



# STRATEGIC PLAN 2023 - 2025



**VISION:**

Richmond to be a vibrant and successful business district.

**MISSION:**

To make Richmond the first-choice destination for customers to shop and meet friends; for businesses to trade successfully; and for visitors to enjoy what Richmond has to offer.

**STRATEGIC STATEMENT:**

Richmond was established as a rural service centre and is now the major retail and business hub for the Tasman District. The economic health of Richmond supports the entire Tasman District.

Richmond Unlimited's primary role is to promote the town of Richmond to support and further the business interests of the central business zone. We provide promotional information and activities to encourage local and out-of-district visitors and new residents. Additionally, we act as a key link between Tasman District Council and the Richmond businesses to support development and activities that benefit the town and business.

Promoting Richmond	Attracting Visitors	Facilitating Events	Member Advocacy & Support	Best Practice Governance
<p>We will undertake a variety of innovative public relations and marketing initiatives to promote Richmond CBD</p>	<p>We will undertake a range of initiatives and support opportunities to enhance Richmond to attract people to live, work and play here</p>	<p>We will provide and promote a range of community events and activities that provide vibrancy and attract local and out-of-district visitors</p>	<p>We will work with Council and our stakeholders to build positive and enduring relationships and advocate for our members</p>	<p>We will ensure a robust and financially sustainable outcomes-based organisation</p>
<ul style="list-style-type: none"> <li>• Establish a proactive PR/ Marketing Strategy</li> <li>• Manage and grow the Richmond brand</li> <li>• Partner with other promotions and organisations to promote Richmond</li> </ul>	<ul style="list-style-type: none"> <li>• Work with NRDA to enhance Richmond's profile and leverage off opportunities</li> <li>• Engage and attract visitors through online technology</li> <li>• Gateway to Tasman</li> <li>• Enhance CBD safety</li> <li>• Partner with other organisations to enhance Richmond's visual amenity</li> </ul>	<ul style="list-style-type: none"> <li>• Provide an annual Christmas Parade</li> <li>• Provide an annual Market Day</li> <li>• Provide an annual CBD Trick or Treat</li> <li>• Support event providers to develop and host events in Richmond</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate on behalf of the businesses to TDC</li> <li>• Enhance Richmond Unlimited's profile</li> <li>• Keep our businesses informed of activity through stakeholder meetings, Facebook &amp; newsletters</li> <li>• Host networking functions to help build a strong business community</li> <li>• Work and network with other organisations to support business development</li> </ul>	<ul style="list-style-type: none"> <li>• Set Budget Annually and Review Monthly</li> <li>• Set a 2 year Strategic Plan</li> <li>• Annually report to all stakeholders on delivery against the Strategic Plan</li> <li>• Establish reporting and project monitoring protocols</li> <li>• Ensure legislative compliance</li> <li>• Adopt best-practice fiscal responsibility</li> </ul>

## DELIVERING ON THE PLAN

### Theme 1: Promoting Richmond

We will undertake a variety of innovative public relations and marketing initiatives to promote Richmond township and the CBD.

Strategies	Action	Outcome	Timeline
1. Establish a proactive PR/ Marketing Strategy	<ul style="list-style-type: none"> <li>To have a Marketing Sub-Committee</li> <li>To capitalise on topical events by forming relationships with local reporters</li> <li>Develop an Annual Marketing Plan</li> <li>Run at least one targeted promotion each year to increase spend/sales</li> <li>Run monthly promotions via social media to highlight new businesses/news/relevant content</li> </ul>	<ul style="list-style-type: none"> <li>Committee to meet quarterly to determine marketing activity</li> <li>Monthly Richmond Articles in local papers</li> <li>Marketing Sub-Committee</li> <li>Extra business is encouraged to Richmond</li> <li>Public are reminded of Richmond's assets</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>Feb</li> <li>Mar - Sep</li> <li>Ongoing</li> </ul>
2. Manage & Grow the Richmond brand	<ul style="list-style-type: none"> <li>Maintain &amp; grow the loverichmondnz Facebook &amp; Instagram pages</li> <li>Maintain and regularly review richmondunlimited.co.nz website.</li> <li>Ensure a level of consistency between RU advertising</li> </ul>	<ul style="list-style-type: none"> <li>Keep Richmond front of mind, and communicate with our public</li> <li>An up to date communication tool, that helps customers find businesses</li> <li>A well recognised brand that represents what Richmond is</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> </ul>
3. Partner with other promotions and organisations to promote Richmond	<ul style="list-style-type: none"> <li>An easy efficient way to manage Richmond events and get our own events exposure.</li> <li>Have Richmond represented in NRDA material where practical.</li> <li>Help TDC keep businesses and our events &amp; Richmond front of mind.</li> <li>Regular competitive analysis for good ideas</li> </ul>	<ul style="list-style-type: none"> <li>Itson.co.nz representation</li> <li>NRDA representation</li> <li>TDC representation</li> <li>Fresh and relevant ideas are used</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> </ul>

## Theme 2: Attracting Visitors

We will undertake a range of initiatives and support opportunities to enhance Richmond to attract people to live, work and play here.

Strategies	Action	Outcome	Timeline
1. Work with the NRDA to enhance Richmond's profile and leverage off opportunities	<ul style="list-style-type: none"> <li>Review the NRDA business partnership programme on an annual basis and determine the best fit for the coming year</li> </ul>	<ul style="list-style-type: none"> <li>Have more Richmond representation in NRDA collateral</li> </ul>	<ul style="list-style-type: none"> <li>June</li> </ul>
2. Engage and attract visitors through online technology	<ul style="list-style-type: none"> <li>Monitor Google mediums get businesses to claim google listings.</li> <li>Encourage Richmond businesses in social media use</li> </ul>	<ul style="list-style-type: none"> <li>Richmond is accurately represented online</li> <li>Richmond businesses are more connected with the public, and keep up with marketing trends</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> </ul>
3. Gateway into Tasman	<ul style="list-style-type: none"> <li>Build relations with the airport and other gateway businesses</li> <li>Map development / representation - review what's available and encourage improvements where necessary</li> </ul>	<ul style="list-style-type: none"> <li>Marketing mediums through the airport, rental cars, bike hire, tourist buses etc</li> <li>Richmond is accurately represented and easy for visitors to find</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> </ul>
4. Enhance CBD safety and security	<ul style="list-style-type: none"> <li>Continue to support the CCTV camera programme</li> <li>Improve Sundial Square lighting &amp; Alleyways such as Pats Plaza.</li> </ul>	<ul style="list-style-type: none"> <li>Central Richmond crime is reduced</li> <li>Additional lighting that enhances the space whilst making it safer</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> </ul>
5. Partner with other organisations to enhance Richmond's visual amenity	<ul style="list-style-type: none"> <li>Meet with TDC &amp; Keep Richmond Beautiful to discuss opportunities to improve visual vibrancy of Richmond</li> <li>Work with TDC &amp; the Menzshed to keep graffiti low</li> <li>Encourage community groups wishing to contribute</li> </ul>	<ul style="list-style-type: none"> <li>Richmond's visual appeal is maximised</li> <li>Any graffiti is covered over quickly</li> <li>Great ideas for Richmond are heard</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> </ul>

**Theme 3: Facilitating Events**

We will provide and promote a range of community events and activities that provide vibrancy and attract local and out-of-district visitors.

Strategies	Action	Outcome	Timeline
1. Provide an annual Christmas Parade	<ul style="list-style-type: none"> <li>Run annually in late November/December, along with post parade entertainment in Sundial Square</li> </ul>	<ul style="list-style-type: none"> <li>Increased foot traffic in CBD, positive PR and community spirit</li> </ul>	<ul style="list-style-type: none"> <li>Annually Nov</li> </ul>
2. Provide an annual Market Day	<ul style="list-style-type: none"> <li>Run annually in late December, along with roaming entertainment to ensure a family friendly event for all</li> </ul>	<ul style="list-style-type: none"> <li>Increased foot traffic in CBD, positive PR and a vibrant day of trade</li> </ul>	<ul style="list-style-type: none"> <li>Annually Dec</li> </ul>
3. Provide an annual CBD Trick or Treat	<ul style="list-style-type: none"> <li>Run annually on 31<sup>st</sup> October, along with entertainment in Sundial Square</li> </ul>	<ul style="list-style-type: none"> <li>Increased foot traffic in CBD, positive PR and a vibrant community feel</li> </ul>	<ul style="list-style-type: none"> <li>Annually Oct</li> </ul>
4. Support event providers to develop and host events in Richmond	<ul style="list-style-type: none"> <li>Support event providers by way of sponsorship/time/resources where appropriate if the result will be beneficial to Richmond Unlimited members.</li> <li>Encourage event organisers to use itson.co.nz</li> </ul>	<ul style="list-style-type: none"> <li>Increased spend in CBD.</li> <li>Increased foot traffic and positive happenings to market</li> <li>Less maintenance required on richmondunlimited.co.nz and good Richmond representation on itson.co.nz</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

#### Theme 4: Member Advocacy & Support

We will work with Council and our stakeholders to build positive and enduring relationships and advocate for our members.

Strategies	Action	Outcome	Timeline
1. Advocate on behalf of the businesses to TDC	<ul style="list-style-type: none"> <li>Take part in any TDC strategy submissions that are relevant to the business community.</li> <li>Speak at relevant council meetings if a specific issue needs to be raised</li> <li>Have a representative at relevant TDC forums</li> <li>Meet with TDC Comms / Community Relations team on a regular basis</li> </ul>	<ul style="list-style-type: none"> <li>Richmond Businesses as a whole are always represented.</li> <li>Richmond Businesses are kept top of mind on issues councillors discuss</li> <li>Richmond Unlimited is active at forums</li> <li>Resources combined &amp; / or doubling up is prevented and a good relationship</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> </ul>
2. Proactively support and advocate for businesses during major TDC projects / or Business Interruption	<ul style="list-style-type: none"> <li>Run promotions and advertising to draw attention to the process and remind the public to support Richmond businesses</li> <li>Raise business concerns with TDC when needed, and keep a good relationship</li> </ul>	<ul style="list-style-type: none"> <li>The general public are aware of Richmond challenges resulting in extra efforts to shop here</li> <li>TDC are aware of potential impact to Richmond businesses of their projects</li> <li>Business disruption kept to a minimum</li> </ul>	<ul style="list-style-type: none"> <li>When required</li> <li>When required</li> </ul>
3. Enhance Richmond Unlimited's Profile	<ul style="list-style-type: none"> <li>Develop the RU Database and do a meet and greet with new businesses as resources allow</li> <li>Our events and promotions are of a high standard</li> <li>Encourage committee members from different sectors</li> </ul>	<ul style="list-style-type: none"> <li>RU maintains an up-to-date database of CBD business contacts</li> <li>RU events are well received</li> <li>RU has a wide variety of representation</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> <li>Ongoing</li> <li>June/July AGM</li> </ul>
4. Keep businesses informed of our activities through stakeholder meetings, FB and newsletters	<ul style="list-style-type: none"> <li>Regular communication on RU Facebook page</li> <li>Produce a quarterly newsletter</li> <li>Facilitate meetings for businesses on large topical issues</li> <li>For 3 committee meetings per year - entice businesses to join us, and encourage AGM participation.</li> </ul>	<ul style="list-style-type: none"> <li>The Richmond Business community has an easy way in which to communicate with us &amp; each other</li> <li>RU communicate regularly with CBD businesses</li> <li>The voices of CBD businesses are heard by RU and relevant parties.</li> <li>CBD businesses feel a part of RU and can contribute</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Quarterly</li> <li>As required</li> <li>Ongoing</li> </ul>
5. Host networking functions to help build a strong business community	<ul style="list-style-type: none"> <li>Host a networking function every other month focusing on different topics with relevant speakers</li> </ul>	<ul style="list-style-type: none"> <li>Develop a strong business network in Richmond where there is good support and provides leads and opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Every other month</li> </ul>
6. Work and network with other organisations to support business development	<ul style="list-style-type: none"> <li>Business Assist</li> <li>NT Chamber of Commerce</li> <li>NRDA</li> </ul>	<ul style="list-style-type: none"> <li>Workshops are bought to Richmond</li> <li>Regular participation in NTCC events and Businesses aware of their services</li> <li>Regular meetings with NRDA and Businesses aware of their services</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> </ul>

	<ul style="list-style-type: none"> <li>• TDC</li> <li>• Other Business Associations</li> </ul>	<ul style="list-style-type: none"> <li>• TDC conduit on committee</li> <li>• Uniquely Nelson, Our Town Motueka, Mapua &amp; Golden Bay Promotions and others to seek advice or ideas.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> </ul>
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### Theme 5: Best Practice Governance

We will ensure a robust and financially sustainable outcomes-based organisation.

Strategies	Action	Outcome	Timeline
1. Set Budget Annually and Review Monthly	<ul style="list-style-type: none"> <li>• Prepare Annual Budget in January and review before the next financial year (March)</li> <li>• Review Budget quarterly during committee meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible financial management is maintained</li> <li>• We adapt plans where needed to ensure we still come in within budget</li> </ul>	<ul style="list-style-type: none"> <li>• Annually</li> <li>• Quarterly</li> </ul>
2. Set a 3 Year Strategic Plan	<ul style="list-style-type: none"> <li>• Prepare a 3 Year Strategic Plan and review Annually</li> <li>• Incorporate Strategic plan points in the Coordinators report as a Monthly Progress document.</li> </ul>	<ul style="list-style-type: none"> <li>• The Strategic plan is up-to-date</li> <li>• The committee has a guideline to help with spend decisions</li> </ul>	<ul style="list-style-type: none"> <li>• April</li> <li>• Monthly</li> </ul>
3. Annually report to all stakeholders on delivery against the Strategic Plan	<ul style="list-style-type: none"> <li>• TDC are informed of our progress annually after our AGM</li> </ul>	<ul style="list-style-type: none"> <li>• TDC requirements are pro-actively fulfilled</li> </ul>	<ul style="list-style-type: none"> <li>• June/July</li> </ul>
4. Establish reporting and project monitoring	<ul style="list-style-type: none"> <li>• On completion of project, report back to committee on final result</li> </ul>	<ul style="list-style-type: none"> <li>• Projects are well documented</li> </ul>	<ul style="list-style-type: none"> <li>• As required</li> </ul>
5. Ensure legislative compliance	<ul style="list-style-type: none"> <li>• Seek resource consent for any projects that require it, or approval from TDC for structural enhancements</li> <li>• Abide by local authority requirements (i.e. traffic management, liquor licence)</li> </ul>	<ul style="list-style-type: none"> <li>• Best practice is adhered to for any events, projects, signage etc.</li> <li>• Best practice is adhered to for any events, projects, signage etc</li> </ul>	<ul style="list-style-type: none"> <li>• As required</li> <li>• As required</li> </ul>
6. Adopt best-practice fiscal responsibility	<ul style="list-style-type: none"> <li>• Audited Annually</li> </ul>	<ul style="list-style-type: none"> <li>• Financial procedures are in line with best practice</li> </ul>	<ul style="list-style-type: none"> <li>• April - May</li> </ul>

