WAIUKU BUSINESS & DEVELOPMENT ASSOCIATION

Strategic Plan 2027/28

Adopted by the Board of WB&DA · September 2026

Introduction

The Waiuku Business & Development Association (WB&DA) is the Business Improvement District (BID) organisation representing businesses and property owners in the Waiuku town centre. Established under the Auckland Council BID Policy, WB&DA is governed by an elected board and funded through a targeted BID levy collected by Auckland Council on our behalf.

This Strategic Plan sets out the Association's priorities, initiatives, actions, and success measures for the 2027/28 financial year. It has been developed through a review of the 2026 business plan, consultation with members, a gap analysis against current activities, and consideration of the emerging needs of the Waiuku business community.

For 2027/28, the plan extends beyond the Association's traditional focus areas to formally include three new strategic priorities: Emergency Management, Potential Partnerships, and Opportunities. These additions reflect the evolving operating environment for Waiuku businesses and position the Association to respond proactively to both risks and growth prospects.

About WB&DA

WB&DA works to strengthen the Waiuku town centre as a vibrant place to shop, dine, do business, and visit. Our activities span promotion and marketing, business development, events management, safety and security infrastructure, and advocacy on behalf of our members to local and central government.

The Association manages the Waiuku Information Centre, coordinates the town's CCTV network, and delivers a programme of events that bring visitors into the town centre and support local economic

activity. We maintain strong relationships with Franklin Local Board, Auckland Council, NZ Police, and partner organisations across the region.

Strategic Context 2027/28

Several factors shape our planning for this period:

- Residential and commercial growth in the Waiuku/Pukekohe corridor is increasing the consumer base for local businesses and creating new demand for retail, hospitality and services in the town centre.
- The Fernleigh Business Park development presents an opportunity to expand the BID boundary, increase the levy base, and grow WB&DA's capacity and income.
- Digital adoption and AI tools are reshaping how small businesses operate and market themselves, requiring practical support and upskilling for our members.
- Community safety remains a priority for businesses. The 2027/28 plan strengthens existing CCTV and Police liaison work and adds a formal approach to emergency preparedness and business continuity.
- Events are a significant driver of foot traffic. The events calendar has expanded and the Association is investing in growing signature events — WINFest and Steel 'n' Wheels — into recognisable regional brands.
- Formal partnership frameworks with key organisations have not previously been documented. The 2027/28 plan addresses this gap by establishing a Potential Partnerships priority area.

Strategic Priorities 2027/28

This plan is structured around eight strategic priority areas. Five are carried forward from previous plans; three are new additions for 2027/28.

#	Priority Area	Status
1	Advertising & Promotion	*Existing*
2	Business Development (incl. Placemaking)	*Existing + New Addition*
3	BID Expansion	*Existing*
4	Events	*Existing + New Events*
5	Safety & Security	*Existing*
6	**Emergency Management**	*NEW SECTION*
7	**Potential Partnerships**	*NEW SECTION*
8	**Opportunities**	*NEW SECTION*

CHANGE KEY: NEW ADDITION = New initiative within existing section NEW SECTION = Entirely new strategic priority UPDATED = Existing initiative with amendments

Advertising & Promotion

Connecting Waiuku businesses with customers across the Franklin region

1. Advertising & Promotion

WB&DA promotes Waiuku as a destination for shopping, dining, business, and tourism through a range of digital and physical channels. This section covers both ongoing brand promotion and event-specific marketing activity.

INITIATIVES	ACTION	MEASUREMENT / CRITERIA
Branding for Waiuku	• Utilise WB&DA branding to promote what Waiuku offers via: enhanced Waiuku website, Franklin regional website, Information Centre facility, Franklin Map brochure, Our Auckland, local newspapers, digital advertising, Town Vouchers, Town Flags, social media promotions, networking, directional signage, electronic noticeboard, and membership pack for businesses. • Update and improve Waiuku Town brochure and distribute to i-sites, libraries, civic centres, tourism operators, real estate agencies, other local businesses and include in membership packs. • Work with Franklin Economic Development Broker to review Branding and Placemaking for Waiuku	Increased exposure, visitors and enquiries to Waiuku website, social media channels, Information Centre and local businesses. New businesses opening, new members joined.
Event Promotions	• Digital media: Website, social media, Stuff online, Our Auckland. • Print media: Local newspapers and magazines, flyers, posters distributed to civic centres, businesses and high foot traffic areas.	Event attendance and participation levels. Customer spend. Business feedback on impact of events. Foot traffic levels in the town centre. Community and sponsor feedback.

INITIATIVES	ACTION	MEASUREMENT / CRITERIA
	• Direct Marketing: Regular communications to members and previous and potential event participants. • Ongoing member e-newsletter — fortnightly 'The Wrap' — covering business news, upcoming events, opportunities and WB&DA updates.	

Business Development & Placemaking

Growing a vibrant, connected and prosperous Waiuku business community

2. Business Development

Business development encompasses all activity that directly supports member businesses to grow, connect, and operate successfully. For 2027/28, Placemaking is added as a new initiative, recognising the role of the physical environment in attracting customers and projecting a positive image of the town centre.

INITIATIVES	ACTION	MEASUREMENT / CRITERIA
Supporting Businesses and Economic Growth	• Regular Networking Connectives for 'business to business' engagement, with guest speakers of interest and motivational speakers. • Empower businesses to collaborate on promotions or activations, refer customers to other local businesses to keep spend in the community, and share positive feedback on a common platform. • Workshops: Digital Marketing & AI, Customer Experience and Instore Activations, Human Resources. Other workshops as requested by members. • Fortnightly newsletter 'The Wrap' with updates on business activity, successes, opportunities and events. • Promotions throughout the year: Support Local Business showcase reels, Shop & Win	Level of engagement 'business to business' and with WB&DA. Attendance, participation and member feedback for events, workshops and promotions. Beneficial connections made between members. Customer spend. Increase in sales/enquiries for businesses. Increased foot traffic in the town centre.

INITIATIVES	ACTION	MEASUREMENT / CRITERIA
	promotions, Xmas events and promotions, school holiday events, town centre entertainment, window dressing competitions. • Engaging with business and property owners and stakeholders. Providing safety and property maintenance subsidies. Maintain database of shops for lease and businesses seeking space. • Membership pack, job vacancies section, business and wellbeing support services and tools available on website, office open for engagement. • Growing associate membership. • Work with Franklin Economic Development Broker to highlight Waiuku in the Franklin Publication	
NEW ADDITION **Placemaking** *New strategic initiative*	• Develop and implement beautification initiatives to make Waiuku an attractive, safe place to shop, dine and do business. • Facilitate community activities, art installations, and Police and community group pop-up events in the town centre. • Install and maintain Christmas fringe lighting in the town centre and coordinate the Waiuku town Christmas tree. • Administer subsidies for façade cleaning and painting, shop-front lighting and CCTV installation for member businesses. • Encourage and demonstrate environmental responsibility across the business community.	Positive perception of Waiuku leading to increased visitors, foot traffic, customer spend, and interest from new businesses. Subsidy uptake by member businesses. Volume and quality of placemaking activations delivered annually.
BID Expansion	• Planned BID expansion to take in Fernleigh Business Park development, which will increase members, BID levy income and contribute to economic growth in the area. • Expansion can take place after land titles are issued. Engagement with affected property owners and Auckland Council to be progressed in Q2–Q3 2027/28.	Increased membership and business growth. Increased interest from new businesses opening. Increased expenditure on business development, events, branding and promotions.

3. BID Expansion

The Fernleigh Business Park development creates a tangible opportunity to expand the BID boundary and grow the Association's membership base and levy income. This section outlines the formal steps required to progress expansion.

INITIATIVES	ACTION	MEASUREMENT / CRITERIA
BID Boundary Expansion — Fernleigh Business Park	• Consult with members and affected businesses on the proposed BID boundary expansion to include Fernleigh Business Park. • Engage Franklin Local Board and Auckland Council BID team on the formal expansion process and required vote threshold. • Prepare and submit the BID boundary expansion business case once land titles have been issued. • Communicate outcomes and rationale to all affected businesses in a timely and transparent manner. • Integrate new Fernleigh members into WB&DA activities, communications and member services.	Member consultation participation rate. Successful completion of boundary vote with required majority. Increased BID levy income. Increase in new member businesses from Fernleigh area.

4. Events

Events are a core driver of foot traffic and economic activity in the Waiuku town centre. WB&DA delivers a calendar of community and business events, working with stakeholders, sponsors and community organisations. The 2027/28 calendar includes two expanded events and one new event.

INITIATIVES	ACTION	MEASUREMENT / CRITERIA
UPDATED **Music in Town Centre /**	• Plan and deliver a winter school holidays event in the Waiuku town centre combining live music, market stalls, and family activities. • Work with local performers, food vendors and businesses to maximise local economic benefit.	Event attendance numbers. Business and community feedback. Foot traffic count in town centre. Social media reach and engagement.

INITIATIVES	ACTION	MEASUREMENT / CRITERIA
Winter WINFest *School holidays — July 2026*	• Promote via digital and print channels at least four weeks prior.	
Twilight Eats & Beats *School holidays — October 2026*	• Deliver the Twilight Eats & Beats evening market event during October school holidays, celebrating Waiuku's food, hospitality and entertainment offering. • Engage food vendors, local musicians and community groups. Coordinate traffic and pedestrian management with Auckland Transport. • Promote to Franklin district and greater Auckland audiences.	Event attendance. Vendor revenue and participation. Community and sponsor feedback. Increased visitor enquiries and repeat attendance.
Waiuku Christmas Festival & Parade *December 2026*	• Coordinate and deliver the annual Waiuku Christmas Parade through the town centre with floats, performers, community groups and businesses. • Deliver associated festive activations including Christmas market, entertainment, and community activities. • Work with sponsors, businesses and community groups on programming and logistics.	Parade participation numbers (floats, groups). Spectator attendance and feedback. Business and community satisfaction. Sponsorship secured.
NEW ADDITION **Christmas Shopping Event / Santa Grotto** *December 2026 — New event*	• Develop and deliver a dedicated Christmas Shopping event and Santa Grotto experience in the Waiuku town centre. • Create a family-friendly attraction that drives foot traffic to local retailers during the Christmas trading period. • Engage retailers to offer special Christmas promotions and extended hours during the event.	Visitor numbers to the Santa Grotto. Retail foot traffic uplift during the event period. Business feedback on sales impact.
NEW ADDITION **Waiuku Steel 'n' Wheels Festival**	• Plan and deliver the inaugural Waiuku Steel 'n' Wheels Festival, a vehicles and lifestyle event targeted at motoring enthusiasts and families.	First-year attendance target (to be set by board). Exhibitor and sponsor satisfaction. Media

INITIATIVES	ACTION	MEASUREMENT / CRITERIA
April 2027 — New event	• Engage exhibitors, sponsors, food vendors and community groups. Establish an event format that can grow into a signature regional event. • Partner with regional car clubs, motorcycle clubs, and lifestyle brands to build the event's profile and audience. • Develop a brand identity and marketing campaign to attract visitors from across the Franklin district and Auckland.	coverage and social reach. Revenue against event cost.
Community Event Support	• Support other community events in Waiuku where WB&DA participation adds value to local businesses and the community. • Provide in-kind promotion and networking support to qualifying events through WB&DA channels.	Events supported per year. Business feedback on value of WB&DA involvement.

Safety & Security

CCTV · Police Liaison · Community Patrol · Business Safety Network

5. Safety & Security

A safe and secure town centre is essential for businesses and visitors. WB&DA maintains the town's CCTV infrastructure, liaises with NZ Police, and coordinates safety information across the business community. For 2027/28, collaboration with Pukekohe Business Association on shared remote CCTV monitoring is a key new development.

INITIATIVES	ACTION	MEASUREMENT / CRITERIA
CCTV Network and Infrastructure	• Ongoing maintenance and improvements to the WB&DA town CCTV system. • CCTV and shop-front lighting subsidies for member businesses. • Collaborate with Pukekohe Business Association and Counties Manukau Police for shared remote monitoring of CCTV.	CCTV network uptime and coverage. Number of subsidy recipients. Incidents captured assisting Police. Cost efficiency through shared remote monitoring.

INITIATIVES	ACTION	MEASUREMENT / CRITERIA
Police and Community Liaison	• Monthly update meetings with NZ Police — town centre safety briefings, incident review and response coordination. • Crime Prevention meetings with businesses and Police — practical advice, information sharing, and community cohesion. • Ongoing support of Waiuku Community Patrol for operational running costs.	Frequency and quality of Police meetings held. Community Patrol active and supported. Business participation in Crime Prevention meetings. Reduction in reported incidents.
Safety Communications and Resources	• Facilitate the business community WhatsApp safety sharing platform — real-time alerts, incident reporting and updates. • Crime prevention resources available in member packs and on the WB&DA website. • Maintain and update safety information as the operating environment changes.	Member participation in WhatsApp platform. Downloads and engagement with safety resources. Business satisfaction with safety communications. Reduced crime incidents.

Emergency Management

Business continuity · Civil Defence · Emergency preparedness

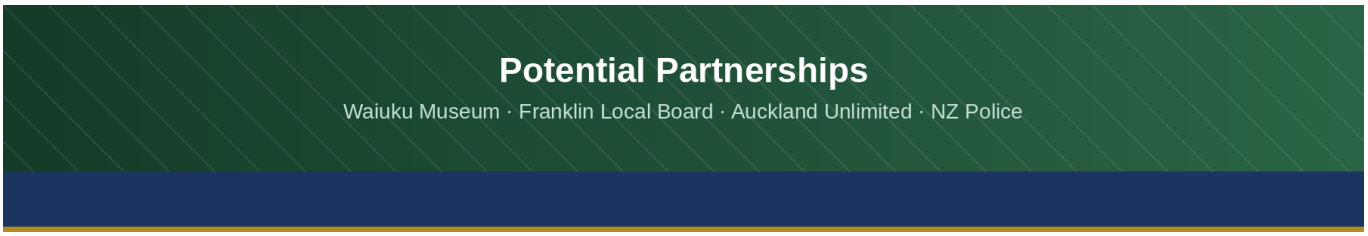
NEW SECTION

6. Emergency Management

This is a new strategic priority for 2027/28. Natural events, infrastructure failures, and civil emergencies can have severe and lasting impacts on small businesses. WB&DA will formalise its role in emergency preparedness and business recovery to ensure the business community is better equipped to respond and recover.

INITIATIVES	ACTION	MEASUREMENT / CRITERIA
NEW **Business Continuity Planning** *New strategic initiative*	• Develop a Business Continuity and Emergency Response Plan for WB&DA as an organisation. • Create and distribute practical Business Continuity Plan templates and guidance for member businesses — covering staff, suppliers, data, premises and cash flow. • Provide insurance guidance and recovery checklists in member packs and on the website.	WB&DA Business Continuity Plan adopted and reviewed annually. Member uptake of continuity templates. Member confidence in business continuity preparedness (survey).

INITIATIVES	ACTION	MEASUREMENT / CRITERIA
NEW **Emergency Communication Protocol** *New strategic initiative*	• Establish a formal emergency communication protocol for WB&DA — defining channels (WhatsApp, email, website), responsibilities, and activation triggers. • Integrate emergency alerts with existing member communication platforms. • Test emergency communication process at least once per year in a simulated scenario.	Protocol documented and communicated to all members. Annual test completed. Member awareness of emergency contact channels.
NEW **Stakeholder Coordination — Civil Defence & Emergency Services** *New strategic initiative*	• Coordinate with Franklin Local Board, FENZ, NZ Police and Auckland Emergency Management on local business emergency preparedness. • Document a Waiuku town centre vulnerability map covering flood risk, access routes, utility risks and evacuation considerations. • Participate in regional Civil Defence and emergency planning forums as a business community representative.	Engagement with Civil Defence and FENZ established. Vulnerability map completed. WB&DA represented in regional emergency planning forums.
NEW **Post-Emergency Business Recovery** *New strategic initiative*	• In the event of a significant emergency, advocate on behalf of affected Waiuku businesses to Auckland Council, NEMA, and central government. • Coordinate practical business recovery support — connecting affected businesses with relief funds, specialist advice, and temporary premises options.	Advocacy actions taken post-event. Recovery resources accessed by affected businesses. Post-event lessons documented and incorporated into planning.



NEW SECTION 7. Potential Partnerships

Partnerships with external organisations amplify WB&DA's impact, extend its reach, and unlock co-funding and resources not available independently. This section formalises partnership objectives for the first time, establishing clear goals and accountability for relationship management.

INITIATIVES	ACTION	MEASUREMENT / CRITERIA
NEW **Waiuku Museum** *Potential partnership*	• Develop a joint tourism and visitor experience proposition combining historical, cultural and business information in a single destination. • Leverage combined volunteer bases to extend opening hours and improve visitor service continuity.	Visitor experience be expanded and partnerships between Waiuku Museum and business providing tourism opportunities
NEW **Franklin Local Board & Auckland Council** *Partnership priority*	• Maintain and strengthen the relationship with Franklin Local Board as WB&DA's primary local government partner. • Pursue co-funding opportunities for placemaking, events, infrastructure and economic development initiatives. • Engage Auckland Council on BID policy, boundary expansion, and advocacy issues affecting Waiuku businesses. • Work with Franklin Economic Development Broker to gain support to incorporate Waiuku in new initiatives being developed for Franklin	Co-funding secured from Franklin Local Board and Auckland Council per annum. BID expansion process progressed. Advocacy issues raised and responded to. Franklin Local Board Economic Development Broker engaged and initiatives for Waiuku developed
NEW **Auckland Unlimited / Destination Auckland** *Potential partnership*	• Establish a formal relationship with Auckland Unlimited to include Waiuku in regional tourism marketing, visitor itineraries and destination management activity. • Explore collaboration on tourism product development — day-trip packages, digital guides and itinerary features.	MOU or partnership agreement with Auckland Unlimited. Waiuku featured in regional tourism channels. Increase in visitors arriving via Auckland Unlimited referral.
NEW **Counties Manukau Police & Pukekohe Business Association** *Active partnership*	• Formalise and expand the existing collaboration with Pukekohe Business Association and Counties Manukau Police on shared remote CCTV monitoring. • Develop a shared learnings and best-practice exchange programme between the two business associations.	Shared CCTV monitoring arrangement documented and operational. Joint initiatives delivered with Pukekohe BA. Regular Police liaison meetings maintained.
NEW **Schools, Tertiary Providers and**	• Partner with local secondary schools, tertiary institutions and youth organisations to develop work experience, cadetship and mentoring pathways into Waiuku businesses.	Number of young people engaged through partnership programmes. Business satisfaction with work

INITIATIVES	ACTION	MEASUREMENT / CRITERIA
Youth Organisations *Potential partnership*	• Deliver joint digital skills and employability workshops for young people in collaboration with education providers.	experience candidates. Workshops delivered.
NEW **FENZ and Civil Defence** *Emergency management partnership*	• Establish formal liaison with FENZ and Auckland Emergency Management to integrate WB&DA into local emergency planning and response frameworks.	Formal liaison established. WB&DA included in relevant emergency plans. Joint communications tested.

NEW SECTION 8. Opportunities

This section captures forward-looking growth opportunities that WB&DA is positioned to facilitate or respond to in 2027/28. Identifying and acting on opportunities is a new formal strategic priority, ensuring the Association takes an active role in shaping the direction of the Waiuku economy.

INITIATIVES	ACTION	MEASUREMENT / CRITERIA
NEW **Fernleigh Business Park — Growth Opportunity** *Development area*	• Actively engage with property developers, new businesses, and Auckland Council on the Fernleigh Business Park development. • Pre-engage prospective Fernleigh businesses with WB&DA member services ahead of BID expansion completion. • Identify business types that complement the existing Waiuku town centre offer and target those sectors for BID expansion outreach.	Pre-engagement with Fernleigh businesses. Increase in BID levy income post-expansion. New member businesses from Fernleigh area.
NEW **Tourism and Visitor Economy**	• Develop Waiuku's profile as a day-trip and short-break destination within the Franklin district and greater Auckland tourism market. • Create a Waiuku visitor experience package — combining dining, heritage, events and outdoor	Visitor numbers to Waiuku town centre. Average dwell time and spend per visitor. Waiuku's inclusion in regional tourism marketing collateral.

INITIATIVES	ACTION	MEASUREMENT / CRITERIA
Growth opportunity	attractions — for distribution through tourism channels. • Extend visitor dwell time by encouraging post-event retail and hospitality spend through curated itineraries.	
NEW **Digital Marketplace and Online 'Shop Local' Platform** *Digital opportunity*	• Develop or integrate a Waiuku business directory and 'shop local' platform to give members an online presence and enable e-commerce capability. • Provide practical digital training and support for members to list, update and transact through the platform.	Member businesses listed on platform. Platform traffic and referral conversions. Member satisfaction with digital tools.
NEW **Grant Funding and External Investment** *Revenue opportunity*	• Identify and apply for relevant contestable grant funding from MBIE, NZ Lottery Grants Board, Auckland Council, and other funding bodies. • Prepare a grants calendar and assign responsibility for applications within the WB&DA operational team. • Pursue sponsorship and commercial partnership income to supplement BID levy funding for events and special projects.	Total grant funding secured per year. Number of applications submitted vs. successful. Sponsorship revenue against target.
NEW **Event Brand Development — WINFest and Steel 'n' Wheels** *Events growth opportunity*	• Invest in brand development for WINFest and Steel 'n' Wheels to grow them into signature regional events with a national profile. • Develop a three-year event growth strategy for each event, with attendance targets, marketing budgets and sponsorship tiers.	Year-on-year attendance growth. Sponsorship revenue growth. Media reach and coverage value. Business revenue impact measured post-event.
NEW **AI and Digital Tools Adoption** *Member support opportunity*	• Deliver a programme of workshops and resources to support members in adopting AI and digital productivity tools relevant to small business operations.	Workshop attendance numbers. Member self-reported confidence in digital tools (survey). Partner relationships established.

INITIATIVES	ACTION	MEASUREMENT / CRITERIA
	• Partner with digital providers and local tertiary institutions to deliver practical, low-cost training. • Profile member businesses using digital tools effectively through showcase content in 'The Wrap' and on social media.	

Governance and Plan Review

This Strategic Plan is adopted by the WB&DA Board and reviewed annually. Progress against each initiative will be reported to the board through the Business Plan using the revised strategic plan , using the Key Measures set out in this plan as the primary indicators of performance.

The Town Manager is responsible for coordinating delivery across all priority areas and reporting to the board. Individual initiatives may be delegated to staff, volunteers or working groups as appropriate.

Members are encouraged to engage with the plan through the Annual General Meeting, member forums, and direct feedback to the WB&DA office. This plan is a living document and may be updated by board resolution to reflect material changes in the operating environment.

Adopted by the Board of the Waiuku Business & Development Association

September 2026 · Next review: August 2027

Chairperson Date: _____

Deputy Chairperson Date: _____

Town Manager Date: _____