



ITSNZ Strategy 2020-2022 and Business Plan 2020/21



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1. Introduction

This business plan has been developed to show how ITSNZ will meet its strategic objectives from 2020 to 2022. It has been developed considering changes in the sector, reflects the wider industry interests and takes into account feedback from our members.

The business plan also recognises that the subscription and membership model changed in 2017 with the intention of providing additional financial certainty to the organisation and as a result, an increased level of activity and value to our members.

The business plan also recognises the impact that COVID-19 is having on business confidence, our events planning and budgeting forecasts.

2. What is ITS?

In recent years, the scope of ITS has broadened to not only include transport technologies but also business models that use technology and data. ITS encompasses all transport innovations and technologies including in-vehicle technology, communication systems, data analytics, demand management techniques, mobility as a service as well as the more traditional traffic management systems.

To ensure that ITSNZ reflects the changes in the industry we have adopted the New Zealand Ministry of Transport definition of ITS

Intelligent transport systems apply information, data processing, communication, and sensor technologies to vehicles (including cars, trucks, trains, aircraft and ships), transport infrastructure and transport users to increase the effectiveness, environmental performance, safety, resilience and efficiency of the transport system

3. Our mission

Intelligent Transportation Systems New Zealand (Inc) provides leadership in the promotion, development, and facilitation of ITS in New Zealand to achieve a sustainable, effective, efficient, safe and environmentally friendly transportation system.

4. Our purpose

- To represent and advocate the interests of the New Zealand ITS sector both here in New Zealand and internationally.
- To facilitate and provide opportunities for our members to grow their business nationally and internationally.
- To help New Zealand achieve a better transport system and transport outcomes.

5. Our long-term objectives

Research & development

Promote and support the research and development of ITS within New Zealand.

Funding

Receive, administer and expend funds to promote and support the development of ITS within New Zealand.

Image

Promote the image of the sector.

Interest

Promote and represent the common interests of members engaged in the research, development and deployment of ITS.

Legal

Promote the development of effective and suitable legislation and regulation relating to the sector in New Zealand.

Co-operation

Promote and encourage discussion, cooperation, productive relationships and the dissemination of information among members, the sector and the public, in relation to ITS.

Industry standards

Optimise the compatibility of ITS applications by identifying and assisting in the development and adoption of relevant standards and architecture within the industry.

Thinking local

Establish links, to liaise to provide a forum for exchange of information with other organisations, agencies and bodies within New Zealand and overseas having similar objectives.

Commercial

Assist members to promote multi-modal ITS development and application to improve all forms of passenger and freight transportation systems throughout New Zealand.



6. Business Plan purpose

The purpose of this business plan is to document what we plan to achieve in the period 2020-2022 towards the long-term objectives and specifically how we will go about achieving the various strategies in the coming year (2020/21).

7. 2020-2022 Strategies

To help ITSNZ meet its long-term objectives the following strategies will be developed and implemented:

One: Increase membership involvement, value and growth

We will:

1. Improve our understanding of members' expectations through workshops, conversations, and surveys
2. Actively promote membership to young people and women across the wider transport sector through our development programme, Young Transport Professionals and Academia events
3. Show how membership revenue is allocated and spent
4. Grow and diversify the membership reflecting the broader scope of ITS, transport technology and technology - enabled transport solutions
5. Explore the potential to develop or tailor new member categories to encourage individuals as well as organisations to be actively involved and recognised within ITSNZ
6. Diversify corporate membership to include members from Telco's, mobility providers, fleet and logistic operators, public transport operators, the automotive and vehicle sector, energy and fuel companies and transport technology and data businesses
7. Operate nationally while creating a solid presence for local engagement by local events, online events and communications through our website and digital channels
8. Provide gold members with access to promotional stand space at local and international forums
9. Strengthen the relationship between government, the ITS industry, academia and research institutions and other industry organisation
10. Further develop positions and responsibilities for academia and youth ambassadors on the ITS Board of Directors to provide greater voice, connections and value between industry, academia, and youth

Two: Strengthen ITSNZ to support an increased level of activity

We will:

1. Have sufficient executive resources to implement the Business Plan objectives and Activity Plan
2. Ensure the financial sustainability of ITSNZ with sound revenue through membership and paid events
3. Provide a programme of events at locations that are spread around New Zealand and/or online
4. Hold the annual T-Tech conference at alternative cities (Christchurch, Wellington & Auckland) or online
5. Upgrade and update the ITSNZ website to;
 - Better represent ITSNZ activities
 - Improve the value to members
 - Explain the benefits of ITS
 - Communicate what ITSNZ is and attract new members
 - Disseminate knowledge and information to the ITS community
 - Support the ITSNZ Young Transport Professionals initiative

Three: Be recognised as the peak body for ITS and future transport solutions

We will:

1. Be a voice on ITS matters on behalf of our membership
2. Increase the level of engagement and advocacy by
 - a) Preparing and promoting industry discussion
 - b) Advocating the role that ITS and innovation can play in achieving across government policy objectives including improving safety, efficiency, transport choices and sustainability
 - c) Engaging decision makers and influencers of central and local government and industry so that the potential of ITS is fully understood and factored into decisions. We will do this through seeking participation of these individuals at our events and activities, through informed responses to invitations to comment, and maintaining regular contact with these key individuals
3. Work with stakeholders to promote increased diversity and inclusion within the ITS sector
4. Have at least 2 non-voting Board members from:
 - a. Central and Local Government
 - b. Education and research institutions
 - c. Young Transport Professionals
5. We will continue to recognise people and organisations through our T-Tech conference best paper and best presentation awards and an annual awards programme to celebrate the variety of successes within the sector
6. Seek deeper connections with the next generation of technology professionals by connecting with schools and universities to encourage careers in the transport technology industry.

Four: Position New Zealand as a great place for the development and testing of innovative transport solutions

1. We will ensure our members and industry are informed about the latest developments in ITS through:
 - a) Developing the T-Tech Conference into an important Transport Technology Conference recognised across Asia-Pacific where international and local experiences are shared, aspiring to attract 300 or more delegates within 5 years
 - b) Supporting members and others to bring international experts to New Zealand to present and inform on the latest developments in ITS
 - c) Organising and managing events throughout New Zealand to support networking, knowledge transfer, awareness and collaboration
2. We will collaborate with other industry groups, research roundtables and other events to promote transport technology and better transport solutions.
3. We will advocate for research funding that supports the mission of ITSNZ. We will support New Zealand research that aims to address international knowledge gaps and develop and assess new technologies and tech-enabled solutions.
4. We will develop ITSNZs engagement with the International ITS Communities and increase the profile of New Zealand as a technology innovator. We will:
 - a) Develop and maintain ITSNZ's relationship with the international ITS community
 - b) Encourage formal and informal connections with peer organisations and overseas ITS stakeholders and leverage our connections to create opportunities and build capability for New Zealand
5. Encouraging the update of ITS technology within the broader Asia Pacific region through the showcasing of New Zealand successes, and local capability by leveraging our global connections.
6. Seek new opportunities to connect the New Zealand industry internationally, including investigating the facilitation of international technical tours.

8. 2020-2021 Activity Plan

Following the impact of COVID-19 ITSNZ will have a slightly different focus in 2020 and potentially 2021. The plan presented below reflects this new focus.

<p>Increase membership involvement, value and growth</p>	<p>We will</p> <ul style="list-style-type: none"> • Create a membership subcommittee to design a strategy and present to the Board of Directors. The purpose of this strategy is to improve engagement with existing members and attract new members • Meet with existing and potential members to better understand their expectations and value from ITSNZ • Clearly show existing and potential members how money is allocated • Actively retain, grow and diversify membership
<p>Strengthen ITSNZ organisation to allow an increased level of activity</p>	<p>We will</p> <ul style="list-style-type: none"> • Target international speakers and expert local speakers to present on topics that will be of interest to our members and develop both online and in- person events when this is appropriate • Ensure event content is focused and provides value to our members • Increase networking opportunities across the sectors through events • Increase executive support in line with budget to allow an appropriate increase in activity • Provide a programme of events across multiple cities and online • Conduct Board development training and team building

<p>Be recognised by the industry as the pre-eminent industry body for ITS</p>	<p>We will</p> <ul style="list-style-type: none"> • Invite at least 2 non-voting members each onto the ITSNZ Board to support our business objectives from government, academia and youth • Increase the level of engagement and advocacy in particular with respect to how the Government’s policy objectives may be supported with innovation and ITS • Develop a broad diversity and inclusion strategy to grow the breadth of skills, experience within the ITS Industry and related industries and organisations • Seek to meet with the Transport Minister once a year to ensure there is a focus on ITS and gain a better understanding of the Government’s direction in relation to innovation and ITS • Develop the framework for the ITS National Awards and hold an awards dinner
<p>Our knowledge transfer and development programme will position NZ as a great place for ITS development</p>	<p>We will</p> <ul style="list-style-type: none"> • Hold the T-Tech Conference annually which will include exhibition space and awards for the best paper and presentation. The awards will support the recipients to attend an international conference related to ITS • Develop our website as a knowledge hub for members with technical papers, presentations, local experience stories and expert webinars • Hold a minimum of 8 networking events across New Zealand with both local and international speakers. To reduce travel costs and carbon emissions, we will host events and international speakers via online presentations where possible • Invest in developing skills and career paths in the ITS and transport technology industries • Work closely with ITS Australia to provide great collaboration in knowledge transfer and events • Coordinate member activity and promotion at the ITS World Congress, ITS Asia Pacific Forum and other selected events in the Asia Pacific Region • Work with our members to plan an ITS study tour as part of the 2021 ITS World Congress in Hamburg to develop great skill and knowledge that will assist New Zealand

9. 2020-2021 Budget

Budget August - July

Income		
Opening Balance	\$	129,685.47
Income		
Subs & Main Membership	\$	125,000.00
Profit from Annual T-Tech Conference	\$	15,000.00
Interest	\$	500.00
Activity Income (Event and Ticket Sales)	\$	4,000.00
Total Income	\$	144,500.00
Available Cash (next 12 months)	\$	274,185.47

		Expenditure
Administration		\$ 30,000.00
Activity		
ITSNZ and YTP Events including T-Tech	Online and physical events and conference	\$ 65,000
International Speaker Fund		\$ 15,000.00
Policy Review Papers		\$ 2,000.00
Awards		\$ 10,000.00
ITS Asia-Pacific Membership		\$ 2,000.00
Total Activity		\$ 124,000.00
Promotion and Communications		\$ 25,000.00
Total Expenditure		\$ 149,000.00
		-\$ 4,500.00
Closing Balance	\$ 125,185.47	

Financial strategy

ITSNZ remains in a healthy financial position, and this financial strategy sets out how our organisation's income and expenses will be administered responsibly over the 2020/21 year.

COVID-19 response

In response to COVID-19 which has, and will continue to disrupt operations, impact on business confidence and government expenditure, we have taken the following measures:

- **We have not forecast growth in membership subs, despite aiming to increase membership revenue**
- **We have reduced expenses and changed activity to what is more practical and possible, while continuing to deliver good value to members, i.e. more focus on webinars and online events, continuing to hold regional events**
- **We will continue to actively monitor economic impacts and adjust forecast of membership and events income accordingly, increasing or decreasing activity in response to forecast cashflows**

Subscription revenue

The majority of our funds come from our Gold and Silver members. While we will have entry fees and other event income in general, we will not seek external event sponsorship, other than for National Awards. The table below shows the estimated allocation of revenue so that members can better understand how membership income is allocated to our activities.

Activity	Subscription Income Allocation (%)
Enhance the ITSNZ website so that it becomes increasingly capable of the dissemination of knowledge and information and promotes community discussion regarding ITS developments and its implications	5%
Plan, promote and administer ITS National Awards	10%
Plan, promote and administer the annual T-Tech Conference	30%
Plan, promote and administer online and networking events across New Zealand	30%
Support students and young professionals through events, awards and scholarships	5%
Coordinate member activity and promotion at the annual ITS World Congress, ITS Asia Pacific Forum and other selected ITS Events in the Asia Pacific Region	5%
Administration of ITSNZ	15%

Reserves

- Maintain an end-of-year balance of no less than 50% of annual membership fees or \$100,000 whichever is the greater. This will allow ITSNZ to cover any unexpected losses from larger events or support for events that require additional financial funding the following year, if determined appropriate.

Membership

- Review membership fees and benefits to ensure value for members
- Encourage existing members to increase their member level and contribution
- Attract new members through a strategic plan
- Increase the diversity of membership

Local and online networking events

- Online and networking events such as breakfasts, lunches or evening talks with both local and international presenters
- Networking events will be catered. No external sponsorship will be sought for these events
- Non-members would pay at rates that would encourage them to join. This fee will be based on the size and cost of the event

Awards

- T-Tech Conference awards for best paper and presentation, voted by the audience and judging panel
- National ITS Awards and an awards dinner. Our aspiration is to recognise people and organisations and celebrate the variety of successes within the industry through an annual awards programme
- Examine study grants and awards

Promotion

- Coordinate member activity and promotion at the annual ITS World Congress, ITS Asia Pacific Forum and other selected events in the Asia Pacific Region
- Support networking events at ITS World Congresses
- Actively engage and collaborate with ITS Australia and others to increase our international presence

10. Board roles and operation

The 2020 Board of Directors and their nominated roles are:

Position	Current Nomination
Chair	Mike Rudge
President	Stephen Hewett
Vice President	Andrew Gurr
Secretary	Simon McManus
Treasurer	Mike Rudge
Vice President – Events	Lee McKenzie
Vice President – Membership	Armin Guttke
Executive Officer	Simon McManus
Youth and Diversity Ambassadors	Amy Strang, Armin Guttke
Academia Ambassadors	Douglas Wilson, Helen Fitt
Board Members	Blair Monk, Dave Rendall, Emilio Marquez
Central Government Representatives	Richard Cross, Lee McKenzie

Chair

The role is to:

- Ensure we have a strategic plan, annual business plan and that the plan is being executed
- Manage Board meetings
- Engage with key stakeholders to raise the profile of ITS
- Engage with members

President

The role is to:

- Represent Board and ITS Members at local and international events
- Represent ITSNZ on the ITS Asia Pacific Board and the ITS World Congress Board
- Promote ITSNZ at the ITS World Congress
- Find international speakers to attend local New Zealand events and the T-Tech Conference
- Encourage members to participate in international events
- Support ITSNZ at international events
- Coordinate the delivery of ITSNZ events and stands, or displays, at international events
- Ensure that information about international events is communicated to members on the ITSNZ website
- Act as the Chair in the absence of a Chair

Vice President

- The role is to:
- Support the President
- Recruit new members and also advocating and developing benefits
- Oversee budgets for events
- Track and promote changes in standards and legislation

Treasurer

The role is to:

- Advise the ITSNZ Board on financial strategy and approach
- Work with the Executive Officer to:
 - Ensure books are kept up to date and accurate so the Board can allocate funding resources appropriately
 - Ensure that Membership fees are collected
 - Ensure that ITSNZ tax obligations are met
 - Ensure that invoices are paid
 - Ensure we meet our responsibilities as an incorporated society

Secretary

The role is to:

- Facilitate Board meetings
- Ensure we maintain an appropriate Board and committees
- Prepare minutes of the Board meetings

Vice President Events

The role is to:

- Coordinate the delivery of local events
- Coordinate the programme of the annual T-Tech Conference
- Identify local and international speakers to attend local New Zealand events and the summit
- Support the coordination of ITSNZ events and stands, or displays, at international events
- Guide event strategy and quality reviews

Vice President Membership

The role is to:

- Identify and promote new members
- Encourage existing members to increase their level of investment
- Achieve membership and subscription revenues
- Lead the membership committee
- Engage with, or survey, members and prospective members for feedback on their expectations

Youth and Diversity Ambassadors

- Develop strategies and activities to foster young transport professionals and their careers and skills development

Academia Ambassadors

- Develop strategies and activities to develop stronger relations between academia, industry and government

Executive Officer

The Executive officer will support the Executive Team in their roles and the ITSNZ Board to meet their obligations. The role is to:

Administrative

- Provide day- to-day support, advice and guidance to the Chair
- Set dates and venues for Board meetings
- Obtain correct documentation (e.g. for new membership applications or re-validations)
- Update and maintain the website
- Provide support to the Executive Team

Accounts

- Manage membership including sending invoices and tracking membership fees
- Maintain membership records
- Liaise with bookkeeper (if required)
- Liaise with external accountant
- Liaise with and support the Treasurer
- Maintain email distribution lists

Events

- Manage local events including selection/confirmation of venue and catering
- Liaise with venues for events including catering, seating arrangements and name tags
- Manage registrations
- Send out fee invoices and ensure payment
- Market events (i.e. emails, social media and website)
- Organise and administration during event
- Undertake feedback and analysis post events

External relations

- Lobby on behalf of ITSNZ as required
- Lead engagement with stakeholders and other organisations
- Deal with enquiries from the public by telephone, email or in writing

PR, advertising, newsletter and publications

- Dealing with press enquiries and preparing press statements
- Liaise with outside publications to promote ITSNZ
- Manage the writing of articles with suitable content
- Growing database and social media channels
- Initiating and managing advertising promotions

Website

- In conjunction with a web designer and developer, maintain ITSNZ website, specifically:
 - Promoting objectives and activity
 - Updating news and events information
 - Maintaining members area with reports, publications, presentations, webinar recordings

Attendance at Board Meetings

Board meetings are held on average once every two months. Board members are expected to attend at least 3 of these 6 meetings a year and are not necessarily aligned to any event. The location of Board meeting dates and locations will be confirmed well in advance.

11. Event Programme

Our strategy is to hold events that:

- Will support networking, knowledge-sharing, awareness and collaboration across the sector
- Aim to be as accessible to as many members, and the wider ITS sector, as possible
- Aim to broaden and grow our membership base

The event programme will consist of:

T-Tech Conference

This will:

- Be held every year based around selected themes that will produce discussion and learning opportunities
- Be a two-day event
- Delivered in partnership with NZ Transport Agency and Ministry of Transport
- Showcase New Zealand private sector and New Zealand government innovations and work programmes
- Include high quality international speakers to create learning opportunities from international expertise and experiences
- Include presentations selected through a call for abstracts process around themes
- Have awards for the best paper and presentation
- Include opportunities for members to exhibit

Online Events

These will:

- Aim to feature high-quality speakers who may not be able to visit New Zealand in a cost-effective way
- Allows us to hold more regular events cost-effectively
- Promote ITSNZ as an internationally-connected and respected organisation
- Allow our members to more easily access international news, ideas and expertise
- Help us to build international relationships

Local and Networking Events

These will:

- Provide networking value for members and their organisations
- Be held at least six times per year. This may involve holding an event in two or more locations based on the same content and speakers
- Be held in multiple locations around the country
- Provide a forum for government to communicate and provide updates on ITS programme of work
- May include a roadshow when new developments occur than ITSNZ can support

The fee for attending all events will be as per membership benefits. Non-members may be charged a registration fee.

International Events

It is expected that ITSNZ will have a presence at ITS World Congresses and ITS Asia-Pacific Forums. To determine this level of presence a strategy will be developed for each event, led by the President and Vice President.

Communications Strategy

A communications strategy and regular review will determine how ITSNZ should:

- Work with third-party media to raise the profile of ITSNZ and our objectives
- Improve the website to improve the quality of information provided
- Distribute information to members and non-members on events
- Keep members up to date on international events

12. Membership and Benefits

From humble beginnings, the part-time investment in time and energy from the Board was initially sufficient to support significant worldwide events, and on-going representation in the ITS community around the world. ITSNZ is aiming to achieve a growing income so it can increase both its involvement as well as activities within the industry.

It is all-important that we broaden the membership. By doing this we will open up the topics and feedback loops within our ITS community. New members will be sought from a wide range of transport and technology sectors including but not limited to technology and telecommunications providers and suppliers, mobility and public transport providers as well as freight and logistics companies.

The Vice President membership and a membership committee will support this work and gain a better understanding of what activity ITSNZ can provide for its members to improve value for their membership fees.

Membership Benefits

As a Gold member you will receive the following benefits - \$15,000:

- 150 votes at the AGM
- Recognition of your partnership with ITSNZ , with the display of your corporate branding:
 - Logo, outline and link on the ITSNZ website and members page
 - Logo and link on all promotional material (digital and printed)
 - Banner display at all ITSNZ events
- 5 free passes to ITSNZ's annual summit event
- Ability to publish industry related articles and vacant positions using ITSNZ media channels
- Advanced notice of sponsoring, advertising and event opportunities (e.g. World Congress, ITS Asia Pacific Forum)
- Event hosting option for 1 ITSNZ event
- Exclusive opportunities to meet VIP speakers hosted by ITSNZ
- Login to members area of the ITSNZ website for presentations and technical papers
- Up to 10 free staff at core ITSNZ events

As a Silver member you will have the following benefits - \$5,000:

- 50 votes at the AGM
- 1 pass to the annual ITSNZ Summit
- Login to members area of the ITSNZ website for presentations and technical papers
- Up to 5 free staff registrations at core ITSNZ events

As a Bronze member you will have the following benefits - \$500:

- 5 votes at the AGM
- Login to members area of the ITSNZ website for presentations and technical papers
- 1 free staff registration at core ITSNZ events

As an Education and Research member organisation you will have the following benefits - \$500:

- Logo and link on all promotional material (digital and printed)
- 5 votes at the AGM
- Limitless staff and full-time students will be able to attend events at member rates (or specifically reduced rates)
- Staff and students will be able to access the members area and online resources

As an Individual member* you will have the following benefits - \$100:

- 1 vote at the AGM
- Login to members area of the ITSNZ website for presentations and technical papers

**Note individual membership is designed for sole operators (individual or freelance consultants), or people with an interest in ITS who's core business is not in the transport sector*