



## Business Plan 2010-2011

### Introduction

The East Tamaki area is one of the largest and fastest growing commercial and industrial areas in New Zealand, contributing:

- \$3 billion to the NZ economy annually
- \$19 million in rates annually
- 30,000 jobs projected to rise to 45,000 on completion of Highbrook Business Park

The Greater East Tamaki Business Association Inc (GETBA) was incorporated in 1994 and until mid 2009 operated as a voluntary subscription based organisation, providing advocacy, crime prevention and neighbourhood support, and business support services. The crime prevention and advocacy services especially were of benefit not just to the 600+ paying members but to the commercial industrial community as a whole.

In mid 2009 a ballot of property and business owners returned a 72% vote in favour of implementing targeted rating as the most appropriate sustainable funding model. The resulting GETBA Business Improvement District (BID) now represents an enlarged membership base of almost 4000 business and property owners in East Tamaki.

GETBA's role as a Business Improvement District is to advocate for business and property owners in the economic development of the area, provide a conduit to business support, promote the area as a great place to do business and to work, and attract new business and employment into the area.

With the step up from a voluntary membership of some 600 businesses to a target rated membership of almost 4000 businesses and property owners, it was recognised that the Association needed to develop a higher level of infrastructure to manage and administer the enlarged workload of a BID and a broader range of offerings.

The Business Plan should be read in conjunction with the Strategic Plan, a more comprehensive document which outlines the long term planning for the Association, addressing the dual criteria of:

- guiding the affairs of New Zealand's largest industrial area at a time of great administrative change in the Auckland Region and
- progressing the work streams identified in the extensive consultation process for the establishment of the Business Improvement District, and from the feedback and input of Focus Groups held in April 2010.

## **Executive Summary**

The inaugural year of target rate funding saw the Association begin to develop the formal infrastructure to address the issues facing one of New Zealand's largest commercial industrial areas, including the appointment of a General Manager. Several new systems projects were initiated to accommodate the larger membership base, and some new service offerings developed to meet their diverse needs.

The year ahead will see the implementation and optimisation of these new systems, and further progress on expanding the range of services within the work streams outlined below.

## **The Business Plan:**

### **1. Advocacy and Economic Development**

This was identified as a primary concern in the consultation as it has been throughout the existence of GETBA. An ongoing priority will be the representation of the needs and concerns of small to medium businesses which are most often those who have fewest resources to represent themselves. GETBA will continue to proactively liaise with regional government and also central government at a policy level, with economic development agencies, relevant national business and industry associations and core infrastructure service providers, with regard to the economic development of the area. An integrated approach to local economic development is favoured. The collective strength through collaboration of commercial industrial BIDs across Auckland is also important and will be pursued.

- 1.1. Given the fast-changing agenda of the Super City process, GETBA has an ongoing role as a source of information to members about the issues and implications of developments in the area, and as an advocate for the economic development of the commercial industrial area. It is critical that the infrastructure services and the cost of those services provided to East Tamaki by the new administrative bodies, be audited and critiqued by informed business representation.
- 1.2. Transport issues have been identified as a significant issue for East Tamaki business' ability to attract and retain staff. Issues with traffic flows have also been identified as impacting negatively on productivity. While a regional issue of strategic importance which GETBA is already working on with the relevant regional organisations, at the local level ongoing Travel Planning (reviewing staff travel movements and public transport that runs through East Tamaki and investigating alternative travel options) is a priority and a significant opportunity to improve the attractiveness of East Tamaki as an employment destination. This will be done in collaboration with local authorities and key players with existing travel plans including MIT, Goodman/Highbrook Business Park, and Botany Town Centre, and funding sought where appropriate.
- 1.3. Other ongoing advocacy projects include the planned underground cabling of Ti Rakau Drive by Transpower, the widening of Smales and Allens Roads, and waste water charging under WaterCare Services Ltd.

- 1.4. Other local government compliance and resource consent issues that impact on either groups of businesses or individual businesses from time to time will be dealt with as they arise. Having a conduit to the local authority in the form of a Business Improvement District Co-ordinator is an advantage when dealing with such issues.
- 1.5. Integral to advocating for the economic development of the region is an understanding of the statistical make-up and economic performance of the area by researching or accessing available research from the local authority, economic development agencies, and other appropriate government agencies.

## **2. Crime Prevention**

As the second most critical area of concern, and the most visible and valued service to members, this will continue to receive the highest priority. There has been a greater than 50% reduction in burglaries in the East Tamaki industrial area since 2006 when GETBA instituted a comprehensive crime prevention programme in partnership with New Zealand Police and private security providers, with funding from the Ministry of Justice Crime Prevention Unit for the two year project.

### **2.1 Crime Prevention Programme:**

- 2.1.1. Email Alerts: the preventative nature of these alerts is recognised and valued by businesses and the enforcement and protective agencies of New Zealand Police and security companies alike.
- 2.1.2. Police Liaison: this valued partnership will continue to be developed as this has been proven to be a useful resource to forestall criminal activity as well as to address concerns of members.
- 2.1.3. Security Managers' Programme: this innovative and collaborative approach to ensuring the best possible service to business will continue. Personnel responsible for security in larger organisations will be integrated with external security company representation as appropriate.
- 2.1.4. Neighbourhood Support: in addition to the one on one service already in place, GETBA will respond to the specific security concerns and needs of streets or areas as they arise.
- 2.1.5. Community Partnership Programme: GETBA will continue to be part of this grouping of Central and Local Government Agencies, convened by New Zealand Police.
- 2.1.6. Web Resources: useful information and resources on security are accessible on the GETBA website. A 'security toolkit' is planned for use when GETBA is contacted by a member affected by crime.

## **3. Business Support and Membership Liaison**

While GETBA sees little value in duplicating services and resources available to members elsewhere, it does see value in providing support to business by being a conduit to those services, linking members to useful information and resources, and liaising with and trouble shooting on behalf of businesses with the local authority and core service supplier organisations. This was also reinforced in the Focus Groups.

- 3.1. Web based resources and links to sites and information such as economic commentaries, infrastructure developments in the area, the central government portal, government agencies, business advice, business mentoring, economic development and funding opportunities, legislative compliance updates, topical issues, relevant press releases, local government information on relevant topics such as disaster preparedness, advance notice of resource consents and consent processes etc. A web based jobs board/skills match service is also being pursued under the Memorandum of Understanding with Manukau Institute of Technology.
- 3.2. Membership liaison. While seeking subscriptions is no longer required, being a visible and listening presence remains one of the most valuable services undertaken by GETBA. A visiting programme to exchange information and ascertain issues affecting business also enables data updating.
- 3.3. Trouble-shooting on behalf of members with the local authority on local issues such as street lighting, road signage and graffiti. Again, having a conduit to Council in the form of a BID Co-ordinator is an advantage when dealing with such issues.

#### **4. Networking and Business Development:**

Particularly at a time of economic uncertainty, encouraging networking, knowledge enhancement, and local collegiality among businesses is a strong priority, as a way of building resilience and promoting growth.

##### **4.1. Event programme**

- 4.1.1. Regular breakfasts will continue with a variety of guest speakers. Other functions with a variety of guest speakers will be held from time to time. Feedback shows members want informative, relevant speakers.
- 4.1.2. Business Showcase events held on the host company's premises, initiated in early 2010 will continue. These events give the host company an opportunity to profile their business, and attendees the opportunity to network with other East Tamaki businesses.
- 4.1.3. Other networking formats will be considered and an employee focused event is planned for 2011.

##### **4.2. Seminar programmes will be one of the means of addressing the needs of Small Medium Enterprises to deal with a wide range of business information and compliance requirements.**

- 4.2.1. The Management Bites series initiated in early 2010 will continue, and opportunities to collaborate with Manukau Institute of Technology will be pursued.
- 4.2.2. A technology series is planned, as is a case study based series illustrating 'best practice in practice' examples in topical areas such as productivity improvement and literacy and numeracy. Other ideas put forward by the Focus Groups will be considered.

##### **4.3. Interest group development: In addition to travel planning, there is an interest in a work stream on recycling/waste minimisation issues. Other areas of interest identified in the Focus Groups will be investigated and addressed as they become significant.**

## **5. Marketing and Website Development**

One of the broad goals of the Business Improvement District is to attract new business and employment into the area. GETBA undertakes to promote East Tamaki as a great place to do business and to work, via several avenues but mainly via an upgraded website.

5.1. Website Development. The upgraded GETBA Website will be the cornerstone of our communication and promotional activities a promotional activities and will provide businesses with the best possible public profile for their products and services. The upgrade project is underway and on completion will have the following features:

5.1.1. An improved searchable business directory with clearer categories, Search Engine Optimisation, and with the opportunity to purchase enhanced listings.

5.1.2. Information on why East Tamaki is a great place to do business and links to established information sites (Local government and Economic Development Agency).

5.1.3. A Bulletin Board for member to member notices.

5.1.4. From the Chair forum.

5.1.5. Links to useful business support sites.

5.1.6. Integration with the Customer Relationship Management system, and user friendly systems administration/maintenance.

5.2. Pursue other marketing avenues including Public Relations – good media relationships/accessibility, a GETBA newsletter (soft and hard copy), and opportunities for leveraging strategic partnerships/sponsorships.

5.3. Continue to develop a more contemporary, go-ahead image with optimised use of the new brand identity.

5.4. Investigate a working group to market GETBA beyond its boundaries, including internationally.

5.5. Marketing to, and showing the return on investment to the enlarged membership is also important.

## **6. GETBA Infrastructure**

Progressing the development of an efficient and effective infrastructure to meet the BID requirements in managing and administering a larger membership base is a top priority. This includes accommodation, resources (including systems), and committee costs.

6.1. Database Management. A primary and on-going requirement as a Business Improvement District is to establish an accurate Register of all members and to keep this updated. A Customer Relationship Management system is being introduced and configured to hold all relevant information on the increased number of member businesses. Initial data updating is taking place through a mail and telephone campaign, then ongoing via a programme of visiting, email and local authority records.

- 6.2. Communication. With almost 4000 properties and businesses in East Tamaki it is critical to establish and maintain effective communication for both members and their executive. The Customer Relationship Management database is being customised to enable segmentation of data, tracking of interaction and activity, and greater participation opportunities for, and communication with, more people within member businesses than has been possible in the past. It will also enable email campaigns and integration with the upgraded website.
- 6.3. The GETBA executive is undertaking research on cloud computing, software as a service and the use of on-demand business applications. Emergency preparedness will be investigated and appropriate policy/procedures instituted.
- 6.4. Ongoing research on best practice BIDs globally and tapping into the expertise provided by relevant organisations such as Towns and Cities New Zealand.

## Greater East Tamaki Business Association Budget 2010-2011

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<b>INCOME</b>	<b>Total</b>
Targeted Rates	<b>220,000</b>
MCC Grant	<b>30,000</b>
Other (associate membership, events, seminars, enhanced listings etc)	<b>50,000</b>
<b>Total</b>	<b>300,000</b>

<b>EXPENDITURE</b>	<b>Total</b>
Advocacy and Economic Development	<b>\$ 50,000.00</b>
Crime Prevention	<b>\$ 50,000.00</b>
Business Support and Membership Liaison	<b>\$ 50,000.00</b>
Networking and Business Development	<b>\$ 50,000.00</b>
Marketing and Website Development	<b>\$ 50,000.00</b>
GETBA Infrastructure	<b>\$ 50,000.00</b>
<b>Total</b>	<b>\$ 300,000.00</b>