

Strategic Objectives 2025-2030

Strategic Objective: Advocacy	Key enablers	How do we measure success?	Importance
Areas of concern for members	<ul style="list-style-type: none"> Membership consultation 	<ul style="list-style-type: none"> Priority areas of concerns are understood 	High
Facilitate support for members main concerns	<ul style="list-style-type: none"> Submissions to Tauranga City Council and other city centre stakeholders 	<ul style="list-style-type: none"> Policy changes influenced or achieved 	High
Strategic stakeholder engagement	<ul style="list-style-type: none"> Connections with TCC, Priority One, Tourism BOP, Mana Whenua, landlords and other stakeholders. 	<ul style="list-style-type: none"> Relationships with tangible outcomes 	High
Positive perception of city centre	<ul style="list-style-type: none"> Collaboration with TCC, Tauranga yearly or biannual events Digital and print communications 	<ul style="list-style-type: none"> Positive perception of city centre and/or events Online media profile (follows and likes) 	High

Strategic Objective: Engaged membership	Key enablers	How do we measure success?	Importance
Members are informed	<ul style="list-style-type: none"> Personal communications Online communications 	<ul style="list-style-type: none"> Total members reached directly Email opens Website traffic Social media engagement Attendance at member events 	High
Members are connected	<ul style="list-style-type: none"> Member events Inter member communications 	<ul style="list-style-type: none"> Attendance at member events Uptake online group 	High

Strategic Objectives 2025-2030

		<ul style="list-style-type: none"> Attendance at AGM 	
Increase membership	<ul style="list-style-type: none"> Connect to new businesses 	<ul style="list-style-type: none"> Member growth 	Med
Member satisfaction	<ul style="list-style-type: none"> Member surveys Informal feedback 	<ul style="list-style-type: none"> Member satisfaction 	High

Strategic Objective: Collaborative Partnerships	Key enablers	How do we measure success?	Importance
Develop and maintain strong relationships with TCC and all other city centre stakeholders	<ul style="list-style-type: none"> Meetings with stakeholders Collaboration on issues 	<ul style="list-style-type: none"> Meeting attended Successful collaborations 	High
Event promotion and sponsorship of events by other stakeholders	<ul style="list-style-type: none"> Online marketing Financial support 	<ul style="list-style-type: none"> Public engagement and foot traffic Positive member feedback EDM communications 	Med
Develop and maintain relationships with city centre landlords	<ul style="list-style-type: none"> Landlord database 	<ul style="list-style-type: none"> Accurate landlord database Landlords supportive of DT incentives Number of empty spaces filled 	Med
Develop and grow relationships with Mana Whenua and the Strategic Māori Engagement Unit at TCC	<ul style="list-style-type: none"> Connection with SMEU Connections with Mana Whenua 	<ul style="list-style-type: none"> Improved connections and cultural inclusion/appreciation 	Med

Strategic Objectives 2025-2030

Strategic Objective: Finance and Operations	Key enablers	How do we measure success?	Importance
Operating Efficiency	<ul style="list-style-type: none"> Adequate funding 	<ul style="list-style-type: none"> Operating surplus/deficit managed 	High
Financial Resilience	<ul style="list-style-type: none"> Reserves 	<ul style="list-style-type: none"> 3-6 months of cash reserves 	High
Risk Management	<ul style="list-style-type: none"> Risk identification and risk register 	<ul style="list-style-type: none"> Risks are managed 	High
Employee performance	<ul style="list-style-type: none"> Operational outcomes 	<ul style="list-style-type: none"> Outcomes achieved 	High
Employee satisfaction	<ul style="list-style-type: none"> Appropriate recruitment 	<ul style="list-style-type: none"> Employees engaged 	High

Strategic Objective: Governance	Key enablers	How do we measure success?	Importance
Attract, grow and retain a diverse, committed board membership	<ul style="list-style-type: none"> Board member recruitment 	<ul style="list-style-type: none"> Board membership reflects membership 	High
Board members are knowledgeable and effective	<ul style="list-style-type: none"> Board training 	<ul style="list-style-type: none"> Board evaluation 	Med

To note: Importance ranking is based on; Impact (what will have the greatest impact for our members?) and Resource (level of intervention needed) i.e. low isn't a reflection of the importance to membership.