

BUSINESS PLAN 2027 - 2028

INTRODUCTION

2027–2028 financial year will be the first year of the Howick Village Association Strategic Plan 2027–2032. This annual plan is being constructed prior to the commencement of our strategic planning process. It is therefore being constructed under the assumption that our existing Strategic Plan and current workplan of events and activity remain highly relevant. During the period we envisage the Association will continue to focus on strengthening business performance, growing visitor numbers, delivering high-quality community events, advocating for improvements to the village environment, and aligning workstreams to execute an updated strategic direction for Howick Village. Through collaboration with Auckland Council, the Howick Local Board, businesses and community stakeholders, HVA will continue to position Howick Village as a thriving destination for commerce, culture and community.

Following adoption of the Howick Village Association Strategic Plan 2027–2032, this Business Plan will be reviewed to ensure it remains fully aligned with the Association's strategic priorities.

KEY PRIORITIES

- Strengthen business prosperity and economic development.
- Deliver high-quality destination events.
- Promote Howick Village as a destination.
- Maintain strong governance and BID compliance.
- Advocate for a safe, attractive and vibrant Village.
- Build strong relationships with members, stakeholders and the wider community.

GOVERNANCE & ORGANISATIONAL SUSTAINABILITY

Purpose: Ensure HVA remains well governed, financially sustainable, and positioned for future growth			
Action	Performance Measure	Responsibility	Timeframe
HVA Executive Committee Oversight: • Meetings • Progress review against Business and Strategic Plan • Ensure work plans are aligned to Strategic Plan imperatives • Ensure compliance with AC BID Policy and requirements	Monthly meetings held; progress reporting completed.	Exec Committee & Village Manager	Monthly
Monitor financial performance against the approved annual budget	Monthly Reports presented to Exec Committee	Exec Committee, Treasurer & Village Manager	Monthly
Member Database Management – BID and affiliates	Records reviewed and updated regularly	Village Manager & Team	Ongoing
Communication Platforms: • Web/media platforms reviewed and updated • Newsletters	Regular review of website and monthly newsletters	Village Manager and Team	Weekly Ongoing

Stakeholder Relationships • Employment of Manager and other personnel to implement BID programme and strategic plan • Communicate activities to all stakeholders • Advocacy and relationship building with key stakeholders e.g. Howick Local Board, Auckland Council and Auckland Transport	Stakeholder relationships maintained through regular meetings and collaborative initiatives	Exec Committee & Village Manager	Ongoing
Annual Reporting • Present annual review of HVA activities to Howick Local Board (HLB)	'Year in Review' presented to HLB	Village Manager	Dec 27-Feb 28
Outcome: Strong governance, effective representation and sustainable organisational management that enables the HVA to successfully deliver for members and the wider community.			

ECONOMIC DEVELOPMENT & BUSINESS GROWTH

Purpose: Support business prosperity, increase visitor spending, and strengthen Howick Village's position as a destination			
Action	Performance Measure	Responsibility	Timeframe
Operate, promote and continue to strengthen the Howick Village Market - raise market profile and attendance	Attendance and stallholder numbers	Village Manager & Market Manager	Ongoing
Networking Opportunities – including training (educational) sessions - facilitation and promotion	Number of Events and attendance at events	Village & Events Manager	Ongoing
Newsletters • Village Business and Community Chimes • Promote collection of wider community database through our website for broader newsletter distribution	Publication of monthly newsletters & regular monitoring of website	Village Manager & Team	Monthly/ Ongoing
Business engagement: ** • Shop & Win, in conjunction with event activation strategies to encourage retail/hospitality spend, and business engagement in events. • Member 'Market Day' concept to be facilitated and promoted.	Number of Members participating	Village Manager & Events Manager	Ongoing
Funding & Sponsorship Applications • To prioritise and minimise the cost of events, and make improvements to Village Streetscape. • Continue to seek additional sponsorship and grant funding from local organisations for additional/new projects.	Monitor Grant & Sponsorship Income	Events & Grants Manager	Ongoing
Associate Memberships • Promoted and encouraged for broader community connection and representation.	Number of memberships	Village Manager	Ongoing
Outcome: Increased business confidence, village visitation and consumer spending, supporting a thriving local economy and strengthening Howick Village as a preferred destination for shopping, dining and services.			

EVENTS, MARKETING & DESTINATION PROMOTION

Purpose: Drive visitation, community engagement, and economic activity through events and marketing			
Action	Performance Measure	Responsibility	Timeframe
Large Events: • Howick HOP	Monitor attendance and	Events Manager	Ongoing

- Christmas Fair - Cultural Food Festival **	sponsor feedback		
Christmas Activations: Continue promoting the Village at Christmas with installation of Christmas flags, bollard signs, Reindeer and Santa static display, and the continuation/growth, and improvement of our Christmas Fair Event.		Village Manager & Events Manager	Nov/Dec 27
ANZAC Placemaking: Continue to 'dress' Howick Village for ANZAC Day – with displays and activations, reflective and respectful of our proud Anzac history.		Events Manager	April 2028
Smaller Events: - Eco Day (with the success of 2026 consider annual rather than biannual event) – July 27 - Mid Winter Celebration – June 28 - Member Training Session – March 28 - Networking opportunities – e.g. in conjunction with Bayleys or other partners - Collaboration with member businesses – e.g. Poppies Chess Challenge, Market Day initiative **	Monitor attendance and feedback	Village Manager & Events Manager	Ongoing
Branding Campaign: ** - Develop and implement the “How***ick” marketing campaign concept e.g. How panoram ick, How histor ick, How histor ick. - Prioritise digital marketing budget (Social Media and website)	Monitor social media metrics for growth in reach and engagement	Village Manager	Ongoing
Business profiling Continue our business support initiatives, through our Social Media and Newsletters	Regular newsletters & monitor Social Media metrics	Village Manager & Team	Ongoing
Outcome: Increased visitation, community participation and online engagement, enhancing Howick Village's profile as a vibrant destination for events, culture, shopping and community connection.			

PLACE MAKING, SAFETY & ADVOCACY

Purpose: Maintain a safe, attractive, accessible and vibrant Village			
Action	Performance Measure	Responsibility	Timeframe
CCTV: - Maintenance of CCTV cameras in Howick Village, - with opportunities to expand the network always being assessed	CCTV network maintained and issues responded to promptly	Village Manager	Ongoing
Lighting Advocacy: - to enhance streetscape - and security	Regular contact with provider	Village Manager & Team	Ongoing
Partnerships: - Ensure close relationship is maintained with local Police - and community patrols for safety and security of the Village and community	Regular contact, liaison & meetings	Village Manager	Ongoing
Council advocacy – work with: - Auckland Council - Auckland Transport in developing appropriate policy for our growing community - ensuring Howick maintains its unique Village character and standing within Auckland	Regular contact and meetings with local representatives	Exec Committee, Village Manager & Team	Ongoing

Community connection – engage and collaborate with: - local community groups (e.g. Rotary, Lions, RSA) - local schools - charitable organisations (e.g. Coastguard, Freemasons)	Ongoing liaison maintained	Village Manager & Team	Ongoing
Waste Management – engage with: - Auckland Council - facilities coordinators and Zero Waste team - and Clean Events Ltd to ensure waste management programmes are effective around our events		Village Manager & Events Manager	Ongoing
Streetscape Improvements – work with: - Auckland Council and Auckland Transport - The Beautification Trust (including for ongoing graffiti removal, and painting) - Arts Out East (for additional opportunities for murals or artwork) - Local businesses and community organisations, to maintain and upgrade assets throughout the Village (e.g. Pigeon Mountain Gardening Club) Opportunities identified include additional murals (Arts Out East) and Tree lights. Continue to advocate strongly for a playground in Fencible Walk through the Howick Local Board.	Regular ‘eyes on’ checks of the Village, prompt responses to issues. Regular liaison maintained.	Village Manager & Team	Ongoing
Demographic Responsiveness: Ensure relevance and engage with the changing demographics and ethnicities of the catchment population	Tailored events and activity, monitor engagement	Village Manager & Events Manager	Ongoing
Landlord engagement: Work and connect with landlords to maintain consistent appearance and variety of businesses within the Village – educational networking sessions of relevance to be promoted.	Number of events & attendance	Village Manager & Events Manager	Ongoing
Outcome: A safe, attractive and vibrant Village that celebrates Howick's unique identity, enhances community wellbeing, supports local business, encourages visitation, and reinforces Howick Village as a unique destination that celebrates its heritage, character and community.			

**** = Indicates the activity that the proposed 3% increase in targeted rates funds will be allocated against**

Katie Treneman - Village Manager - July 2026