

### 3. Enterprise North Shore – *David Wilson*

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#### Improving the performance of the local economy

Enterprise agencies in Auckland arose mainly as a local government response to high unemployment after the restructuring of the 1980s in New Zealand where free market policies were pursued in an effort to make New Zealand businesses more competitive on a world stage. Auckland was disproportionately affected by these policies, having a large number of manufacturing businesses used to, and in many cases started under, more protectionist policies and that found it increasingly difficult to compete. High unemployment caused many local governments to consider how they might mitigate these effects in their local areas. Enterprise agencies were primarily charged with promoting self-employment, new business start-ups, business and economic development.

Enterprise North Shore (ENS), formed in 1993, has chosen as its key modus operandi to focus on improving the performance of the local economy. This has led to a comprehensive range of services provided by ENS to promote enterprise in North Shore City and in some instances to other districts. They have become a preferred provider of, for example, Technology NZ (a division of the Foundation for Research Science and Technology or FRST) for technology grants to innovative businesses, where service provision extends to include parts of Auckland City, North Shore city, Rodney District and Northland.

Some EDAs took on other roles, such as Venture Southland (community development) and Canterbury Development Corporation (workforce development) which were seen as priorities by their respective jurisdictions and they were resourced accordingly. CDC more recently has realigned its activities away from some of the service delivery functions associated with workforce/skills development in line with the economic context and a reassessment of core business and priorities. This tension and debate around the role of EDAs is pertinent for Auckland in the current context of re-structuring governance arrangements. Decisions made by EDAs in Auckland around their roles and functions are highly contextual as well. Influences include:

- Core funding versus contract and private sector funding and the balance that needs to be achieved; not only for the sustainability of the EDA but also in terms of Council expectations around attracting funding (investment) into the area.
- The types of contracts and funding available tends to be centrally driven and there is a job to be done in tailoring programmes to meet local demand.
- Providing a rich evidence base at the local level is difficult and needs to be built up over time.
- Funding for research is scarce in an EDA and is often not seen as core business – especially where EDAs are perceived to be ‘contracted delivery agencies’. This creates difficulty in establishing an evidence base for action that is demand/user driven.
- Policy practice feedback loop: feedback loops into Council and regional and national policy from EDAs is limited (related to the previous point) even where there is (or there is the potential for) significant market intelligence-gathering and feedback on programmes and projects.
- Performance contracts and relationships with core funders (councils) tend to be ‘contract for services’ types of contracts which can undermine an EDA’s ability to be

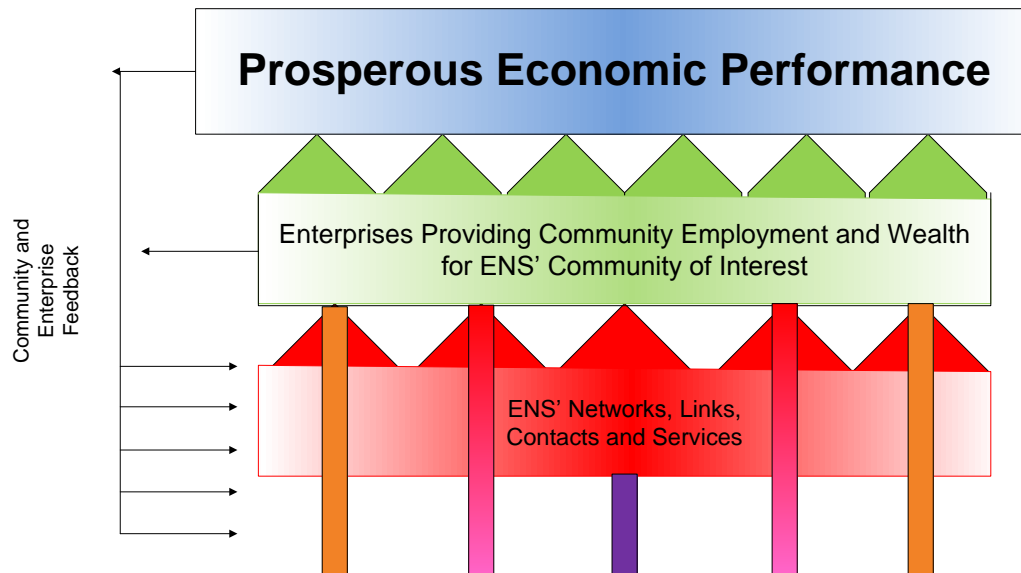
market-facing and fleet-footed (reacting to market opportunities quickly) and their ability to take on longer term strategic economic development activities.

- The demands and needs of the local economy can differ due to the structure of the local economy; this can create misalignment between the range of programmes and projects on offer from central sources, including government agencies, and their applicability to local economies.
- Confusion or lack of clarity around the respective roles of Council and EDAs in terms of economic development can cause conflict, process problems, and doubling up of activity.
- EDAs are often provided with short term (1-2 year) contracts for funding which constrains the depth of research and effectiveness of interventions and activities.

During the course of this research there has been in the main, strong support for the role that ENS plays in developing the local economy. Some respondents, however, questioned the value that an economic development agency can add (in business development) when business development services (one of the many roles ENS undertakes) can be provided by the private sector, and questioned whether their activities might be 'crowding out' (or are in competition with) the private sector, making a judgement that this should not be so.

We are sufficiently convinced that ENS has a modus operandi that addresses this issue. They see their role as 'gap filling' and facilitating a wraparound and complete follow up service to clients. In this sense they have identified who delivers directly to clients, who ENS partners with, the services they deliver directly and key stakeholders. Mapping relationships out in this way allows ENS to identify market failures and gaps when combined with their local knowledge (see diagram below).

### The comprehensive local economic development service facilitated by ENS



This diagram illustrates the support services delivered to enterprises by ENS and public, private and non-profit service providers. The different services are delivered: **directly by ENS**, **directly to enterprises** and **delivered in association with ENS**, and **Stakeholders**

Figure 4: Local economic development services facilitated by ENS

Stakeholders include:

- North Shore City Council (NSCC)
- Business associations
- Government
- Enterprises
- Sponsors
- Funders
- Supporters
- ENS networks, links contacts

Services delivered directly by ENS; examples include:

- Business Excellence Awards
- Business Hall of Fame Awards
- Communications via website, Enterprise magazine
- Email newsletter
- Information bulletins
- Workshops
- Networking
- Business diagnostics
- Economic Futures Report
- Targeted Business Attraction Programme
- Capital investments
- Aftercare
- Mentors
- Referral service

Services delivered directly to enterprises (by other organisations); examples include:

- New Zealand Trade Enterprise
- Work and Income New Zealand
- E to the Max
- Ministry of Social Development
- Ministry of Economic Development
- Auckland Plus
- Chamber of Commerce
- Department of Labour
- Employers and Manufacturers Association
- Private advisors

Services delivered in association with ENS; examples include:

- Mentor services with Mentors NZ
- Research & Development investments
- Business Improvement Districts
- Young Enterprise Scheme
- BIZ info
- Clusters

- National, regional, and local economic policy and strategy formulation
- Independent intermediary roles
- North Shore Business Excellence Network
- New venture creation and entrepreneurship

Questions have also arisen where 'business development' activities are seen as one component of economic development and may be even a distraction from what an economic development agency should be doing. The food bowl case study illustrated that long-term strategic economic development projects can be difficult, bumpy, complex and hard to measure. Business development activities on the other hand can utilise quite simple process indicators to measure delivery and infer economic outcomes (although there is a definite need for longitudinal data around the effectiveness of business development programmes). In this sense business development activities are more transparent and recognisable and easier for councils and councillors to understand.

ENS is a small agency with just under \$800,000 in core funding coming from North Shore City Council. This funding is leveraged through private sector and central government funding to an operational budget of around \$1.5 million. Of course the economic development-related activity at a council, such as North Shore City Council, extends way beyond the activities of an economic development agency like ENS. Things like zoning and land use, the development of business parks, the ownership, management of and advocacy for strategic assets and infrastructure, policy and planning around the long-term physical development of the city and communities within the city all have a profound impact on the local economy. However ENS delivers and engages in programmes and projects that NSCC would find difficult to do, and as such plays its part in implementing the North Shore City Economic Development Strategy.

ENS is also an active member of AREDA (the Auckland Regional Economic Development Association) which has been formed to facilitate cross boundary projects and the delivery of regional initiatives. It also works with the regional agency Auckland Plus where it can, to support regional economic development projects and priorities (e.g. Export Year and the Rugby World Cup) and is a member of the national association EDANZ (Economic Development Association of New Zealand).

Navigating through expectations of different tiers of government [strategies] and local expectations can be an art in itself. The North Shore Economic Development Strategy drove from the bottom up, linking local priorities with regional and national strategies and tailoring national programmes as much as possible to local needs (Terry Hoskins, CEO mentioned a number of programmes that they have adapted in this way – these would include the mentors programme, Young Enterprise scheme and technology grants for TechNZ). ENS then linked their activities in the following way to the North Shore Strategy:

<b>ENS Services</b>	<b>Links to the key areas of the North Shore Economic Development Strategy</b>
Enterprise Establishment and Retention	2 Resources
North Shore City Promotion	4 Planning
Economic Futures Research	5 Business growth
Easing compliance burdens through intermediary services	6 Quality of place
Enterprise Attraction and Retention	7 City promotion
Education, Employment Connections	4 Education and Training
North Shore Skills and Employment Programme	
Young Enterprise Scheme and Global Economic Challenge	
North Shore FEED (Focus on Education and Employment) Network	
Economic Development and Acceleration	2 Resources
Excellerator Performance Improvement Programme	3 Infrastructure

ENS Services	Links to the key areas of the North Shore Economic Development Strategy
Excellerator Starting off Right	4 Planning
Mentoring	5 Business Growth
Cluster Development	6 Quality of place
Research, Development and Support	
New Venture Creation and Entrepreneurship	
North Shore Business Investment Network	
Business Improvement District (BID) Facilitation	
Enterprise Support, Advice, Referral Services and Assistance	
Economic Information Promotion and Excellence	3 Infrastructure
Research / Economic Impact Information	5 Business Growth
North Shore Business Excellence Awards	6 Quality of place
North Shore Business Hall of Fame	7 City promotion
North Shore Business Excellence Network	
Communications	

Source: ENS Annual report, 2008

ENS in partnership with the Council and through extensive market research decided to focus business development and cluster activities in six sunrise, knowledge-based, sectors of the economy sectors: high technology, education, sports, creative industry, professional and financial services and health. This is based on a number of key assumptions made through Deloitte and Massey University research commissioned by NSCC which identified comparative advantages for the North Shore in these sectors. This was further supported by simple demographic facts such as: the North Shore has more highly qualified people (14.6% with degrees compared to 10.1% for the nation as a whole); lower unemployment rates; significantly higher family income levels; and higher levels of internet access (North Shore City Council economic development strategy, 2006).

Enterprise North Shore has a role of attracting, growing, developing and retaining enterprises – be they large, small, start-up or mature, profit or not-for-profit...in return for a commitment to providing local employment opportunities and ongoing contributions to the economy. An additional focus on not-for-profit enterprises acknowledges recognises an increasing recognition internationally on the high economic value provided by these organisations for the local economy. Working alongside government, non-government, not-for-profit and private organisations, ENS works to *complement* existing business and professional services and provide innovative new programmes to ensure there are comprehensive and all-embracing support services for North Shore enterprises. As Mr Hoskins put it: "...we avoid competing with existing services – we support new enterprises to fill identified market demands and complement them where we can. We are gap fillers".

Depending on each enterprise's requirements, ENS can provide direct assistance, refer to others, or partner with organisations to provide support. ENS prides itself on its follow-through service, ensuring that all enterprises that it works with are contacted to ascertain the effectiveness of services, and to ensure all enterprises seeking assistance are supported. This can be delicate as ENS often uses the services of others and therefore must follow up to ascertain the effectiveness of other service providers that they are recommending. ENS commits to providing support and guidance for the whole journey even if this takes time and involves false starts for some enterprises.

Therefore ENS adds value by:

- Providing a foundation for information-gathering and research on the local economy.
- Facilitating the two-way flow of information between the public and private sectors.
- Knowing how the various national, regional and local economic development policies can benefit local businesses and/or the local economy and integrating

programmes to benefit the North Shore. This is done by knowing how the delivery of business services/programmes are best tailored and targeted to grow the local economy.

- Contributing to the ongoing development of policies and strategies utilising market intelligence gained through their research and interaction with local businesses.
- Building collaborative networks/clusters of businesses to create critical mass and increase knowledge flow and collaboration (many of the businesses we interviewed valued these interactions highly).
- 'Filling in gaps' where there is an identified and pressing need and a gap in the market or a market failure (the formation of the North Harbour Business Association is an example of this).
- Focusing on strategic sectors: creative, high technology businesses, education, sports, financial and professional services, and health that have the potential to provide the greatest public return on investment through demand-led job creation and/or export growth (Economic Futures concise report, July 2009, [www.ens.org.nz](http://www.ens.org.nz)).
- Attracting enterprises to the region and working with an intermediary service to facilitate their smooth transition to the North Shore.

Programmes and services delivered by ENS include:

- Economic analysis and forecasting
- Information dissemination and communication via their website, Enterprise magazine, electronic newsletter
- Business development workshops
- Cluster development and networking events
- Business diagnostics
- Business mentoring and referral services
- Research and development investments
- Business Improvement Districts
- The Young Enterprise Scheme
- BIZ info
- A targeted Business Attraction Programme
- Capital and inward investment facilitation
- Business Excellence Awards and Business Hall of Fame Awards

ENS tailors its activities to grow the local economy through a focus on key sectors (mentioned above). This is achieved by integrating national, regional and North Shore economic development strategies and frameworks. The outworking of this approach has seen ENS focusing its attention on sectors that have the greatest growth and export potential. Within this approach ENS recognises that opportunities often 'bubble up' from the bottom and therefore tasks itself with working at the local level to upscale and build critical mass, either through individual business development services to single enterprises or through clustering, networking and collaboration activities.

The rest of this case study will provide some insight into the types of activities that ENS undertakes to shed light on the role and function of this EDA and its relationship with Council and the private sector. These are by no means exhaustive of the activities that ENS is involved in (for example the Young Enterprise Scheme for budding entrepreneurs still in school, business training programmes such as 'Excellerator', business planning, skills

development, labour market development and so on are not covered) but are in our view illustrative of the dynamic nature of the work.

## **Economic futures: An evidence base for economic development on the North Shore**

One of the shortcomings that ENS identified for itself in 2006 was the lack of robust and rigorous frameworks, methods and systems to accumulate market intelligence and to disseminate information and research that focused on the local economy. They also acknowledged they were unable to manage the scale of interaction with the limited resources at their disposal and the resources to gather the types of research they needed to allow better planning for business, education and the city as a whole (this also flowed on to the management of business events discussed below). ENS resolved to obtain the basic systems and tools to manage the scale of interaction they needed in order to identify industry sector blocks, issues and opportunities. This needed to be achieved on a number of levels but primarily the two-way flow of information between research and business planning needed to be improved.

The 'Economic Futures Model' picked up and developed by Market Economics and ENS regularised the flow of information from qualified sources and pushed findings out 20 years for the North Shore. This economic modelling enabled ENS to analyse what is going on in the economy including employment and skills demands and growth projections for the local economy, and connect to the business community in six-monthly economic summits.

The Economic Summit research was heavy handed work that put a lot of weight on an agency that only has a small committed team... it needed a lot of up front work to frame the work for economic futures so that we could truly know what we were trying to achieve out of the process. From that we were able to catalyse North Shores' Investment Prospectus.

*Warren Kitchen, ENS Board member*

North Shore City's investment prospectus (refer appendix) is a tool in their business attraction programme. It sets out the key investment opportunities for the North Shore and is a starting point for discussions around inward investment and business attraction. While it is essentially a marketing tool, it does clearly articulate the commonly agreed economic drivers for the city and sends clear messages to investors that the city has a plan and is receptive to developments that fit with that plan.

ENS also takes this as a lead as to the types of businesses they wish to attract; being able to clearly articulate and produce information on the major players, support mechanisms and infrastructure, supply chains, growth projections, size and scale of respective industry sectors that sit behind the prospectus. With the help of targeted extraordinary funding from North Shore City Council, ENS were able to increase their penetration and networking with businesses and in so doing, provide a robust research base and market intelligence to the economic information available to current and prospective clients as well as to Council.

The Economic Futures Model is 'future focused' in that not only is it a tool for supplying businesses and local government with up-to-date economic data and trends, but it also helps in planning for labour market development. Dr Clive Cornford, Director of campus development at UniTec, headed the Tertiary Education Commission's Regional Facilitation project looking at tertiary needs for Auckland:

I was impressed with the economic futures model... its future focussed using a sophisticated evidence base and local networks to build a picture of future skills needs on the North Shore.

Dr Cornford also described ENS as a "critical agency to broker relationships" and gain an understanding of local needs; they "opened doors", were "encouragers", and "understood the pulse of the area". There is "real value in the grassroots connectivity that [agencies like] Waitakere Enterprise and Enterprise North Shore provide". This example provides an insight into the kind of behind-the-scenes facilitation work that EDAs often perform, the outcomes of which (such as widened access to tertiary education through the development of new campuses and campus facilities) are hard to measure, yet strategic and valuable.

The next Economic Futures Report, due to be published in December, will focus on improving the productivity of enterprises in sunrise sectors. The information will be based on research that identifies enterprises which contribute most to the local economy, thus targeting them for inclusion in productivity improvement initiatives.

### **Business development: Technology New Zealand and ENS partnership – Investment in research and development**

TechNZ is a division of the Foundation for Research, Science and Technology (FRST). ENS is one of 12 partner/providers across New Zealand for TechNZ, providing early stage grants for emerging technology companies. Grants are made independently by ENS for research and development projects of up to \$5,000 and (with agreement by all partners) up to \$30,000. These figures are matched by the businesses themselves increasing the project budgets. ENS also handles grants over \$30,000, working closely with FRST and the local organisation. Perhaps because of its own strong Hi-tech business sector, ENS is one of the top performers in the country.

Since September 2008 Enterprise North Shore has facilitated investment of more than \$490,000 public funding and \$483,000 private capital into innovation, research and development. This investment is expected to generate more than \$80m in additional sales over three years. The growth in sales resulting from R&D is clear. The projections show for every \$1(public) invested, a potential \$166.00 in additional sales is generated.

*Economic futures concise report, July 2009, p. 10*

The model requires ENS to work with a number of partners in servicing a large geographical area from Auckland central to the far north of the North Island. This entails delivering services outside their normal geographic reach. For example, as the Auckland City Council area is not serviced by an EDA, ENS and Enterprising Manukau (another TechNZ partner) service Auckland central together, in what can only be described as 'blurry boundaries'. The blurring of the boundaries is intentional so that they can each play to their respective sector strengths and contacts. Service agreements also exist between ENS and Waitakere Enterprise and ENS and Enterprise Northland.

This partnership arrangement has a number of benefits for TechNZ as well as ENS. The benefits for TechNZ are primarily:

- TechNZ are able to handle a relatively large investment portfolio with a small number of core staff and build partner relationships where there is a more efficient division of labour (and use of skill sets).
- TechNZ can utilise local market connections and intelligence via local EDAs to get quick market penetration and programme take-up, thereby reducing the learning curve (this programme was up and running within 12 months which could obviously

be improved with established partner relationships, and the deal flow was faster than if TechNZ had tried to do it themselves).

- TechNZ can focus on collecting performance information and monitoring the effectiveness of the intervention as opposed to delivering a programme.
- EDAs can add value with other business assessment and development tools.

Benefits for the EDA include:

- The arrangement allows for an uninterrupted relationship with the businesses concerned (reducing third party intervention where there may be conflicting information and/or a lack of understanding of the local economy, connections and networks).
- It builds credibility with the business sector that publicly-funded programmes can be responsive to market needs.
- It allows the EDA to increase its own capacity and capability.
- It allows the EDA to provide a suite of business development programmes and more capacity to provide a case management approach.

## Business development: The 'e-centre'

The e-centre was established through a joint venture between Massey University, North Shore City Council and the Tindall Foundation in 2001. The aim of the e-centre was and is to provide "guidance and support during the early stage growth phase, before companies graduate into the North Shore business community".

The e-centre has capacity to house 10-12 enterprises (around 70 - 80 people). A typical e-centre company is knowledge based, with the potential and desire to grow. Enterprises will be able to stay in the e-centre during their critical growth phase. They will be expected to 'graduate' and relocate to nearby sites. A network programme will ensure that the close links with the University and other e-centre businesses will not be lost. Enterprises will cover a range of opportunities including IT software/hardware, electronics, health sciences, biotechnology or natural resource management.

<http://www.e-centremassey.org.nz/The+e-centre.html>

The e-centre is funded on an ongoing basis through New Zealand Trade and Enterprise's incubator programme. Support is also offered through ENS with an 0.4FTE employee to provide a link between the e-centre companies and ENS services and the local business community. Many of the e-centre companies regularly attend business seminars and networking events, attend and win business awards and access business development services and capital through ENS.

Professor John Raine is the Regional Chief Executive of Massey University, Albany, and Director of the e-centre. When asked about the potential for the future of the e-centre and ENS he had this to say:

I am concerned that the Super-city might mean the loss of local EDAs...They are local, nimble and business focussed...it [economic development and innovation] is about building relationships and working in your local business community...Future collaboration with ENS is a key part of our business plan...Auckland's innovation system should be seen as key infrastructure with nodes and hubs around the region.... The role for a regional agency would be to look at the big picture, prioritise and provide oversight but with a strong network of EDAs who have the connection to the local economy.

## Networking events and business awards

One of the key findings of our interviews with small to medium sized businesses was that they often felt isolated and did not know where to go to get the right information or business solution. ENS runs a series of networking events where guest speakers, consultants and mentors can interact with businesses and businesses can network with each other. This was seen as a positive thing in that ENS can provide neutral space where businesses can meet, learn, exchange ideas, increase their network of business contacts and have access to business support services.

The networking events are a good chance to self-evaluate. They also get you out of the office as you can become quite isolated battling away on your own...they are great as they give you a chance for 'word of mouth' advertising and a chance to hear people who have 'been there and done that'

*" Diane Hurford, Dir. Brolly Sheets*

Several businesses mentioned the ability to pick up the phone to ENS, "recognise the person on the other end of the phone" and know that they would work to get you what you needed or point you in the right direction. The local connection seemed important in facilitating connections business to business" and in building trust (in say dealing with Council). Many businesses professed that they just did not know what help was available and that ENS were great in reducing the time spent in resolving or addressing business issues. Turning up to a networking event was a simple thing and made it easy to access that type of information. Even a basic function like matching a business with the right mentor at the right time can be invaluable.

The Westpac Enterprise North Shore business awards support and facilitate the pursuit of business excellence as a way of growing the local economy. This is achieved by encouraging business to prepare for and enter an annual year-long awards process. The event culminates in a large celebratory event where winners are publicly recognised for their contribution to the economy. The event attracts a large number of sponsors (see <http://www.ens.org.nz/Business+Support/Awards+2009.html>), and is extremely well-supported by local businesses . Enterprises gain exposure and recognition for excellence in innovation, marketing, service, technology, research and development, design, safety, sustainability, export as well as excellence in the not-for-profit sector. This also is a large undertaking for a small group of people at ENS and demonstrates a significant increase in event management and partnership expertise. The promotion and celebration of business success is seen as vital alongside similar celebrations in sports and the arts in order to promote an 'enterprise culture' on the North Shore.

## Business Improvement Districts: North Harbour Business Association

ENS facilitates the establishment and development of local business associations. ENS encourages and supports the eleven business associations to work together and grow the economy. Four of the business associations currently receive targeted rate income under the NSCC Business Improvement District (BID) policy.

One of these is the Albany Business Association (ABA) which was formed in 2002/3 to represent the interests of businesses in the North Harbour Industrial Estate with the support of Enterprise North Shore.

Of primary concern at that time was crime prevention due to the high number of recurrent commercial burglaries being sustained by businesses in the area. This led to the formation of the original business association, the Albany Basin Business Association (ABBA).

A successful crime prevention scheme was developed as the founding business service which significantly reduced crime in the area.

In 2008, ABBA successfully became a Business Improvement District (BID) under the North Shore City Council guidelines and in 2009 changed its name to the North Harbour Business Association.

Its objectives are:

- To gain the active membership of all businesses in the area.
- To provide a supportive environment for the networking of local companies.
- To encourage and support new business and employment growth.
- To have regular contact with North Shore City Council and have a voice in local issues that affect the area.
- To provide a lobby to Council and advocate for infrastructural improvements, (e.g. security and safety, roading, water, gas, street signage etc.).
- To liaise with neighbouring business associations for the support and promotion of the greater Albany area.

(adapted from <http://www.northharbourbusiness.org.nz>)

The North Harbour Business Association is now a vibrant and active business association that offers a number of services to members. These include:

- 24-hour security services
- Access to business support services through ENS
- Access to economic forecasting and research
- Networking events with discussions and speakers (the most recent being an address by the Prime Minister on economic development for Auckland and New Zealand)

ENS facilitated the formation of the NHBA with the help of NSCC as a BID. A BID provides for a targeted special purpose area rate (for businesses) that is collected by the Council. The fund is then re-invested into the area and supports a manager. BIDS have as core objectives:

- Business development
- The care, improvement and maintenance of the physical environment that supports the resident businesses
- Caring for and leveraging of any historical or heritage assets to increase the attractiveness of the area
- Providing an association for the discussion, development and advocacy of business issues for the area

The interesting thing to note here is the role that ENS has played in facilitating the development of the NHBA and a number of other BIDs on the North Shore. The NHBA is an example of an 'industrial' BID, similar to the Rosebank Road Business Association, whereas by-and-large, BIDs tend to be focused on local town centres and 'mainstreet' associations (a follow-on from the mainstreet association programme that originated in the USA) where there is a different mix of members – usually large contingents of retail, business and professional services as opposed to industrial, manufacturing, warehousing and secondary industry.

On the face of it, BIDs could provide similar or competitive services to those of ENS. However their core activities are complementary to ENS services and reinforce the local economy. ENS sees its role in forming BIDs as facilitating yet another way for businesses to improve their local business environment. Activities tend to focus at the neighbourhood/business district level on local issues such as urban design, signage, lighting, parking, security, marketing and promotion. ENS can complement these activities with networking events, research and business development services; hence the NHBA offers benefits to its members that include ENS programmes and workshops, and the NHBA hosts guest speakers (such as the recent address by the Prime Minister) in partnership with ENS and the NSCC. It is important to note for further discussion in the analysis of these case studies that ENS is not a membership-based organisation but a council-controlled organisation (CCO). There are other models for EDAs that do include private sector funding and membership.

## Appendices

The following appendices can be viewed on the website <<http://www.ens.org.nz>>:

North Shore prospectus

Economic futures concise report

North shore economic development strategy

ENS annual report