



## Front Page Photography.

The New Zealand Steel Gallery was officially opened at Franklin: The Centre in Pukekohe on Friday, 18th July 2008.

A charity auction of 48 images printed onto stainless steel was held on the night with the proceeds (in excess of \$15,500) going to three charities: St John, Westpac Helicopter Rescue and the Rural Fire Services.

For her 'Steel Shots' exhibition, award winning photographer Aliah Jan captured the images at Waikato North Head mining operation and the Glenbrook site. Aliah said she wanted to have an exhibition on steel seen in a different light - looking at steel in a more personal and abstract manner through her eyes.

## IMAGES OF WAIUKU



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# Introduction to Waiuku

## 1.1 History of Waiuku

The Māori name Waiuku comes from a legend that two prominent brothers, Tamakae and Tamakou, vied for the hand of a beautiful high-ranking Waikato chieftainess. Tamakae was the cultivator, provider and Tamakou the orator. Tamakou was the first to meet her, but she requested that Tamakae be presented to her. He was working in the kumara gardens and had to be washed in the wai (water) and uku (a particular type of mud) at the stream that flows into the Manukau Harbour just behind the Waiuku Museum, before he was able to meet her. Tamakae won her heart and married her. From then the place was named Waiuku.

Waiuku came into existence as a port in about 1843, on the then important trade route between Auckland and the agricultural area of the Waikato.

It was also the terminal of an ancient Maori portage between the Waikato River and the Manukau Harbour.

Waiuku was marked out by the Government as a town in 1851. During the Waikato War (1863–64), Waiuku became a frontier stockade guarded by a blockhouse. The Waikato War ended the traffic responsible for the early development of the town as a trading post.

Waiuku later grew as a farming centre under road board administration, and in 1914 became a town district. It was constituted a borough in 1955, and subsequently amalgamated into the Franklin District Council in 1989 and further amalgamated into the Auckland Council in 2010.

A major development for the town was the Government sponsored establishment, from the mid 1960s, of New Zealand's first steel plant at Glenbrook to convert iron sand brought from the black sand deposits at Waikato Heads into steel. After many changes of ownership and name, the company has returned to being called New Zealand Steel and is a division of Bluescope Steel of Australia. The company continues to be a major employer in and influence on the town.

(Excerpt from Wikipedia)

## 1.2 Background

In the late 1950s a Waiuku Chamber of Commerce existed to support the local businesses and the Waiuku Business Association formed in the 1970s to look after the main retail and business areas of Waiuku. In 1997 The Franklin District Council instigated an amalgamation of the Waiuku Development Agency with the Waiuku Business Association, to form the Waiuku Business and Development Association.

In July 2002 the organisation changed its name to Waiuku Business and Development Association Inc and at the same time updated its rules. Since that time the focus of the work of the organisation has been on the retail business area and economic development of the wider community.

The Business Improvement District programmes operated in some form in all of the previous Auckland council areas. With the amalgamation of the cities and districts in the Auckland region into the new Auckland Council, common policy across the region for the support of business associations and their work has been introduced.

The new council has established partnerships between the business sector and developed a funding mechanism to support their activities, now commonly referred to as Business Improvement Districts (BIDs). This policy establishes funding mechanisms for the business associations, requires the adoption of new rules and contracts for the development of a strategic plan to focus the business association executives on delivering benefits for the business' that contribute to the funding.

As part of this exercise the Waiuku Business and Development Association Incorporated adopted new Constitution/Rules in June 2011 and officially became a Business Improvement District (BID). The Waiuku Business and Development Association saw this as a chance to not only gain access to increased funding, but give the people of Waiuku a greater say in how it should be spent.

The objects of the association are:

- To assist and guide the development and advancement of the commercial interests of business people and businesses in the Waiuku District through a co-ordinated and structured communications, marketing and economic development programme
- To foster and promote generally the welfare of the business community of the Waiuku District and, in particular, to provide a forum for networking and collaboration of members.
- To enhance the safety and security of the Waiuku District and to attract and retain business in an effort to drive employment growth and economic, social and cultural and environmental wellbeing.
- To capitalise on the unique assets and profile of the Waiuku District and to use that as a measure of establishing an identity and positioning for the area.
- To make arrangements with and/or advocate to the Government, local authorities and/or persons, corporations or associations for the improvement of amenity, streetscapes, utilities, transport, services and other infrastructure, and for lighting, surfacing, security and cleaning in the business area of the Waiuku District.
- To advocate for and bring information to the business community regarding bye laws.
- For the purposes and objects stated in the Rules, to administer in conjunction with the council, the Business Improvement District Funding Grant
- To do all things as are, or may be incidental to, or conducive to, the attainment of these objects.

## 1.3 Statistics

The business and industrial area outlined in the map attached (See Appendix "A"), identified as the "Targeted Rating Area" identifies the boundaries from where membership can be drawn. Members must meet the criteria outlined in the rules of the association.

There are a number of businesses in the defined area. There are also a number of businesses outside of this area as Waiuku continues to grow. The association acknowledges the support of its associate members. These are members who voluntarily support the association and fall outside of the targeted area. They come from the wider community of Franklin as well as Waiuku.

## **1.4 Structure of Organisation**

The organisation is governed by an Executive Committee that consists of:

- Chairperson
- Secretary
- Treasurer
- 5 - 11 Voting members of the executive committee (one of which shall be a Local Board representative appointed by Council)
- 2 non-voting members (the Manager and a Council officer appointed by the Council)

The organisation is managed by a Manager, contracted by the organisation and reporting to the chairperson.

The Manager's workload is supported by an Assistant Manger on part time contracted hours.

## External Analysis

### 2.1. PEST Scan (Political, Economic, Social, Technological)

Environment	Feedback/Information	Opportunity or Threat	Impact Analysis	Impact Analysis
			Impact High/Low	Likelihood High/Low
<b>Government</b>	<ul style="list-style-type: none"> <li>New and committed emphasis and resources on local business improvement</li> <li>Understanding of benefits of business and economic development in wider community</li> <li>Changes to Business Improvements Districts policies.</li> <li>Increased building owner compliance costs for earthquake strengthening regulations</li> <li>Many business sites designated historic heritage in Auckland Unitary Plan</li> </ul>	<p>Opportunity</p> <p>Opportunity</p> <p>Threat</p>	<p><b>High</b></p> <p><b>High</b></p> <p><b>High</b></p>	<p><b>Low</b></p> <p><b>Low</b></p> <p><b>Low</b></p>
<b>Economic</b>	<ul style="list-style-type: none"> <li>Declining economic indicators nationally and internationally</li> <li>Reduced Unemployment Statistics</li> <li>Commuter Town</li> <li>Improving economic indicators nationally and internationally</li> </ul>	<p>Threat</p> <p>Threat</p> <p>Opportunity /Threat</p> <p>Opportunity</p>	<p><b>High</b></p> <p><b>Low</b></p> <p><b>High</b></p> <p><b>High</b></p>	<p><b>Low</b></p> <p><b>High</b></p> <p><b>Low</b></p> <p><b>Low</b></p>
<b>Social</b>	<ul style="list-style-type: none"> <li>Greater community understanding of economic development</li> <li>Differing interest groups community demands and expectations</li> <li>Income levels/ social welfare dependency</li> <li>Farming/Rural lifestyle Community</li> </ul>	<p>Opportunity</p> <p>Opportunity/Threat</p> <p>Threat</p> <p>Opportunity/Threat</p>	<p><b>Low</b></p> <p><b>High</b></p> <p><b>High</b></p> <p><b>High</b></p>	<p><b>Low</b></p> <p><b>Low</b></p> <p><b>High</b></p> <p><b>High</b></p>
<b>Technological</b>	<ul style="list-style-type: none"> <li>E-commerce uptake and speed of acceptance in business community</li> <li>Delivery mechanisms for services via internet/web</li> <li>“Digital divide” Computer use in business is high, but understanding the use of it as a tool is low.</li> <li>Access to research &amp; development funding</li> </ul>	<p>Opportunity</p> <p>Opportunity</p> <p>Opportunity</p> <p>Opportunity</p>	<p><b>High</b></p> <p><b>Low</b></p> <p><b>High</b></p> <p><b>High</b> (for a selected number of businesses)</p>	<p><b>High</b></p> <p><b>Low</b></p> <p><b>High</b></p> <p><b>High</b></p>
<b>Demographic</b>	<ul style="list-style-type: none"> <li>Youth population, higher than national average and unlikely to stay in area</li> <li>Over 60 population higher than national average</li> <li>Increased population</li> </ul>	<p>Opportunity</p> <p>Opportunity</p> <p>Opportunity</p>	<p><b>High</b></p> <p><b>Low</b></p> <p><b>High</b></p>	<p><b>Low</b></p> <p><b>Low</b></p> <p><b>High</b></p>

## 2.2 SWOT (Internal: Strengths, Weaknesses, External: Opportunities & Threats)

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Well established business district with long established businesses</li> <li>• Active business association established for 19+ years</li> <li>• Compact business district</li> <li>• Parks and reserves close by</li> <li>• Commitment to business association executive</li> <li>• Commitment of Locals to the area</li> <li>• Strong current brand identification as a heritage town</li> <li>• Low cost parking</li> </ul>	<ul style="list-style-type: none"> <li>• Lacking in regular public transport</li> <li>• Remote from other business services</li> <li>• Non uniformity of image</li> <li>• Absent landlords</li> <li>• Access to fast Broadband outside of main CBD</li> <li>• Little growth in designated business district area in the foreseeable future</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Collaborative marketing &amp; promotion</li> <li>• Collaboration with local groups for events</li> <li>• Establishment of local identity</li> <li>• Engagement with schools and other local groups for projects</li> <li>• Business networking</li> <li>• Local market</li> </ul>	<ul style="list-style-type: none"> <li>• Economic conditions</li> <li>• Change of council BID policies</li> <li>• Loss of young people committed to returning to work/live in the area</li> <li>• Low paid jobs will mean lower levels of discretionary spend dollars</li> <li>• Higher paid jobs are outside the town</li> </ul>

## Stakeholders

Landlords  
 Auckland Council  
 Franklin Local Board  
 Auckland Council – Parks & Reserves  
 Waiuku Town Centre Working Party  
 Waiuku Waterfront & Reserve Management Committee  
 Ngati te Ata & other Iwi  
 Glenbrook Vintage Railway  
 Waiuku Museum Society  
 Lighthouse Trust  
 West Franklin Community Trust  
 Landowning churches  
 Significant businesses (e.g. NZ Steel)  
 Local businesses

## **Strategic Vision**

### **Vision:**

*An integrated, prosperous, well functioning town known everywhere  
as the heritage town of the Auckland Region.*

### **Mission.**

*To achieve our vision through development of Waiuku with input from members, Council,  
Local board and other interested parties.*

## Strategic Goals:

- Strong district heritage town identity
- Vibrant, strong and collaborative business district
- Safe and attractive business environment
- Business attraction, expansion and growth
- Adequate infrastructure, transport & green spaces
- Business & community events
- Strong, focused, active & committed business association

## Strategic Goal: One

### Strong District Heritage Town Identity

TACTIC	ACTION	MEASUREMENT	TIMEFRAME
Engage with business owners	Develop a business centre “look & feel” and colour scheme with heritage focus	Changes underway	June 2014
		Over 50% adoption	June 2015
Engage with landlords	Develop a business centre “look & feel” and colour scheme with heritage focus	Changes underway	June 2014
		Over 50% adoption	June 2015
Engage with groups and associations	Secure agreement with all actions groups, clubs associations etc to align with heritage identity	Changes underway	June 2013
		Over 50% adoption	June 2014
		Alignment	June 2015
District and business information	Continue to develop local Information Centre	Information Centre established	December 2013
		Monitor use and manage volunteers	Ongoing

## Strategic Goal: Two

### Vibrant Strong and Collaborative Business District

TACTIC	ACTION	MEASUREMENT	TIMEFRAME
Networking	Regular networking functions – hosted by local businesses	Minimum 4 p.a. 40% attendance	2014 ongoing
	High Profile Presenters	Minimum 2 per year	ongoing
	Collaborative projects	One per year	ongoing
Market Days	Business Market Days	2 per year	Established by Jan 2015 and ongoing
Theme Days	Business Themed days	2 per year	Establish in 2012 and ongoing

## Strategic Goal: Three

### Safe and Attractive Business Environment

TACTIC	ACTION	MEASUREMENT	TIMEFRAME
Safe clean streets	Monitor Cleaning contracts  Co-ordinate security activities	Positive feedback from residents regarding the safety & cleanliness of the business environment	On going
Adequate rubbish collection & removal	Monitor rubbish collection contracts  Advocate for changes as necessary	Business owners are satisfied with rubbish collection  Business owners are satisfied with response to changes requested	Ongoing
Public toilet cleanliness and accessibility	New facilities opened  Monitor cleanliness	Facilities are open and used	June 2014  Ongoing
Attractive gardens	Monitor gardening contractors  Advocate for changes if necessary	Business Owners are satisfied with the presentation and attractiveness of the town centre.  Business owners are satisfied with response to changes requested	Ongoing
Easy parking	Monitor parking availability  Advocate for additional parking if necessary	Business owners are satisfied with the availability of parking for their customers and/or response to changes requested	Ongoing
Clear consistent Signage	Identify all requisite signage locations  Agreed style for all town centre signs	Business agree and align with the signage style	Ongoing

## Strategic Goal: Four

### Business Attraction, Expansion and Growth

TACTIC	ACTION	MEASUREMENT	TIMEFRAME
Link business with business assistance opportunities	Develop linkages with ATEED, BITC, and other business assistance programmes	Business owners engage with and attend business development programmes	2014 and ongoing
Offer business development assistance and guidance locally	Bring some business growth assistance programmes to the business association members	Business owners engage with and attend business development programmes	2017
Plan for business attraction	Develop a business attraction and investment programme to ensure business activity is growing and expanding	Business premises are fully tenanted	2017

## Strategic Goal: Five

### Adequate infrastructure, transport and green spaces

TACTIC	ACTION	MEASUREMENT	TIMEFRAME
Lobbying & advocating for enhancement and development for the business district	Contribute to annual planning by:  Auckland Council Franklin local Board  Work with community groups that are funded separately	Submissions to council for annual planning  Projects included in Franklin local Board plans and Auckland council Plans	Annually
Lobbying & advocating for public transport for the district	Contribute to annual planning by:  Auckland Council Franklin local Board  Work with community groups that are funded separately	Submissions to council for annual planning  Projects included in Franklin local Board plans and Auckland council Plans	Annually
Lobbying & advocating for green spaces for district	Contribute to annual planning by:  Auckland Council Franklin local Board  Work with community groups that are funded separately	Submissions to council for annual planning  Projects included in Franklin local Board plans and Auckland Council Plans	Annually

## Strategic Goal: Six

### Business & Community Events

TACTIC	ACTION	MEASUREMENT	TIMEFRAME
Annual event planning. Christmas Parade  WSW  Balst to the Past	Develop a calendar/community diary of current local events  Include Auckland Council extra events such as Movies in the Park	Community Diary/Calendar published on website	January each year
Collaboration with other organisations	Development of synergies between business & other organisation's events	Collaborative presence with other organisations	As required
Development of an iconic annual event – WSW	Continue with the ongoing development and cost requirements, securing ongoing sponsors and budget	Ongoing events  Ongoing sponsors secured	May 2014 and ongoing  2015

## Strategic Goal: Seven

### Strong, Focused, Active and Committed Business Association

TACTIC	ACTION	MEASUREMENT	TIMEFRAME
Strong forward planning	Annual review of strategic plan	Completed plan approved by Executive	March each year
	Annual business action plan developed	Committee Completed plan approved by Executive committee	June each year
Active committed Executive Committee	Regular Executive Committee meetings	Minimum 8 meetings	Per year
	AGM for members	Held by 31 October	Each year
Strong stakeholder relationships	Stakeholder relationship plan developed	Implemented	June each year
Financial Prudence	Appropriate records of transactions	Presented at Executive Committee meetings for approval	Each year
	Monthly accounts presented to committee meeting		Presented at AGM each year
	Annual audited accounts completed	Unqualified audit achieved	
Strong communications with members	Regular newsletter communication via an improved Friday flash	Newsletter to all members	Bi Weekly
	Database of members	Database accurate and up to date	Ongoing
	Website development and update		Ongoing
Proposal to increase BID area	Collaboration with business owners in expanded area	Submission to Council	Commence 2014
			Approved 2015
			Implemented 2016
Increased associate membership	Actively involve businesses outside of the targetted rate area	Increased associate membership numbers	Ongoing