

# Annual Operational Plan Downtown Tauranga 2025-2026

## Executive summary

Mainstreet Tauranga (MT) is allocated a targeted rate by Tauranga City Council annually. This rate is paid by the Association's members in their annual rates and is used to support, advocate, and promote Tauranga city centre and the businesses, to drive revenue back to its members. MT vision for the city centre, in line with our Long Term Strategy, is to be a 'city centre for everyone', to ensure we are working effectively for our members and are proactive with planning for our vibrant future.

The key focus areas to support our business community is to act as an effective advocacy arm between our members, Tauranga City Council (TCC) and the city centre stakeholders, while also supporting engaged members and creating collaborative partnerships. This includes supporting the city centre revitalization and strategically marketing events and activations to grow our city centre and economy.

The Annual Business Plan outlines how Mainstreet Tauranga anticipates using the targeted rate for the 2025-2026 budget year with several new initiatives in place aimed directly at supporting our businesses better, in particular, execution of our new Long-Term Strategy. This plan will be carried out by our Mainstreet Manager, with the guidance of the Chair and approval of the Board. The draft budget for 2026/27 will be reviewed and approved at the AGM in October 2025.

## Moemoeā | Our Vision

A place for everyone

## Tā tātou whāinga | Our Purpose

We are striving for our city centre being the precinct of choice for business and visitors, whilst being the voice of our members

## O tatou uara | Our Values

- Results Orientated - We are impact focused and outcome driven
- Transparent - We are trustworthy and accountable
- Inclusive and Diverse - We value all people and work collectively

**What Downtown Tauranga needs to do this coming year to ensure we reach our strategic goals and outcomes.**

### **Advocacy**

Priorities	What we will do (actions)	What does success look like by June 2026	Importance High Med Low
Advocate on main concerns for our members	Make submissions to Tauranga City Council on main concerns for members (Examples only, to be decided by the Board) <ol style="list-style-type: none"> <li>1. Parking</li> <li>2. Perception/ vibe of city centre</li> <li>3. Safety</li> </ol>	<ul style="list-style-type: none"> <li>• Number of submissions</li> <li>• Policy changes to benefit members</li> <li>• Perception of city centre is mostly positive by members and general public</li> </ul>	High
TCC connection and collaboration	Attend monthly meetings with TCC to feedback concerns and update members of outcomes  Collaborate on Retail Strategy initiative TCC	<ul style="list-style-type: none"> <li>• Number of meetings attended</li> <li>• Feedback shared to members</li> <li>• Retail strategy in place</li> </ul>	High

### **Engaged membership**

Priorities	Actions	What does success look like by June 2026	
To have an accurate member database	Built CRM database	<ul style="list-style-type: none"> <li>• CRM database comprising of all eligible members</li> </ul>	High

Member events	Hold member networking or learning sessions	<ul style="list-style-type: none"> <li>• Successful membership events held with mostly positive feedback</li> <li>• Increased attendance</li> </ul>	Med
Inform members on city centre developments	Circulate updates regarding city centre developments to members	<ul style="list-style-type: none"> <li>• Number of WhatsApp group interactions</li> <li>• Number of in person visits</li> <li>• Number of EDM's</li> </ul>	High
Feedback	Short feedback surveys after events	<ul style="list-style-type: none"> <li>• 80% positive feedback</li> </ul>	High
Communication Strategy	Communication Strategy developed and implemented (including Media Strategy)	<ul style="list-style-type: none"> <li>• Members and general public engaged and informed</li> <li>• City centre foot traffic and revenue increase</li> </ul>	Med
Advertising and Branding strategy	Advertising and Branding strategy developed and implemented	<ul style="list-style-type: none"> <li>• DT brand known to general public</li> <li>• City centre known as place to eat, shop work and play</li> <li>• Public aware of centre city events and member businesses</li> </ul>	Med
Website	Website redevelopment	<ul style="list-style-type: none"> <li>• Website traffic</li> <li>• Links to member business</li> <li>• Members utilising promotions function of website</li> <li>• Information or links to city centre council projects</li> </ul>	High
Membership satisfaction survey	Initiate biannual membership satisfaction survey	<ul style="list-style-type: none"> <li>• 70-80% positive member feedback</li> </ul>	High
New members	Revise and distribute new member pack	<ul style="list-style-type: none"> <li>• Updated member pack distributed to all new members and existing members</li> </ul>	Med

		<ul style="list-style-type: none"> <li>Number of new businesses attracted to the city centre</li> </ul>	
Member support	Member subsidies	<ul style="list-style-type: none"> <li>List of initiatives developed</li> <li>Subsidy options are communicated to members</li> <li>Uptake in subsidies</li> </ul>	Med

## Collaborative partnerships

Priorities	Actions	What does success look like by June 2026	
Connections with city centre stakeholders	Attend and/or host bi-monthly comms meetings with city centre stakeholders such as Priority One, Tourism BOP, Tauranga Business Chamber	<ul style="list-style-type: none"> <li>Number of meetings attended</li> <li>Number of meeting hosted</li> <li>Transparent and consistent communications from all stakeholder organisations</li> <li>Cross promotions</li> </ul>	High
Meeting attendance	Attendance to any other relevant meetings or public forums	<ul style="list-style-type: none"> <li>Number of meetings</li> <li>Members voice is considered in these meetings or forums</li> </ul>	Med
Connections with other mainstreet organisations	Connections with Mount Mainstreet, Papamoa and Greerton	<ul style="list-style-type: none"> <li>Attend meetings</li> <li>Initiate collaboration</li> </ul>	Med

Yearly event and activation plan for city centre	Establish a 12-month plan of events and activations	<ul style="list-style-type: none"> <li>• Member buy in</li> <li>• Engagement measures</li> </ul>	Med
Member communications	Regular EDM marketing to public database	<ul style="list-style-type: none"> <li>• Number of EDMs</li> <li>• Open or engagement rate</li> </ul>	High
Member communications	Weekly, monthly and 'special feature' promotions/ marketing shared across multiple platforms/socials	<ul style="list-style-type: none"> <li>• Number of weekly, monthly and special feature promotions</li> <li>• Positive member feedback</li> </ul>	High
Landlords	Establish landlord database	<ul style="list-style-type: none"> <li>• Accurate landlord data</li> </ul>	Med
Landlord connections	Establish strong relationship with local landlords and create incentives to fill spaces	<ul style="list-style-type: none"> <li>• Incentives supported</li> <li>• Number of empty spaces filled</li> </ul>	Med
Event management	Management of events <ul style="list-style-type: none"> <li>• Easter Extravaganza</li> <li>• Matariki</li> <li>• Christmas in the City</li> </ul>	<ul style="list-style-type: none"> <li>• Each event resulting in increased foot traffic and revenue in city centre</li> <li>• Positive member feedback</li> </ul>	High
School holiday programming	School holiday promotions	<ul style="list-style-type: none"> <li>• Successfully managed by contractor</li> <li>• Each event resulting in increased foot traffic and revenue in city centre</li> </ul>	Med
Sponsorship support	Sponsorship consideration to other city centre festivals	<ul style="list-style-type: none"> <li>• Other city centre festival supported as appropriate</li> </ul>	Med

Māori engagement and connections	Develop and grow relationships with Mana Whenua and Strategic Māori engagement unit at TCC  Incorporation of Te Reo in organisation and communications	<ul style="list-style-type: none"> <li>Connected to Mana Whenua</li> <li>Connected to Strategic Māori Engagement unit at TCC</li> <li>Te Reo narrative included into all elements of and ethos of the story, development and promotion of Downtown Tauranga</li> </ul>	Med
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Focus area	Key performance indicators	Measures	
<b>Finance and operations</b>	Budget variance	<ul style="list-style-type: none"> <li>Low % difference</li> <li>If variance discussed with Board monthly and plan in place to manage</li> </ul>	High
<b>Human Resources</b>	Mainstreet Manager  Admin & Event Co-ordinator  Database and Governance Administrator  Event Contractor  Marketing contractor  Strategic Consultant	<ul style="list-style-type: none"> <li>Public awareness and interest of Downtown Tauranga</li> <li>Engaged members</li> <li>Increase in city centre foot traffic &amp; revenue</li> </ul>	High

*(To note: The annual budget needs to align with the above)*

## **PARTNERSHIPS**

<b>Tauranga City Council</b>	<b>Tourism Bay of Plenty</b>
<b>Priority One</b>	<b>Tauranga Business Chamber</b>
<b>Creative Bay of Plenty</b>	<b>Existing providers</b>
<b>Tauranga regions Mainstreet Organisations</b>	<b>Other key stakeholders</b>
<b>Maori/Iwi</b>	<b>Landlords</b>