

Wynyard Quarter Transport
Management Association
Business Plan 2016/17

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1. Purpose of the Business Plan

This Business Plan describes the background to the formation of the Wynyard Quarter Transport Management Association (WQ TMA). It will explain the purpose of the WQ TMA, the proposed benefits to its members and wider community, how it will function and how it will be funded. It sets out a work plan for 2017/18 along with three strategic planning reports.

2. Wynyard Quarter Transport Management Association – summary of background

The formation of a voluntary Transport Management Association (TMA) was a condition of the original planning consent issued for Wynyard Quarter (WQ). It was proposed in the original District Plan as a suggested way in which transport and travel to Wynyard Quarter could be managed to meet the needs of all stakeholders.

A TMA in Wynyard Quarter was originally launched by Auckland City Council in May 2012. It was a Council funded and led organisation and the primary members were the land owners Auckland Council, Waterfront Auckland, and Viaduct Harbour Holdings Ltd (VHHL). The chair was Auckland Regional Transport Authority (ARTA) and the New Zealand Transport Agency (NZTA) was an observer. After the reorganisation of local government, responsibility for the TMA was transferred to Auckland Transport (AT), in response to which the TMA entered an establishment phase and a Transport Working Group was set up. The first Transport Working Group Meeting was held in June 2013.

The focus of the TMA to date (under AT) has been on establishing a network of businesses, meeting statutory traffic monitoring requirements and engaging with members to develop a Business Plan for Wynyard Quarter. Other support in kind has been provided by AT's Travel Demand team in the form of holding meetings to listen to feedback about transport, providing free travel planning advice to businesses relocating into the Quarter and offering components of the "Commute" package to encourage mode shift. A section on the AT website has been established which provides information about travelling to WQ.

The Wynyard Quarter TMA met in March 2014, where monitoring results were presented and the desire to transform the TMA into a business led organisation was discussed.

With the increasing number of businesses moving into Wynyard Quarter, there is a growing need to provide a framework for the tenant businesses to work together. A real change to travel patterns, on the scale and timeline needed for Wynyard Quarter, requires a partnership approach and if sustainable patterns of travel are to be embedded, all organisations will need to be actively part of this.

It was accepted that there was a need to revitalise and reignite the TMA by transforming it into an association that was led by businesses and tenants.

3. Establishing a TMA for WQ

In December 2015 a round table session was held with businesses and interested parties in Wynyard Quarter. The attendees considered and discussed the reasons for joining, services offered, the focus of the TMA and financing options. A full copy of the notes of the round table session can be seen in

Appendix A. The outcome of that meeting was the establishment of an Interim Board¹ with a mandate to move to establish the TMA as a standalone business led organisation. Since December 2015 the Interim Board (with support from AT) have commissioned a Parking Plan and a Construction and Contractors Access Plan. They have met regularly and worked on the establishment of the TMA as an Incorporated Society and produced a Business Plan.

4. WQ TMA boundary

The Interim Board of WQ TMA have proposed a boundary for the TMA as shown in Figure 1. This includes the statutory area required by the District Plan but now covers a wider area to encompass new developments in WQ and Westhaven Marina area.

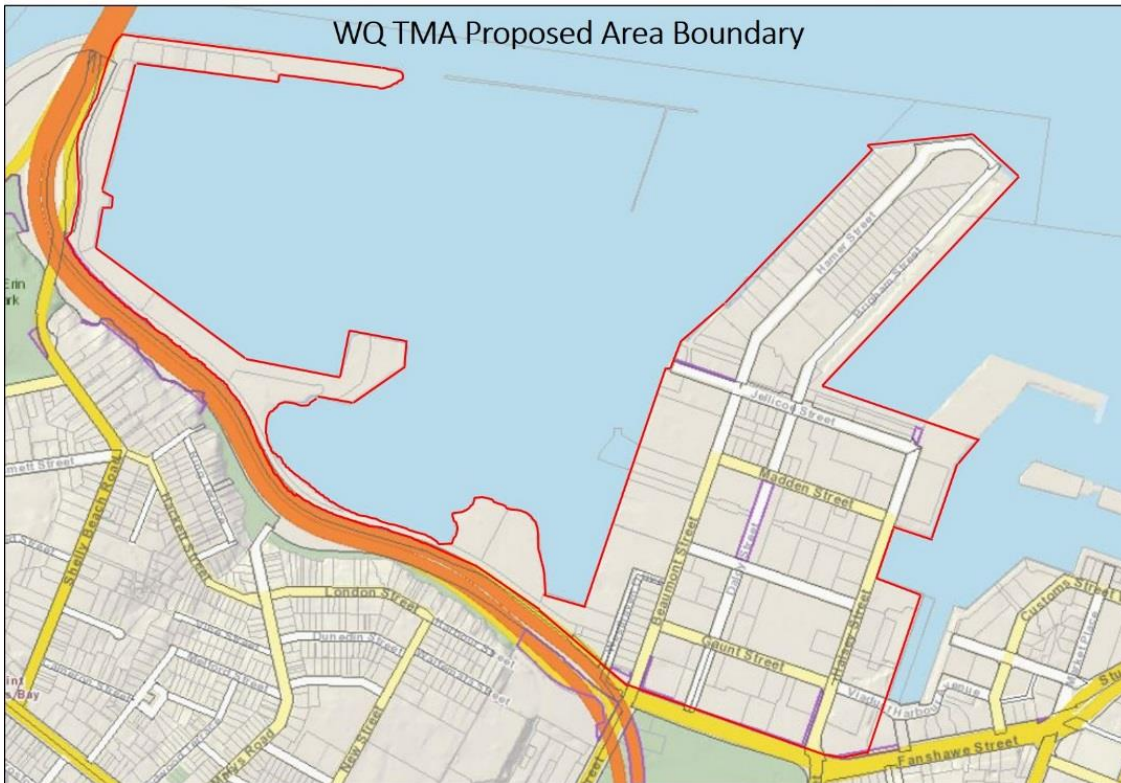


Figure 1 – Proposed boundary of WQ TMA

¹ Appendix F shows a list of Interim Board members who have developed the TMA as a business led association.

5. Vision

The vision describes what the TMA aspires to achieve. It clearly describes the long-term change or future desired condition for our community.

WQ TMA Vision ²

Our vision is of an efficient, networked and highly connected transport system supporting a diverse and vibrant Wynyard Quarter community.

6. Mission

The mission statement serves as an institutional touchstone that guides important decision for the organisation. The mission statement describes why the organisation exists, who it serves and the impact or outcome of the organisation's work.

WQ TMA Mission ²

Our mission is to be the voice of Wynyard Quarter: creating a thriving environment for business and community and fostering economic vitality by building partnerships, and delivering targeted transport initiatives.

7. WQ TMA Values

Values are high-level statements that articulate the qualities the TMA members most value.

WQ TMA Values ²

- Open dialogue and transparency
- Honesty and integrity
- Taking ownership of decisions
- Inclusiveness and equity

8. WQ TMA key partners

The WQ TMA will strive to represent all its members and forge strong links with:

- Statutory bodies including: New Zealand Transport Agency, Auckland Council, Auckland Transport, Panuku Development Auckland, Heart of the City BID
- Developers and landowners operating in WQ
- Construction companies operating in WQ
- WQ tenant businesses.

9. Rules of WQ TMA

The rules under which the Incorporated Society of WQ TMA will operate are attached in Appendix B, and have been agreed by the WQ TMA Interim Board.

² The Vision, Mission, and Values adopted by the TMA were determined by the Interim Board during the course of discussions and workshops in 2016.

10. What WQ TMA will do

The WQ TMA will work with and for its members. The direction that the TMA takes will be determined by the Board of Directors but will include the following:

- Advocacy – working to make improvements or keep the status quo whichever will be of most benefit to the members
- Communication – keeping members up to date with transport related issues in WQ
- Networking – opportunities to share and learn from other WQ businesses
- Innovation – creation of bespoke solutions for WQ transport issues
- Marketing – promotion of new initiatives
- Collaboration – working together to make access to WQ easier and more efficient

Specific projects will depend on funding and Board approval. These could include:

- Travel planning help and advice for businesses and commuters
- Parking management
- Peak spreading (extending peak hour travel times)
- Car and van pooling schemes
- Parking brokerage
- Valet parking
- Advocating for public transport improvements
- Advocating for reduced speeds in WQ

The TMA will not be setting policies or making decisions that are the responsibility of NZTA, Auckland Council or Auckland Transport. WQ TMA can advocate for changes in policy.

11. Benefits of membership

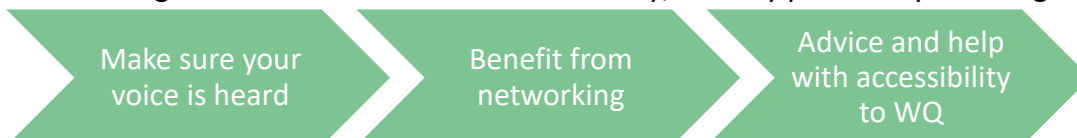
Advocacy

WQ businesses will have one strong collective voice. As a notifiable organisation the Council Controlled organisations (CCOs) will communicate directly with WQ TMA to obtain feedback on relevant projects.



Collaboration

By working together WQ businesses will, regardless of size, have a voice. Being connected and collaborating with others will save time and money, thereby potentially reducing business costs.



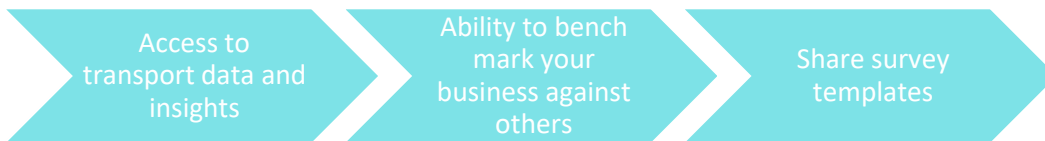
Communication

WQ TMA will provide relevant, timely advice and information in one accessible portal. Businesses can share with others, avoid duplications and be kept informed.



Data resources

WQ TMA members will have access to transport related data and surveys upon which they can make clear decisions. Sharing of templates can save money and ensure consistent and comparable quality of data collection.



Commuter Support

Employees can benefit from help and advice to exploit all commuting travel choices. Expert help and advice will be on hand and support given to all WQ TMA members. Staff morale will be improved, along with business productivity.



Initiatives and assistance

Be part of the first business led TMA in NZ and help shape accessibility options for WQ. Help guide and set up new transport initiatives that will benefit WQ and its employees.



12. Goals and Objectives

The goals of the TMA are shown in Figure 2 and are described in Table 1. These have been agreed by the Interim Board of the WQ TMA.



Figure 2 Goals of WQ TMA as at October 2016

Table 1 Goals and Objectives in detail

Goals	Description	Objectives (tasks)
Improve accessibility	To provide travel choices for all people entering and moving around WQ	<ul style="list-style-type: none"> • To provide information to enable commuters to easily identify sustainable transport options • To provide alternatives for people driving alone in vehicles • To liaise with contractors and look to solve transport issues • To recognise that alternative transport to the car will not work for some employees • Better transport connectivity within and around WQ • Improve accessibility of WQ to targeted destinations • Reduce severance by providing pedestrian crossing facilities • Improve/maintain good access for all vehicles and combinations of vehicles and trailers for commercial and recreational uses

Provide advice	To provide relevant and timely transport and access advice to members of the WQ TMA	<ul style="list-style-type: none"> • To act as an advisor and educator to TMA members on transport related topics • To work with TMA members and seek to provide transport planning custom made solutions
Communicate	To effectively communicate with TMA members and encourage participation and engagement	<ul style="list-style-type: none"> • To produce regular updates and circulate to TMA members • To circulate relevant bulletins from external bodies – such as AT and AC • To update the TMA online presence
Advocate	To advocate on behalf of TMA members for transport solutions Become a notifiable body for statutory consultation	<ul style="list-style-type: none"> • To advocate for change or protect the status quo whichever will benefit TMA members • To advocate to improve PT and transportation services
Support and enhance economic vitality	Through transport planning initiatives, support and enhance economic vitality for the wide range of industries and recreational interests in the area and those using WQ for access to adjacent areas for commerce and recreation	<ul style="list-style-type: none"> • Make efficient use of existing transport, resources and infrastructure • Work towards reducing delays for traffic • Make WQ an easier place to get to and move around for commuters, customers and deliveries
Set up a robust TMA	To create a TMA that effective and enduring Ensure all TMA business is conducted in an open transparent manner Make efficient use of TMA funds and resources	<ul style="list-style-type: none"> • Create a business-led TMA • Seek grant funding and revenue streams • Seek to generate income from parking • Formalise funding partnerships • Formalise the board of directors • Engage a coordinator for WQ TMA • Grow participating membership • To set up a comprehensive database • To provide a forum for consensus building • Publish all minutes of Board meetings • Publish annual audited accounts • Notify members of TMA Board meetings • Be inclusive and open to public scrutiny • Evaluate projects before and after completion • Avoid duplications (reinventing the wheel)
Improve transport related safety	To promote safety for all road users	<ul style="list-style-type: none"> • Promote safer movement of freight and commercial traffic • Promote “slow mode” (pedestrians, cyclists, wheelchair users etc.) safety • Promote safe use of the roads in WQ • Promote safer speeds in WQ
Make efficient use of parking	To make best use of the limited parking capacity in WQ	<ul style="list-style-type: none"> • To encourage businesses to implement a parking policy to ensure best use of private parking spaces • Provide a mechanism for parking brokerage • Advocate for efficient use of public parking

13.WQ TMA Priorities

During workshops the Interim Board identified tasks that the TMA could execute. Each task was prioritised by the Interim Board members and a median score was calculated. The highest priority tasks identified are outlined in Table 2. The full work plan can be seen in Appendix D.

Two reports were commissioned in 2016. These were a Parking Plan and a Construction Workers and Contractors Access Plan. The full copies of both these reports can be seen in Appendix C and Appendix D. The recommendations from these reports are shown below 13.2 and 13.3.

13.1 Priorities from 2016 Work Plan

Table 2 Highest priority tasks

Create a business-led TMA set up as an Incorporated Society	<ul style="list-style-type: none"> • Get the Rules of the TMA signed off by Interim Board • Complete application process to become an Incorporated Society
Seek grant funding and formalize funding partnerships	<ul style="list-style-type: none"> • Formalize partnership funding with AT • Identify grant funding opportunities • Discuss with stakeholders possible funding opportunities
Formalise the board of directors	<ul style="list-style-type: none"> • Work within the Incorporated Society rules to elect a Board of Directors for the TMA
To act as an advisor and educator to TMA members on transport related topics	<ul style="list-style-type: none"> • Provide advice to TMA members on travel options • To seek solutions to relevant issues TMA members may have • To share data with TMA members to enable them to make informed decisions
To advocate for change or protect the status quo whichever will benefit TMA members	<ul style="list-style-type: none"> • Where there is a need for advocacy or where the status quo requires protection, the outcome will be determined by the majority of TMA Board members
Promote safer movement of freight and commercial traffic	<ul style="list-style-type: none"> • Ask TMA members to identify any issues • Escalate issues to relevant organisations
Promote safer speeds in WQ	<ul style="list-style-type: none"> • Encourage enforcement (in partnership with NZ Police) where speed is being exceeded and threatening safety
To encourage businesses to implement a parking policy to ensure best use of private parking spaces	<ul style="list-style-type: none"> • Provide guidance on the development of parking policy for provision of priority parking • Provide guidance on how to allocate parking capacity effectively • Seek to get carpool spaces allocated in private car parks

13.2 Parking Plan

The recommendations from the Parking Plan are:

13.2.1 **Advocacy and representation**

- Ensure TMA is consulted on new transport initiatives and projects for WQ
- Enforce speed limits in WQ
- Seek to have bus layovers removed from within the boundaries of the WQ TMA area
- Identify dedicated bus and coach parking areas on the perimeters of WQ
- Encourage major employers to regularly review and update their Travel Plans

13.2.2 **Collaborative working**

- Seek to pull together those who have interests in car parking so that everyone has shared objectives and is working together towards a shared vision
- To ensure equity all parking resource needs to be managed by one organisation who can then manage it in line with the agreed TMA objectives which will have cross organisational support
- Work with AT and Panuku to offer vanpooling participants preferential car parks and rates
- Encourage companies in WQ to unbundle parking from wages so that employees can see exactly what the cost of parking is, and make decisions accordingly
- Work with startup businesses and app based schemes to maximize the parking capacity and turnover of car parking spaces in WQ

13.2.3 **Monitoring, review & enforcement**

- Increase enforcement of parking rules in WQ
- Work with AT to increase the penalties for overstaying in parking areas
- Investigate the purpose of the one hour free parking in Jellicoe Street car park and seek equity with other public parking in WQ

13.2.4 **Communication**

- Work with businesses to affect mode change by providing travel planning help and guidance in partnership with AT
- Inform WQ businesses and employees of initiatives and changes via a new clean database
- Set up a blog site (or similar) to allow commuters to share travel frustrations with WQ TMA. Seek to find solutions and change attitudes
- Opportunity to condense the plethora of transport and parking related communications into one portal

13.2.5 **Data resources**

- Creation and management of a comprehensive database of businesses in WQ
- Collate existing data in one place to avoid duplication and identify any gaps in data collection that may exist. This will enable benchmarking to gauge success of strategies
- Base line data to be collated and/or collected (understanding that the Annexure 18 annual data collection is undertaken by AT) to include:
 - Public Transport figures – number of people alighting in Fanshawe Street, and by Victoria Park

- Cycle and pedestrian counts
- Vehicle counts on key access routes
- Vehicle occupancy counts on key access routes
- Parking duration figures for both on and off street
- Speed of vehicles in WQ
- Occupancy rates for parking spaces on and off street areas
- Air pollution
- Annual staff mode surveys for major employers
- Annual staff survey of where people come from
- Data from Panuku monitoring cameras

Look to share baseline data with WQ TMA members, as a member benefit.

13.2.5 Initiatives

- Investigate options to establish a new area-wide carpool scheme for WQ TMA members
- Advocate for dedicated carpool/vanpool spaces in both public and private car parks to encourage greater uptake of carpooling for commuting
- Seek to have preferential rates and dedicated spaces for car and van pooling participants in car parks managed by Panuku and AT
- Investigate the opportunity for a WQ shuttle bus to operate in peak hours
- Seek to allocate spaces where no parking is allowed before 9.30am and then introducing a late bird parking rate for people arriving after 9.30am
- Advocate for trade parking coupons to be prohibited from use in Beaumont Street so as to protect the marine retail trade
- Seek to have a maximum time limit of P180 put in place along Beaumont Street
- Advocate for the introduction of parking meters to the current free parking areas along Brigham and Hamer Street to increase turnover of spaces. Revenue collected could be hypothecated to provide a revenue stream for the WQ TMA
- Seek to support a trial valet parking scheme for hospitality sector in WQ
- Restrict time for deliveries into WQ to reduce congestion at peak periods. The P5 loading bays could then have a dual use – perhaps allowing mobility permit holders to use them
- Investigate trailing bike share and electric bikes for WQ to reduce congestion in the area
- Promote and encourage the use of Electric vehicles in and around WQ.

13.3 Construction Workers and Contractors Access Plan

The recommendations from the Construction Workers and Contractors Access Plan are:

13.3.1 Prioritizing and allocating car parking spaces

- Investigate preferential parking rates for car /van poolers
- Investigate increasing the allocation of car/van pool spaces and ensure they are clearly marked
- Investigate the preferential allocation of car parks based on the number of people in the vehicle with a focus on van and car poolers
- Review current agreements to focus on multiple occupancy vehicles
- Monitor spaces and increase enforcement
- Work with construction companies and Panuku to allocate any onsite parking to those who require tools nearby

13.3.2 Raising funds for sustainable modes

- It has been suggested that the cost of parking needs to be built in at the pre contract stage or added into the tender price so that any additional costs are not left to be met by the construction companies and sub-contractors
- It may be that consideration should be given to adding in a clause for a “vanpooling levy” to resource consents for WQ. This would result in a pool of funds contributed by the developer and the financial burden would be offset at an early stage.

14. Targets and key performance indicators as at October 2016

Target	Details	KPI	Comments
Establish a robust business led TMA for WQ	Agree the Business Plan and Rules for WQ TMA	By Feb 2017	
	Compile a comprehensive database for WQ TMA	By Feb 2017	Needed as part of Incorporated Society
	Hold an open meeting in WQ to promote WQ TMA	March 2017	\$500 catering and venue
	Set up the TMA as an Incorporated Society	By March 2017	\$250
	Ensure that WQ TMA is a notifiable body for Council Controlled Organisations (CCOs)	By March 2017	
	Launch WQ TMA	April 2017	
	Elect the Board of Directors for WQ TMA	April 2017	In accordance with WQ TMA Rules
	Secure ongoing funding for WQ TMA	April 2017 \$200Kpa needed	Approach AC, AT, stakeholders, landowners
	Sign up members for WQ TMA	20 members by April 2017	
To advocate for and provide advice to TMA members on transport related topics	Ensure that TMA members, businesses and stakeholders know how to contact TMA	From March 2017	
	Share information with TMA and represent member's views on transport related issues and projects	Ongoing	
	Provide advice and guidance to WQ businesses seeking to make improvements to sustainability through transport and parking projects	As and when requested	
	Share examples of best practice to encourage and inspire others in WQ	Ongoing	Use the monthly bulletin to share best practice stories
Set up initiatives to reduce congestion and ease pressure on parking in WQ	Review current carpool schemes and look at the best option available for WQ TMA members	Launch June 2017	
		300 signed up by Sept 2017	
	In conjunction with TMA members identify potential new PT users and offer "Give it a Go" passes to them	200 trail passes issued by Dec 2017	In partnership with AT
	Identify clusters of workers travelling from the same areas and seek to encourage car/van pooling	60 SOVs off the road by Dec 2017	Dedicated van / carpool spaces needed
	To encourage businesses to implement a parking policy to ensure best use of private parking spaces	Work with 4 business by Dec 2017	Provide parking policy template to member businesses

	Promote safer speeds in WQ	Reduction in speed limit by July 2017	Liaise with AT
Marketing and Communication	Set up a portal where all information regarding WQ TMA is hosted and can be easily accessed	By April 2017	
	Produce regular bulletins relevant to WQ TMA members and businesses in WQ	Ongoing 1 per month	
	Use internal and external channels to demonstrate the work that the TMA is doing	Update online presence on weekly basis	
	Proactive promotion of benefits to engage new members	Ongoing	

15. Finance and funding

15.1 Membership and subscriptions

Full details of the membership structure and subscriptions are contained in the Rules of the TMA Appendix B (Section 1 and Section 5). Anyone within the WQ TMA boundary can voluntarily join as a member and proposed fees are detailed below. Anyone outside of the boundary can join as an Associate member, subject to Board approval, and pay associate membership fees.

Membership fees for 2017 – 2018 are proposed in Table 3. The fees relate to employees based in Wynyard Quarter. The fees may be changed at the Annual General meeting of WQ TMA.

Table 3 Proposed membership subscription fees

Number of staff /organisation	Contribution
1 - 50	\$50
51 - 100	\$100
101 - 500	\$500
501 - 1000	\$1000
1000 +	\$1 per employee
Developers	\$2000
Construction Companies	\$1000
Associate members	\$1000 – or at Board discretion
Stakeholders and CCOs	At Board discretion

15.2 Income projections 2017 / 2018

Table 4 Proposed income

Source of income	Amount
Contributions from members	\$15,000
Auckland Transport	\$45,000
Stakeholders and CCOs	\$140,000
Grants and / or sponsorship in kind	\$15,000
TOTAL	\$215,000

15.3 Expenditure projections 2017 / 2018

Table 5 Proposed expenditure 2017 / 2018

Expenditure	Amount
Operational expenses	\$115,000
Project funding, marketing and communications, PR	\$100,000
TOTAL	\$215,000

WQ TMA Business Plan Appendices

- Appendix A:** Notes from round table meeting December 2015
- Appendix B:** Rules of WQ TMA
- Appendix C:** Parking Plan
- Appendix D:** Construction Workers and Contractors Access Plan
- Appendix E:** WQ Work Plan – with priority scores
- Appendix F:** List of members of WQ TMA Interim Board (as at October 2016)

Produced October 2016