

TRANSlink Pilot Project

Consultation, analysis and
recommendations for growing and
enhancing the TRANSlink business precinct
in Northern Tasmania

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- Northern Midlands Council
- Regional Development Australia - Tasmania
- Northern Midlands Business Association

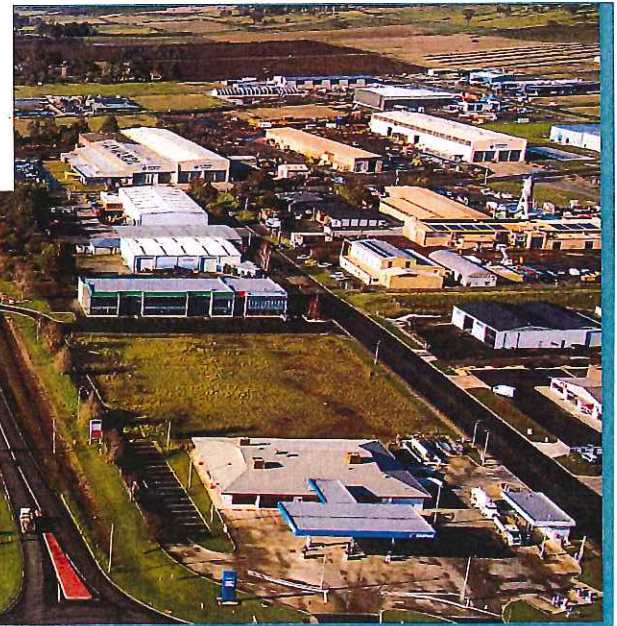
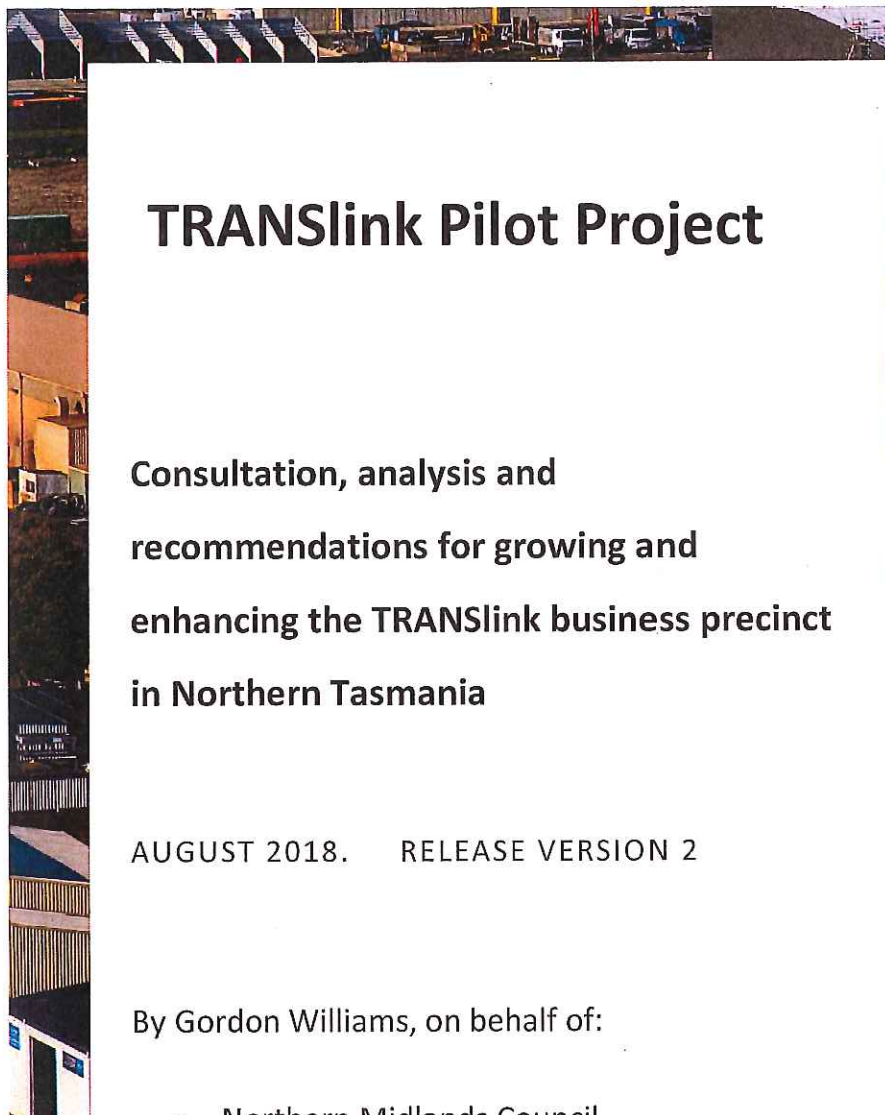


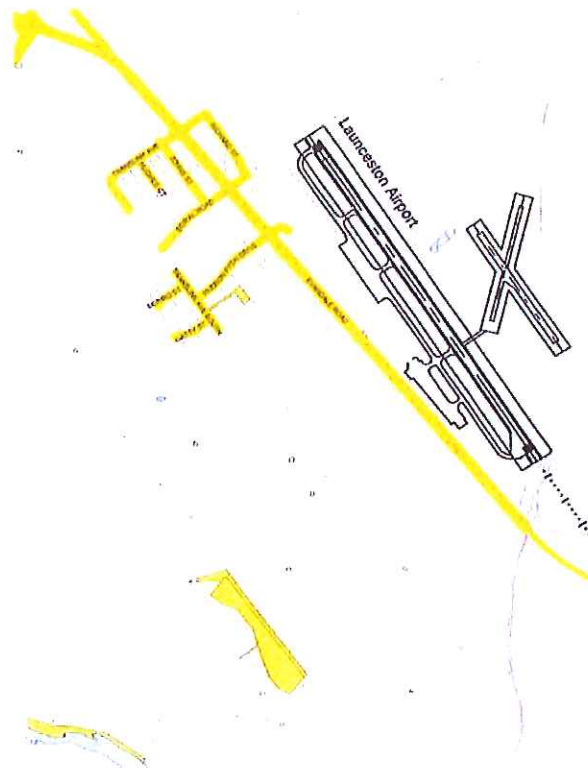
Table of Contents

1. About TRANSlink.....	4
2. Purpose and Objectives.....	5
3. Benefits and key attractions of TRANSlink	6
3.1 Best location for Tasmania-wide and mainland access.....	6
3.2 Complementary business tenants	7
3.3 All the benefits of Launceston, without the problems	8
3.4 Proximity to Launceston Airport	9
3.5 Supportive Council	10
3.6 Few Restrictions/freedom to do business	11
4. Problems and areas for improvement.....	12
4.1 More food outlets, cafes, retail shops needed	13
4.2 Major issues with NBN, mobile & I.T infrastructure	14
4.3 Problems with crime.....	15
4.4 and 4.5 Improved tenant signage and improved street signage	16
4.6 More fuel options.....	17
4.7 Tenants' contact person, forum, networking, representation	18
4.8 Hotel/motel/conferencing facilities	19
4.9 Mechanical repairs & servicing	20
4.10 Car parking issues	21
4.11 Road improvements; access for trucks -v- cars	22
4.12 Balanced mix of industrial, commercial & retail co-tenants	23
4.13 Streamlined approvals/government support.....	24
4.15 Evandale Main Road widening	26
4.16 Truck amenities/washing facilities	26
4.17 Join TRANSlink Avenue North and South.....	26
4.18 Attractions for general public	26
4.19 Wholesale to public outlets/factory direct	27
4.20 Public transport for workers	27

4.21 Improved flood mitigation	27
4.22 Rentable commercial space/warehouses	27
4.23 Better water supply	27
5. Prime opportunities for TRANSlink	28
6. Recommendations:	29
6.1 Broker and promote improved Internet connectivity	29
6.2 Promote the opportunities for accommodation and hospitality businesses	30
6.3 Networking, marketing and engagement program for TRANSlink	31
6.4 Clearly communicated infrastructure and plans for TRANSlink	33
6.5 Business development to broker specific new tenant opportunities	34
Appendix 1. Tenant invitation to participate.....	35
Appendix 2. Privacy policy and statement	36
Appendix 3. Statistics and data gathering	37

1. About TRANSlink

The TRANSlink precinct is the commercial, industrial and logistics jewel in the Northern Midlands crown.



The precinct is located adjacent to Launceston Airport and has grown from a small nucleus of low-key business developments in the late 1980s to a thriving business estate, currently home base for more than 80 businesses employing a total workforce in excess of 1,500 (not including the businesses and workforce at Launceston Airport).

These businesses are engaged in a diverse array of activities including freight, transport and couriers; civil construction and contractors; car rentals; food wholesalers and distributors; furniture manufacturers; engineering and related services; and support services such as a cafe and service station.

There are currently 58 vacant lots with a total area of 59 hectares in the TRANSlink precinct, and a further 120 hectares in the adjacent primary industry zone to the south-east for future expansion of the precinct.

2. Purpose and Objectives

The TRANSlink Pilot Project was a short-term activity to gather information that would be used in future programs for the enhancement and promotion of the TRANSlink business precinct in Tasmania's Northern Midlands.

The project was supported and sponsored by Northern Midlands Council through its Economic Development Committee, Regional Development Australia (Tasmania) and the Northern Midlands Business Association.

The strategic objective is for the TRANSlink precinct to actively support existing tenants, be recognised as a highly desirable and thriving business location, and to significantly increase the number and mix of tenants.

The stakeholders recognised that there was little actual data on which to effectively focus both enhancement programs for existing tenants, and marketing programs to secure new tenants.

The resulting Pilot Project was therefore established to gather data through consultation with the existing tenants, and conduct analysis to **develop core messages on the benefits of TRANSlink**, and perhaps much more importantly, **the issues, areas of improvement, and impediments to TRANSlink achieving its objectives and potential.**

The consultation was structured, but care was taken for responses to be unprompted. The resulting core messages and recommendations are distilled from these unprompted views by tenants, and not the result of a questionnaire or multi-choice survey.

The Pilot Project and this report, are the result of the recognition of this need for data, a clear set of focus areas, and a set of recommendations for programs to achieve the above objective.

3. Benefits and key attractions of TRANSlink

Existing tenants were asked, unprompted, on their view of the key benefits to their business of being located at TRANSlink.

Responses fell into a very short list of only 6 categories:

1. **Best location for Tasmania-wide and mainland access**
2. **Complementary suppliers and/or customers within the precinct**
3. **Close to Launceston without the issues of being located in the city**
4. **Close to the airport**
5. **Supportive Council**
6. **Few restrictions on business activity**

In order of popularity, the responses were:

3.1 Best location for Tasmania-wide and mainland access

“TRANSlink is simply the BEST location for any Tasmanian business that wants easy access across the state” - TRANSlink tenant

Virtually all tenants stated that location and access is the number one benefit of having their businesses at TRANSlink.

Typical responses included:

“TRANSlink is THE BEST location for Tasmania-wide and mainland access”

“If you take a map of Tasmania and put a pin on the perfect location for state-wide access to roads, freight and towns, the only choice is TRANSlink”

“TRANSlink is in the perfect position for access through the Northern Midlands, East Coast, West Coast and Northern cities like Devonport and Burnie, combined with easy routes to Hobart”

Benefits and key attractions of TRANSlink

3.2 Complementary business tenants

Approximately one-third of tenants volunteered that having a “community” of complementary businesses was a key benefit of TRANSlink, and one that should be encouraged.

This complementary community of businesses included both customers and suppliers of existing tenants.

***“The more we can keep business activity among our neighbours,
the more prosperous we will all be” - TRANSlink tenant***

More surprisingly, some tenants saw the benefits of having additional direct competitors within TRANSlink, as they draw more customers and activity to the precinct. In other words, there was no desire for existing tenants to be “monopolies” and no issues expressed with the precinct growing to contain multiple similar and competing businesses.

Another variation to this theme was a desire to attract additional businesses within a particular sector, in order to help gain recognition of TRANSlink as a “Transport Hub”, “Engineering Centre” or “Food Precinct”, as examples.

Interspersed with this variety of views, was a clear message that TRANSlink should continue to have a “good mix” or “balance”, to foster a market perception that it has a broad base of business types, and not solely dominated by a small group of industry sectors.

Benefits and key attractions of TRANSlink

3.3 All the benefits of Launceston, without the problems

More than one quarter of respondents described that TRANSlink provides easy access to Launceston, and all of the city's benefits of access to staff, customers, commerce and facilities.

“TRANSlink has all the benefits of being close to Launceston, with none of the disadvantages” - TRANSlink tenant

These respondents were candid in their criticism of locating a business within Launceston or its busier suburbs. These critical **disadvantages** of a central Launceston location compared with TRANSlink were:

- Higher land costs
- Expensive rates
- Traffic, access issues, parking, conflict between trucks, commercial vehicles, cars and pedestrians
- Restrictions on doing business such as noise and hours of operation
- Physical land limits on expanding operations, resulting in expensive relocation
- Other limits to expansion which restrict businesses adapting and evolving
- Perception that Launceston Council is more bureaucratic, less business friendly and imposes more objections and barriers

While the theme of *“all the benefits and no disadvantages”* was clear, many tenants described a commonly held and misguided perception from outside TRANSlink of being *“all the way out near the airport”*, while the reality is that TRANSlink is a fast 10 minutes from Launceston.

Benefits and key attractions of TRANSlink

3.4 Proximity to Launceston Airport

Perhaps surprisingly, the most obvious aspect of TRANSlink - its proximity to the airport – was only highlighted as a key benefit by approximately 10 percent of tenants.

“At TRANSlink you are spoiled for choice – air, road and sea are all at your fingertips” – TRANSlink tenant

Logically, this response came primarily from businesses where air freight, mainly for export to the mainland, was a key part of their operations.

There was a lesser response from those businesses where incoming air freight was a key part of their operations.

A small, but interesting observation by some tenants, was the value that the “passing trade” of the airport generates. One tenant stated *“everyone goes to the airport to travel or pick someone up at least once a year – if I can make my business visible, you can’t buy that sort of exposure to every possible customer.”*

Benefits and key attractions of TRANSlink

3.5 Supportive Council

Approximately 5 percent of tenants specifically and unprompted mentioned Northern Midlands Council in a positive light and there were no respondents who went out of their way to say that dealing with Council was a negative factor for their business.

“Northern Midlands tries to find ways to say yes to businesses proposals - other Councils go out of their way to tell you why you can’t ...” – TRANSlink tenant

A larger proportion of tenants were vocal in their criticism of Launceston Council in particular with a strong perception that it is *“anti-business”* and goes out of its way to throw up roadblocks or objections to proposals or even the most minor contact from businesses.

Tenants described a strong affinity for knowing the names of key contacts at Council and being able to contact them personally, and discuss items with them easily and in a spirit of cooperation.

There was a tangible fear expressed that Northern Midlands Council was in danger of *“going the way of other Councils”* and losing this consultative and personal approachability.

Benefits and key attractions of TRANSlink

3.6 Few Restrictions/freedom to do business

Approximately 5 percent of tenants spoke on the relative freedom within TRANSlink to operate their businesses without excessive restrictions on such aspects as access, noise, hours of operation, and visual amenity.

***“TRANSlink gives you the freedom,
within reason, of doing what you need to do
to operate your business” – TRANSlink tenant***

Clearly, this is a key requirement of businesses in the engineering and quarrying industries, but also relevant to the many companies who have high volumes of truck movements, or need to store supplies and projects outdoors.

Again there was a “positive negative” perception with comments such as *“in most places, unlike TRANSlink, you are hampered by all the things you’re not allowed to do.”*

4. Problems and areas for improvement

Arguably, identification of problems and areas for improvement is at least as important as identifying the inherent benefits of TRANSlink, in order to develop programs to remove objections by current and prospective tenants.

Failure to address these concerns would clearly limit the satisfaction of existing tenants, restrict their desire to expand within TRANSlink, and work as an active impediment to prospective tenants.

Existing tenants were asked, unprompted, on their view of these problems and areas for improvement that directly impacted their business. Responses fell into an extensive list of 23 categories:

1. More food outlets, cafes, retail shops needed
2. Major issues with NBN, mobile & I.T infrastructure
3. Problems with crime; better security, CCTV, lighting, crime prevention
4. Improved tenant signage
5. Improved street signage
6. More fuel options
7. Tenants' contact person, forum, networking, representation
8. Hotel/motel/conferencing
9. Mechanical repairs & servicing
10. Car parking issues
11. Road improvements, access for trucks -v- cars
12. Balanced mix of industrial, commercial & retail co-tenants
13. Streamlined approvals/government support
14. Improved visual amenity
15. Main Evandale Road widening
16. Truck amenities/washing facilities
17. Join TRANSlink Avenue North and South
18. Attractions for general public
19. Wholesale to public outlets/factory direct
20. Public transport for workers
21. Improved flood mitigation
22. Rentable commercial space/warehouses
23. Better water supply

Problems and areas for improvement at TRANSlink

4.1 More food outlets, cafes, retail shops needed

The vast majority of tenants, at over 80%, cited the lack of variety of cafés, shops and food outlets; with a single take-away shop off the main road, plus recent changes restricting outside access to food outlets at the airport.

“Unless you like brown food, there is nothing to eat or a decent coffee for the hundreds of TRANSlink workers or tens of thousands of visitors who travel past...” - TRANSlink tenant

Respondents rated the severity of this issue as being anywhere from simply a nuisance, to a factor that eliminated TRANSlink from gaining a reputation as a respected business location.

Depending on the type of business, this issue affects tenant businesses in one or more of the following ways:

- Preventing passing trade and visitors from pausing at TRANSlink
- Creating a serious satisfaction issue for workers
- An impediment to attracting new staff

Problems and areas for improvement at TRANSlink

4.2 Major issues with NBN, mobile & I.T infrastructure

Over 60% of tenants described issues with telecommunications services within TRANSlink. There was a clear dichotomy of issues. While some tenants had no issues, or only minor problems, drop-outs and slow speed, there are tenants who report they have been unable to connect to the National Broadband Network at all.

***“Despite assurances all would be OK,
we purchased land at TRANSlink and now wish we hadn’t
because of a total lack of broadband Internet” - TRANSlink tenant***

From tenant comments, it appears that while some TRANSlink businesses can obtain a ready connection to the NBN, others 100 metres away have been advised it is *“impossible”* or *“not until after 2020”*.

These tenants consistently described receiving assurances that NBN would be available, then spending countless hours and days receiving contradictory advice, lack of support, and preparing applications before either giving up or being told services are unavailable at their location.

Some tenants described spending thousands of dollars hiring consultants to try to resolve issues, with no result.

One tenant advised they are about to spend tens of thousands of dollars developing their own mobile broadband connectivity solution as a last resort to either not being able to do business or abandoning TRANSlink.

Another tenant claimed to have been given written assurances of NBN access, had purchased additional land at TRANSlink to start an online distribution arm of their business, then abandoned the plan due to a total absence of Internet connectivity at that site.

Problems and areas for improvement at TRANSlink

4.3 Problems with crime

Just under 50% of tenants described issues relating to crime as being a serious issue for current businesses and any company thinking about locating to TRANSlink.

Some of this was perceptual or anecdotal, with many stories about other businesses suffering a succession of break-ins and vandalism. These tenants said they has so far been unaffected, either from good luck or extensive work on their part to protect their businesses.

***“TRANSlink is a magnet for every hoon wanting to do burnouts,
and every burglar in Tasmania” - TRANSlink tenant***

Many businesses reported first-hand being victims of crime with one business claiming it had been broken into 6 times in 2018 and several others with two or more burglaries in the past 18 months.

While being conscious of their own responsibility to protect their businesses against crime, virtually all of these tenants said that TRANSlink lends itself to this issue for reasons ranging from lack of CCTV, insufficient street lighting, absence of police patrols, insufficient density of tenants, and layout.

Problems and areas for improvement at TRANSlink

4.4 and 4.5 Improved tenant signage and improved street signage

A common theme among TRANSlink tenants is that the precinct is *“too confusing for people to find their way around”*.

“Every day we will have 3 or 4 people come in lost and ask where a particular business is...” - TRANSlink tenant

Much less consistent was tenants’ perceived reasons and solutions for this issue. Reasons given included some visual problems with motorists spotting the TRANSlink tenant directory signs, and lack of night lighting on these.

Some tenants felt that street signs were either in incorrect locations or did not adequately stand out from the large amount of visual clutter from billboards, business and other signs.

Other tenants cited the layout of TRANSlink itself and its nature of being *“split down the middle”*, as well as the *“no man’s land”* lack of connection between TRANSlink Avenue North and South.

Problems and areas for improvement at TRANSlink.

4.6 More fuel options

Approximately one in 10 tenants cited a single fuel station as being an issue with the TRANSlink precinct.

Degrees of importance on this issue in some cases could be regarded as perceptual or a minor nuisance.

“TRANSlink can’t be taken seriously when there is only one place to buy fuel and that isn’t open until after the first flights and closes before the last daily flights from the airport”

- TRANSlink tenant

However there were 2 major businesses that saw this as a serious cost and imposition on their business. In these examples, each company had sole fuel contracts where the nearest outlets were Invermay or Devonport.

There were 4 other businesses with the same issue but that had a lesser negative effect.

Problems and areas for improvement at TRANSlink

4.7 Tenants' contact person, forum, networking, representation

Approximately one in ten tenants cited the need for some form of support contact, or mechanism for greater communication and networking among tenants, and to “government”.

“We need someone we can contact and get immediate support to work through whatever proposal we have, or government department or issue....” - TRANSlink tenant

These ranged from needing an “ambassador” or “spokesperson” who could meet with prospective business partners or prospects, to a “troubleshooter” role to support businesses with issues or proposals.

Other tenants gave good evidence of the TRANSlink “rumour mill” and need for regular consistent communication to, and among tenants to avoid misinformation.

An example of this was a rumour cited separately by three tenants that Northern Midlands Council had decided to “ban” any future development apart from heavy industry at TRANSlink.

On querying the source of this information, none of the tenants could identify where they had heard this rumour.

Problems and areas for improvement at TRANSlink

4.8 Hotel/motel/conferencing facilities

Approximately one in ten tenants cited a lack of hotel/motel/restaurant/conferencing facilities as a drawback for TRANSlink.

“There is nowhere for our interstate visitors to stay, or for us to book a meeting room, or working lunch. What major airport doesn’t have an adjacent hotel?”- TRANSlink tenant

Some tenants had direct need for these sorts of facilities, due to visiting interstate colleagues or wanting to run small conferences or business lunches.

For other tenants, the need was perceptual, with comments such as TRANSlink being unable to attract prestige clients, or seen as a “*poor cousin*” or “*just an industrial zone*” without such facilities.

Problems and areas for improvement at TRANSlink

4.9 Mechanical repairs & servicing

Just under ten percent of tenants expressed an issue that there was a lack of options for mechanical servicing, parts and repairs at TRANSlink, ranging from cars, to commercial, trucks and specialised mechanical equipment.

***“TRANSlink is all about plant and transport,
and you’d think there would be more options
for parts and mechanical repairs ...”- TRANSlink tenant***

This feedback, combined with the higher priority item above of more fuel options, could present some opportunities for new businesses at TRANSlink, and a target market for prospective tenants.

Problems and areas for improvement at TRANSlink

4.10 Car parking issues

Several tenants described an issue and history of car parking issues throughout TRANSlink. These were typically respondents who also promoted widening of Main Road and separate access for trucks vs cars.

The primary culprit for this frustration was typically motorists visiting the airport and avoiding any of the existing parking facilities.

“Changes in street parking have made things worse, with cars waiting for flights either driving round and round blocking roundabouts, or creating a safety hazard parking on road verges where trucks are roaring past and trying to get access...”- TRANSlink tenant

Tenants reported motorists completely ignoring no standing or loading zones and reported them also parking tight up to tenant driveways and restricting access, to on lawn areas, verges, walkways and even private property. This is then followed by a rush as flights land.

Two businesses had the perception that Council changes to street parking rules had not solved the problem, but pushed it to narrower internal streets within TRANSlink, and made the problem worse.

Problems and areas for improvement at TRANSlink

4.11 Road improvements; access for trucks -v- cars

Several tenants put forward the need for governments to be either actively building, or planning for, a continuously increasing density of airport and TRANSlink vehicle movements, and clearly communicating that they understand and are addressing this potential issue.

***“Things are fine now, but if they want to fill up TRANSlink,
I hope they keep pace with increased traffic
for businesses as well as the forecast increased traffic
with the airport...” - TRANSlink tenant***

Problems and areas for improvement at TRANSlink

4.12 Balanced mix of industrial, commercial & retail co-tenants

In line with similar themes in this section, several tenants were negative about a TRANSlink where one industry sector dominated, and were positive about a TRANSlink where a wide variety of business types network and leverage from each other.

“People need to understand that future business is not just transport and engineering – we need everything here; technology, retail, and business services” - TRANSlink tenant

Views of the wide range of businesses needed for TRANSlink to reach its full potential included:

- Technology support
- Consulting
- Design
- Marketing
- Large scale specialist retail
- Project management
- Business services and administration
- Banking, post office, accounting, legal and other financial services

Many of these business types are existing services suppliers to tenants but located at Launceston or elsewhere.

In other cases, business tenants predicted that their future success relies on having these types of service-oriented businesses located within TRANSlink.

Problems and areas for improvement at TRANSlink

4.13 Streamlined approvals/government support

In line with the themes on support and representation above, several tenants were cautiously complimentary to Northern Midlands Council and its individual staff based on experience with permits and planning.

“If you want more activity at TRANSlink, then everything from an initial proposal to planning permission needs to happen faster here than it takes to make it happen elsewhere...” - TRANSlink tenant

A lack of direct criticism, however did not alleviate the fear that there might be issues in the future or perceived indications that Northern Midlands was in danger of *“going the way of other Councils.”*

Problems and areas for improvement at TRANSlink

4.14 Improved visual amenity

“Parts of TRANSlink look like a dump and need a facelift to better represent the image of the companies here, and attract new ones...” - TRANSlink tenant

Although the comment above was the most severe example, many tenants said that the overall appearance of TRANSlink was fine for a transport or engineering company, but would not attract the general public, or businesses outside those sectors, or those large corporations with a strong public image.

Safety was also cited as an issue with reports of many airline visitors with luggage walking on roads to get to vehicle rental or bus services or generally aimlessly wandering without looking like they know where they are going.

Specific suggestions to resolve this issue were hard to obtain and ranged from footpaths, to consistent vegetation and maintenance, controls on signage, and *“government forcing”* businesses to spruce up their premises.

Problems and areas for improvement at TRANSlink

Lesser Priorities

4.15 Evandale Main Road widening

This comment should be read as an aspect of item 4.10 above, in terms of general planning and communication on dealing with inevitable increases in motor car and industrial vehicle density.

4.16 Truck amenities/washing facilities

This comment should be read as an aspect of the desire for more fuel and motor servicing options. A typical comment was that with hundreds of thousands of truck movements each year, there is nowhere for a driver to shower, sit down to a meal, or wash his truck.

4.17 Join TRANSlink Avenue North and South

This comment should be read as an aspect of navigation and access items described above. It is seen as illogical at least that there is a “*no man’s land*” blocking TRANSlink Avenue North and South, and several tenants have the belief that this was originally planned and would resolve some of the access issues.

4.18 Attractions for general public

This comment should be read as an aspect of the visual amenity and balanced mix of businesses items described above. It is seen that some outdoor seating and green space, public toilets, visitor information booths, and similar items, would enhance the perception of TRANSlink to existing tenants and their staff, prospective tenants, and the public, especially if it is desired to attract large retail tenants to the precinct.

4.19 Wholesale to public outlets/factory direct

Some tenants put forward the opinion that, even if it did not directly benefit their business, that large scale or specialist retail tenants would be important to the prosperity and prestige of TRANSLink.

4.20 Public transport for workers

Four tenants cited the lack of bus services and bus stops within TRANSLink as being an impediment to obtaining and retaining staff, and also being incompatible with an airport precinct.

4.21 Improved flood mitigation

Three tenants outlined a history of issues with floods and mitigation works. A key aspect was one of communication – the respondents had either heard of or experienced flood issues, and had some understanding that some remedial works had been done to prevent it re-occurring, but none could recall being advised on the detail, or had confidence in the issue having been rectified.

One respondent in particular, with experience in property development, stated that any developer's priority list of questions when considering a site, is whether any flooding has ever occurred and what has been done to ensure it cannot happen again. This respondent felt that TRANSLink would fail on this key criterion due to lack of communication.

4.22 Rentable commercial space/warehouses

This comment can be viewed as an aspect of a balance mix of business tenants outlined above. The opinion on this item is that more developers providing a mix of different types of rentable facilities, would assist current tenants in flexibly adapting to changing business needs, and attract a wider range of tenants to the precinct.

4.23 Better water supply

Two respondents did not provide detail, but indicated that higher volume water supply and more metering options would have assisted them in avoiding investment in large water tanks, and would be a factor attracting additional businesses to the precinct.

5. Prime opportunities for TRANSlink

Each TRANSlink tenant interviewed was asked what sort of businesses supply to them.

Given that tenants have overwhelmingly stated the value to them of dealing with other TRANSlink tenants, this list provides a major, evidence-based opportunity to promote the precinct to businesses that are most in demand to relocate to TRANSlink.

***The key message to these prospective tenants,
is that they can be neighbours with 100 businesses
that are demanding their services now.***

The most in-demand businesses to supply to existing tenants are:

- Security services
- Cafés, restaurants, catering and accommodation
- I.T & telecommunications services
- Accounting, insurance, postal, banking & admin services
- Office supplies and equipment
- Fuel, car/truck washing, driver amenities
- Hardware, tools, parts
- Design, project management and consulting services
- Agricultural and rural supplies
- Food Wholesalers
- Staffing and recruitment providers
- Gas, electricity, utilities
- Steel wholesaler & fabrication
- Vehicle Parts
- Food wholesale/manufacture/importer
- Mechanical repairs & servicing
- Transport/freight/logistics/couriers
- Property management and garden maintenance
- Cleaning services

6. Recommendations:

From an analysis of the consultative process with current TRANSlink tenants, the following recommendations are proposed, in order to meet the objectives of:

- Addressing priority issues expressed by current tenants
- Enhancing the reality and perception of TRANSlink as a premier business location
- Removing objection barriers of prospective tenants
- Capitalising on the inherent strengths of the TRANSlink precinct

6.1 Broker and promote improved Internet connectivity	
Issues addressed:	Major issues with NBN, mobile & I.T infrastructure
Priority:	Very high. A critical business issues for approximately 50% of tenants and a key requirement for new tenants.
Difficulty/complexity:	Low. No capital investment required. Moderate time investment in identifying and brokering opportunities.
<p>Program summary: Already underway. As a result of the pilot project, preliminary discussions have taken place resulting in an immediate opportunity for TRANSlink businesses to form a buying group for very high speed fibre Internet connection at low cost. The Northern Midlands Business Association is communicating with tenants, and arranging information sessions in an attempt to form this buying group and establish this Internet service.</p>	
<p>Expected outcomes: Assuming several businesses opt in to this program, TRANSlink will be able to legitimately be marketed as a connected business hub, with ultra high speed Internet connectivity available. This will enable marketing to an additional market segment of potential tenants; being innovative, high-technology and entrepreneurial services businesses.</p>	

Recommendations:

6.2 Promote the opportunities for accommodation and hospitality businesses at TRANSlink	
Issues addressed:	<ul style="list-style-type: none"> • More food outlets, cafes, retail shops needed • Hotel/motel/conferencing
Priority:	Very high. A major perceptual issue and source of frustration for approximately 80% of tenants, a negative impact on the prestige and credibility of the precinct, and an impediment to new tenants.
Difficulty/complexity:	Medium. Development of targeted communications materials to this industry sector and/or business development activity and/or online and marketing program and/or business development recommendations outlined in this report.
<p>Program summary: Programs need to be put in place to communicate and promote the clear demand for food and accommodation services in TRANSlink. This will be addressed via the “networking, marketing and engagement” and/or the “business development” recommendations in this report.</p> <p>An interim suggestion has been put forward to support food vans within the precinct at peak times. This may alleviate part of the current problem, but more importantly, provide a test case for proving the benefit of a TRANSlink location to new hospitality businesses to re-locate.</p>	
<p>Expected outcomes: It is a reasonable assumption that additional food, retail and accommodation services within TRANSlink will not take place overnight. However, as previously described, this needs to be an area of focus to solve the considerable issues to current and prospective tenants created by this issue.</p>	

Recommendations:

6.3 Networking, marketing and engagement program for TRANSlink	
Issues addressed:	All.
Priority:	Very high.
Difficulty/complexity:	Medium. Requires a sustained level of activity.
<p>Program summary:</p> <p>In analysing the 6 key positive messages of TRANSlink, as well as the 23 problem factors and areas for improvement, and the opportunity to target primary potential tenants, all can be addressed to some extent through an ongoing effort that delivers:</p> <ul style="list-style-type: none"> • Better communication to existing tenants • Collaboration and networking between tenants • Cost effective marketing of key messages to target business communities • Support, facilitation, and representation for existing and prospective tenants <p>Aspects of this program could include:</p> <ul style="list-style-type: none"> • A continually maintained online TRANSlink presence that provides a closed, tenant-only forum, collaboration, communication, responses to questions, and sharing of business opportunities between businesses. • A publicly accessible area of this online presence with specific messages to promote TRANSlink to specific industries – high technology, food, transport, manufacturing and engineering, services, and so on, based on the target business types described in this report. • Coordination of face-to-face workshops for TRANSlink tenants on areas of mutual interest, voicing of concerns, mutual introductions, tours of 	

businesses, and identifying opportunities. These must be regular with subject matter and agenda driven by tenants.

- Established contact people or a single “*ambassador*” for tenants, developers, real estate agencies, prospective tenants, and developers. These contacts must have the authority to be able to immediately “*cut through*” where a new TRANSlink opportunity arises, and broker support and discussions with government representatives in such areas as planning, zoning, VIP introductions, and other complementary businesses.
- Development of a Law and Order program for the precinct, driven by tenant representation. This could take the form of a committee which could gather and report crime incidents to Police, distribute warnings and advice to tenants, collaborate on security services, and lobby for improved crime prevention facilities.

Expected outcomes:

The program summarised above would provide an ongoing tangible asset and demonstration that all positive, negative, and opportunity factors that have been identified, are being actively addressed, thereby enhancing the prestige and presence of the precinct, engaging with tenants, and actively fostering prospective new tenants.

Recommendations:

6.4 Clearly communicated infrastructure and plans for TRANSlink	
Issues addressed:	<ul style="list-style-type: none"> • Reinforces current positive perception of Northern Midlands Council • Problems with crime; better security, CCTV, lighting, crime prevention • Improved tenant signage • Improved street signage • Car parking issues • Road improvements, access for trucks -v- cars • Streamlined approvals/government support • Improved visual amenity • Evandale Main Road widening • Join TRANSlink Avenue North and South • Attractions for general public • Public transport for workers • Improved flood mitigation • Better water supply
Priority:	High
Difficulty/complexity:	Medium. Primarily requires improved and sustained collaboration and communication
<p>Program summary:</p> <p>Twelve of the 23 key areas of concern fall into category of “<i>council</i>” in particular, or “<i>government</i>” in general (at least in the minds of the business tenants).</p> <p>There is currently a general perception that “<i>government</i>” is either unaware, or having no involvement in these areas. There is significant disinformation via the tenant “<i>rumour mill</i>” on many of these areas of concern that needs to be rectified.</p> <p>Clearly, this situation could be substantially improved via regular contact with tenants and clear communication that recognises their questions and areas of concerns, and provides statements or updates.</p>	

Recommendations:

6.5 Business development to broker specific new tenant opportunities	
Issues addressed:	<ul style="list-style-type: none"> • More food outlets, cafes, retail shops needed • Major issues with NBN, mobile & I.T infrastructure • More fuel options • Tenants' contact person, forum, networking, representation • Hotel/motel/conferencing • Mechanical repairs & servicing • Truck amenities/washing facilities • Wholesale to public outlets/factory direct • Public transport for workers • Rentable commercial space/warehouses
Priority:	Moderate
Difficulty/complexity:	High. Requires full or part time business development resources
<p>Program summary:</p> <p>While the various real estate agencies market and sell properties at TRANSlink, there are opportunities for proactive business development activity to identify, broker, negotiate and introduce qualified prospective tenants to these real estate agencies.</p> <p>While this would be a relatively expensive resource, it would assist in transforming the sale of TRANSlink properties from a largely passive, to a more aggressive and proactive basis.</p>	

References & Appendix 1. Tenant invitation to participate

Dear TRANSlink Precinct Tenant,

Over the past several weeks, a research project has been taking place to gather information to assist in future planning and growth of the TRANSlink precinct in Tasmania where your company has a business location.

This research project has been commissioned and is supported by the Northern Midlands Council, Regional Development Australia, and Northern Midlands Business Association.

An important aspect is to understand from existing business tenants such as yourself, what you feel are the key benefits of the TRANSlink location, as well as problems, and areas for improvement.

If we have not yet obtained your views, and you would like to participate, (or if you have participated and would like to provide additional information) please call me on the number below. Or you may prefer to reply to this email with a list of what you think is beneficial about doing business in TRANSlink, and/or problems or things that need improving to assist your business and to attract other businesses to the area. Please also ensure that I can identify your business by providing your name and business name.

For any business that participates, I will email you the results of the research report for your information when the project is complete.

As a guide, I have attached a list of some of the common topics submitted by other businesses in the TRANSlink area. You may wish to "vote" on some of these, or provide any other feedback you wish.

I have also attached the Privacy Policy relating to this project, to give you confidence that any information you provide will only be used for legitimate research purposes.

If you would like to pass on your views, I would appreciate it if you could please get in touch by phone or email before end of Friday 27 July 2018.

Yours sincerely

Gordon Williams
Research Consultant
gordon.williams@nmba.asn.au
0402 636 769

References & Appendix 2. Privacy policy and statement

TRANSLink Knowledgebase Privacy Statement

TRANSLink Knowledgebase is committed to maintaining your privacy. This document provides you with the Privacy Policy for relating to any information you provide for inclusion on the Knowledgebase. TRANSLink Knowledgebase is bound by the Privacy Act 1988 (Cth), which sets out a number of principles concerning the privacy of individuals and commercial information.

Purpose:

The TRANSLink Knowledgebase is built and operated by stakeholders from the following organisations:

- The Northern Midlands Council
- The non-profit Northern Midlands Business Association Inc.
- Regional Development Australia

The uses of the TRANSLink Knowledgebase is for the following NOT FOR PROFIT purposes aimed to benefit TRANSLink and its tenants:

- Hold data on TRANSLink precinct tenants, such as their preferences on infrastructure, facilities and amenities within the precinct, to assist in planning to best meet their needs
- Use general data on TRANSLink precinct tenants to promote the precinct to other complementary businesses and potential new tenants
- Analysis of general data to better understand business trends, needs and opportunities within the precinct

The TRANSLink Knowledgebase will specifically NOT be used by or accessible by:

- Non-registered users
- Lent, or sold to third parties without your specific consent
- The general public
- Other tenants, businesses or your competitors
- Marketing or selling products and services to tenants
- Any person or organisation not specifically involved in achieving the purposes listed above

Definitions

Where used in this Statement, the terms "personal information", and "Australian Privacy Principle(s)" have the meaning attributed to that term in the Privacy Act (Cth) 1988 ("Privacy Act").

This Statement has been prepared by the TRANSLink Knowledgebase stakeholders listed above "Knowledgebase".

Knowledgebase owns and operates the online database.

"Tenants" indicates businesses that operate with the TRANSLink precinct.

"Contributors" refers to Tenants who have provided information to be included in the TRANSLink Knowledgebase.

"Users" refers to organisations or individuals which have access to the TRANSLink Knowledgebase.

Collecting publicly available information

Knowledgebase contains information gathered from publicly available sources, such as pre-existing sources, websites, directories and so on.

Information supplied by Contributors

Knowledgebase also contains information freely supplied by Contributors about their businesses. Contributor tenants are approached by authorised representatives of Knowledgebase to provide additional information about their business. There is no obligation on Tenants to become Contributors.

Contributor information requested is limited only to that required to achieve the purposes listed above, such as a business's view on improvements to TRANSLink facilities, types of businesses they most want to deal with, statistics on their business, and so on.

Knowledgebase also requests contact information on a representative from each Tenant Contributor in order to inform them and keep information up to date.

The TRANSLink Knowledgebase is developed and hosted on a reputable commercial cloud database services, KNACK.COM which provides security for Knowledgebase data. Each Contributor agrees and acknowledges that they have read and agree with this Policy Statement.

Any questions or concerns regarding this Policy Statement or TRANSLink Knowledgebase should be referred to the Northern Midlands Business Association at contactus@nmba.asn.au

References & Appendix 3. Statistics and data gathering

Data gathered during the TRANSlink tenant consultation were collected and managed in a purpose-built secure online database built by the author.

This Knowledgebase also analyses and develops graphs of the data which were used for this report.

The Knowledgebase will continue to remain live and have value, and is intended to be a contributing asset to the various recommendations in this report.

The TRANSlink Knowledgebase can be accessed by interested and authorized people within the constraints of the Privacy Policy.

Requests for online access to the TRANSlink Knowledgebase should be addressed to Northern Midlands Business Association or Northern Midlands Council.

Some screen shots of aspects of the TRANSlink Knowledgebase are included below:

The screenshot displays the 'TRANSlink Knowledge Base' interface. At the top, there is a blue header with the title 'TRANSlink Knowledge Base' and a user status indicator 'Logged in as TRANSlink Pilot - Log Out'. Below the header, the page is titled 'Statistical Analysis' with a sub-link 'Statistical Analysis'. The main section is 'Search or Browse TRANSlink Businesses', which includes a search prompt: 'Search using keywords, category or business name, OR browse companies below:'. There are three search criteria: 'Keyword Search' (with a text input field), 'Category' (with a dropdown menu), and 'Business Name' (with a dropdown menu set to 'is any'). A 'Search' button and a 'reset' link are provided. Below the search area, it says 'Showing 1-90 of 90'. A sample business entry is shown with the following details:

Business Name:	Airport Maintenance Services
Data entry complete	Yes
TRANSlink Address:	5 Gatty Street Marston Junction Tasmania 7312

Benefits of TRANSlink Location:	Best location for Tasmania-wide and mainland access. Complementary suppliers and customers within precinct, Close to airport
What is lacking/what is needed at TRANSlink:	Food outlets, cafes, retail shops. More fuel options. Public transport for workers. Main Evandale Road widening. Road improvements, access for trucks -v- cars. Hotel/motel/conferencing. Improved street signage. Improved tenant signage. Improved visual amenity. Balanced mix of industrial, commercial & retail co- tenants. Security, CCTV, lighting, crime prevention. Tenants' forum, networking, representation
Plans for future expansion within TRANSlink:	New staff Expectation of Expansion
Plans for future expansion outside TRANSlink:	NA
Key management stakeholder contact:	Nikki Jones
Key management stakeholder email:	admin@amsqse.com.au
Core products and services:	AIS Inspectors, Motor Repairs and Maintenance, Airport Heavy Equipment, Service Hire Vehicle, Vacation Services, Fleet Services, Light Truck

TRANSlink Knowledge Base

TRANSlink Knowledgebase > Statistical Analysis Logged in as TRANSlink Pilot - [Log Out](#)

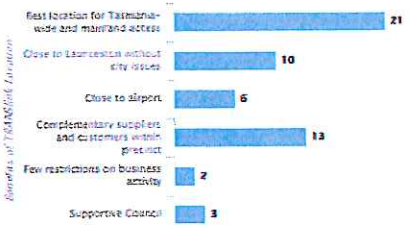
TRANSlink Tenant Statistical Analysis:

This section will show charts and graphs based on actual TRANSlink data.
 Not yet functional until more data is available.

Business Record Report

Benefits of TRANSlink

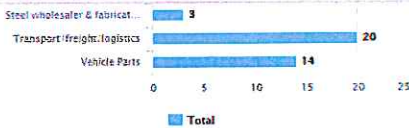
Main reasons why TRANSlink is good for my business



Benefit	Count
Best location for Tasmania-wide and mainland access	21
Close to Launceston without city issues	10
Close to airport	5
Complementary suppliers and customers within precinct	13
Few restrictions on business activity	2
Supportive Council	3

TRANSlink Knowledge Base

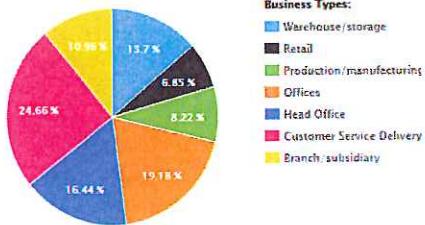
Secure | <https://nmbaweb.knack.com/translink-knowledge-base#directory/home/statistical-analysis/>



Business Type	Total
Steel wholesaler & fabricator	3
Transport/freight/logistics	20
Vehicle Parts	14

Business Purpose

The main purpose of my TRANSlink location



Business Type	Percentage
Warehouse/storage	13.7%
Retail	6.85%
Production/manufacturing	8.22%
Offices	19.18%
Head Office	16.44%
Customer Service/Delivery	24.66%
Branch/subsidiary	10.96%

[Back to TRANSlink Knowledgebase](#)

For further information on the TRANSlink pilot data project and this report, please contact:

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