2.2 Community Capacity Building Membership of the K Road BID programme</p> <ul style="list-style-type: none"> • Member business database - maintain an up-to-date database of all business ratepayers, and businesses and occupiers 	Year 1 updated weekly
<p>New member relationships</p> <ul style="list-style-type: none"> • Relationships with new member businesses <ul style="list-style-type: none"> – “Welcome to K Road” information kit, introduction in “KBA Business News” 	Year 1
<ul style="list-style-type: none"> • Intercultural communication <ul style="list-style-type: none"> – Support immigrants and newcomers to New Zealand to be safe and successful as they settle in the community – Consideration of an Ambassador system, i.e. volunteers among the business community 	Year 2 Year 2
<p>Member relationships programme</p> <ul style="list-style-type: none"> • Member businesses are listed in K Road business directories: <ul style="list-style-type: none"> – KBA website (kroad.com) – KBA sector-dedicated online platforms, and market or topic-related apps – “K Road Business Directory” of K Road businesses and map 	Year 1 ongoing Year 2
<p>Relationship management with member businesses</p> <ul style="list-style-type: none"> • K Road business community newsletter <ul style="list-style-type: none"> – “KBA Business News” and updates (10 issues, Feb-Nov/Dec) <ul style="list-style-type: none"> • Annual Member Survey and reporting 	Year 1 ongoing
<p>Business community network</p> <ul style="list-style-type: none"> – K Road business member contributions: for creating “new conversations”: <ul style="list-style-type: none"> • Member breakfasts • Member networking night-time events • Member presentations by businesses operating on the edge; the edge of new discoveries; the edge of new ideas. • Special events that are distinctive (market-pull attractors) 	Year 2
<p>3.0 Economy</p> <p>3.1 Diverse and Resilient Community Brand engagement</p> <ul style="list-style-type: none"> • Communicate the shared aspiration, personality, and values for sense of community <ul style="list-style-type: none"> – Extend the K Road cultural identity through transmedia storytelling, across multiple platforms and communication channels 	Year 1 ongoing

<p>3.2 Member and Key Stakeholder Relationships: Business and Enterprise Development</p> <p>Partner relationships programme</p> <ul style="list-style-type: none"> • Dedicated relationship management programme with members and key stakeholders – advocating for members and facilitating and enabling growth pathways for business and new enterprise developments <ul style="list-style-type: none"> – Member relationships programme <ul style="list-style-type: none"> • 6-monthly meeting and briefing with member businesses (by sector) – Commercial property owners relationships programme <ul style="list-style-type: none"> • Regular one-to-one meetings and briefings with commercial property owners • Understand property owners’ drivers, contextual issues and needs (includes CRL) – Industry/sector-specific partner relationships programme <ul style="list-style-type: none"> • Regular one-to-one meetings and briefings with potential sector partners 	<p>Year 1 ongoing</p> <p>Year 1 ongoing</p> <p>Year 2 ongoing</p>
<p>3.3 Investor Relations</p> <p>Commercial property owners --- communication with landlords</p> <ul style="list-style-type: none"> • Communication updates to landlords, with information on Auckland Council Unitary Plan, planning/zoning, transport, community and events, i.e. <ul style="list-style-type: none"> – Business mix; commercial property development; cultural integrity; transport [Systems (including cycle ways, buses) and City Rail Link (CRL) Karangahape Station – (6,000 passengers or users during AM peak), pedestrian accessway, car parking, road closure, signage.]; community; events logistics. • Facilitate response to infrastructure development and changes in K Road BID <p>Commercial property owners – annual meeting with landlords</p> <ul style="list-style-type: none"> • Organise and host a landlord meeting (to be scheduled according to landlord availability, usually Feb/March or Oct/Nov each year) <p>Partners: K Road Business Assoc., commercial property landlords/owners in the K Road BID, Auckland Council, AT, CCOs, Property Council New Zealand (commercial property industry advocate)</p>	<p>Year 1 ongoing</p> <p>Year 1 ongoing</p>
<p>3.4 Business Retention and Growth Opportunities</p> <p>Development and growth of the K Road BID’s local economy</p> <ul style="list-style-type: none"> • Waitemata Local Board Local Economic Development Plan: <ul style="list-style-type: none"> – Provide consultation and input to the Local Board planning process • K Road Strategic Plan: <ul style="list-style-type: none"> – Ensure delivery and execution of the K Road Strategic Plan to create value for K Road member businesses (primary focus) and key stakeholders. • Growth opportunities <ul style="list-style-type: none"> – Business growth opportunities by identifying, leveraging potential to expand and deepen existing markets and develop new market segments and spaces 	<p>Annual (May)</p> <p>Ongoing</p> <p>Ongoing</p>
<p>Retail performance and economic activity monitoring</p> <ul style="list-style-type: none"> • MarketView Quarterly and Annual Local Market Activity Reports on retail customer spend within the K Road BID (drawn from all card spend, using all card types). <ul style="list-style-type: none"> – Monitor K Road retail turnover. Maintain regular reporting to members of customer spend 	<p>Year 1 ongoing</p>
<p>3.5 Market Development</p> <p>Contact database</p> <ul style="list-style-type: none"> • Community contact database management 	<p>Year 1 ongoing</p>
<p>3.6 Business Expansion and Growth</p> <p>Startup and emerging enterprise innovation ecosystem for businesses</p> <ul style="list-style-type: none"> • Meetups for startup, incubator, SME and ‘not-for-profit’ collective and emerging enterprise initiatives 	<p>Year 2 ongoing</p>
<p>Creative sector businesses and high growth knowledge-intensive service industries</p> <ul style="list-style-type: none"> • “Touchpoint” B2B creative enterprise and knowledge network 	<p>Year 2</p>
<p>Integrated communications management and business promotion</p> <ul style="list-style-type: none"> • “K Road Business Directory” and map for business promotion 	<p>Year 2</p>
<p>Online user access to expand and deepen audience reach</p> <ul style="list-style-type: none"> • Maintain accessible, flexible web platform for digitized content- relevant, meaningful: kroadnz.com • Develop a series of high quality videos to expand K Road’s audience reach 	<p>Year 1</p> <p>Year 2, 3</p>
<p>Monitoring business churn (outflow/inflow)</p> <ul style="list-style-type: none"> • Monitor changes in the K Road database of businesses and commercial property owners 	<p>Year 2 ongoing</p>

<p>4.0 Enterprise Ecology</p> <p>4.1 Communications Management Media profile of the K Road BID</p> <ul style="list-style-type: none"> • K Road media profile <ul style="list-style-type: none"> – Maintain editor and media contacts for K Road sector and subsector interests – Obtain positive coverage of K Road business leadership, creative endeavours, entrepreneurship and innovation success, property retrofits, and events – Develop a crisis communication policy and spokesperson stance 	Ongoing
<p>4.2 Marketing Communications, Events and Promotion Commercial and social enterprise cluster groups have been identified in the K Road BID. The groups are to be accounted for in K Road’s annual event and festival plan.</p>	Ongoing
<p>4.3 Event Management and Event Marketing Major event</p> <ul style="list-style-type: none"> • Karangahape Road sustainable festival - conceptualized around the existing business ecologies. 	Year 3
<p>Event program management</p> <ul style="list-style-type: none"> • Event management planning; event profile documentation, event programming 	Year 1 ongoing
<p>Annual events calendar</p> <ul style="list-style-type: none"> • A balanced portfolio of events • K Road annual events schedule 	Year 1 ongoing
<p>5.0 Sustainable Environment</p>	
<p>5.1 People and Place A place for people in concert with nature, heritage and history</p> <ul style="list-style-type: none"> • Protection of the street, public space and environmental, cultural, creative, and entrepreneurial business community. 	Years 1-2
<p>5.2 Safety and Security People and premises</p> <ul style="list-style-type: none"> • K Road places a high level of importance on the safety and security for people and premises in the K Road BID. <ul style="list-style-type: none"> – A clean, safe and secure place to work, do business, and visit (security services) Partners: Impact Security Patrol Guard Service, Auckland Council Graffiti Team, Auckland Transport Parking Services, Waitemata Local Board	Years 1-5 ongoing
<p>Clean environment</p> <ul style="list-style-type: none"> • Maintain regular environmental reporting and maintenance management (signage, degradation) Partners: Impact Security Patrol Guard Service, Auckland Council Graffiti Team, Auckland Transport Parking Services, Waitemata Local Board	Years 1-5 ongoing
<p>Customer safety and security</p> <ul style="list-style-type: none"> • Relationships with NZ Police for crime prevention and management solutions <ul style="list-style-type: none"> – Engagement with Police regarding business safety and security (Police reports) Partners: K Road Business Assoc Manager, NZ Police – Auckland Central/Western	Years 1-5 ongoing
<p>5.3 Auckland Regulatory Compliance Auckland Council by-laws</p> <ul style="list-style-type: none"> • Improvement to Auckland Council by-laws, codes, ordinances and town planning/zoning matters and removal of barriers to business growth Partners: K Road Business Assoc. Manager, business members, Auckland Council, Waitemata Local Bd	Ongoing
<p>5.4 Auckland Transport Transport systems and mobility</p> <ul style="list-style-type: none"> • Auckland Council and Auckland Transport (AT) CRL Karangahape Station, cycleway and mobility matters, traffic and roading, and proposed designs and changes within the K Road BID boundary. Considerable consultation is required throughout the duration of the project construction, until (and post) opening in 2024. Partners: K Road Business Assoc., Auckland Transport (AT), Auckland Council, Waitemata Local Board	Years 1-5 ongoing

<p>Parking services</p> <ul style="list-style-type: none"> • Techniques and approaches to improve the parking experience in K Road <ul style="list-style-type: none"> – Member and public consultation on parking and integrated transport system and infrastructure – Lobby on behalf of members for adequate parking relating to customer demand and viability <p>Partners: K Road Business Assoc., Auckland Transport (AT), Waitemata Local Board</p>	Years 1-5 ongoing
<p>Traffic management</p> <ul style="list-style-type: none"> • Auckland Transport implementation of effective and efficient traffic management plans <ul style="list-style-type: none"> – KBA Chairman or Manager attend Auckland Transport Community Liaison Group meetings – Liaison with AT, Waitemata Local Board and Council <p>Partners: K Road Business Assoc., Auckland Transport, Auckland Council, Waitemata Local Board</p>	Ongoing
<p>Maintenance of street amenities</p> <ul style="list-style-type: none"> • A reasonable maintenance schedule on street amenities is undertaken by Auckland Council/AT <p>Partners: K Road Business Assoc., Auckland Transport (AT), Auckland Council, Waitemata Local Board</p>	Ongoing
<p>5.5 Heritage</p> <p>Heritage conservation and adaptive use</p> <ul style="list-style-type: none"> • K Road’s heritage character, iconic buildings and historical sites are maintained and promoted <ul style="list-style-type: none"> – Documentation of the history and heritage of K Road – Auckland Heritage Festival Sep-Oct 	Years 1-5 ongoing
<p>5.6 Streetscape</p> <p>Streetscape projects</p> <ul style="list-style-type: none"> • Scoping and feasibility of conservation and enhancement - Beresford Sq. conceptualised as urban park 	Ongoing
<p>5.7 Demand Management</p> <p>Visitation patterns</p> <ul style="list-style-type: none"> • Monitor to inform visitation patterns, urban design and wayfinding <ul style="list-style-type: none"> – Annual Auckland Pedestrian Count (Oct); pedestrian counts and flows tracked 	Year 1 ongoing

Key Performance Indicators (KPIs)

- Consumer spend; customer mix (MarketView quarterly, annual and 5-year report of total credit card spend)
- Pedestrian count and flows (Number by month, year – via 10 x K Road sites)
- Tenancy demand (Number of vacant commercial premises)
- New member businesses (Number; type)
- Online presence (Number of member profiles, viewer audience reach: kroad.com)
- Repeat visitation (Number of local visitor e-mail address listings – for special events)
- Member attendance at business networking events (Type, number of events, attendance number)
- Online e-news bulletins to members (Number of issues per annum; distribution; readership mix and numbers)
- Annual business member satisfaction (Survey response % and feedback – qualitative and quantitative)
- Sponsorship achieved (Type, value \$)
- Brand marketing and presence (Campaign or promotion type; response; attendance or audience numbers)
- Audience reach across user-driven social/digital platforms and tools (Analytics: visits, likes, comments, shares, followers)
- K Road community festivals, events and activities (Type of festivals or event; number of events; attendance number)
- Local business participation in local events (Type of event; number participating)
- Committee attendance at business member and community events (Event type; attendance)
- Local participation in regional or other festivals, events and activities (Type; attendance)
- Customer satisfaction (Post-event feedback)
- Member business satisfaction (Post-event feedback)
- Crime statistics (Impact Security Patrol Guard Service; NZ Police – reported crime)
- Clean environment (Impact Security Patrol Guard Service, AT)

Customised measures are listed against areas of focus and strategies detailed in the strategic implementation programme.

Authored by: Jillian de Beer, de Beer Marketing & Communications Ltd

This document is developed for the purpose of informing the members of The Karangahape Road Business Association. The Karangahape Road Strategic Plan 2017/18 – 2022 is an integrated report and should not be read in isolated components. Co-dependencies exist across the K Road business community and its business economy. The document name and source and date of information must be quoted if referencing the Strategic Plan.

Karangahape Road Strategic Plan 2017/18 – 2022 • de Beer Marketing & Communications • 2017

This document is private and confidential to The Karangahape Road Business Association.