



MOVING FORWARD



A REPORT COMMISSIONED BY AUCKLAND
TRANSPORT ON THE FUTURE DEVELOPMENT
OF THE WYNARD QUARTER TRANSPORT
MANAGEMENT ASSOCIATION



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■
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Moving Forward
reports on the work
commissioned by
Auckland Transport to
reignite the Wynyard
Quarter Transport
Management
Association - to
transform it into
a business led
organisation.

Welcome



Wynyard Quarter is Auckland's most exciting and challenging development in a generation. The Vision is of a vibrant, sustainable, innovative and inviting place to live, work and play. If you are reading this, it is because your organisation is in Wynyard Quarter - you have relocated here or you have decided to stay and be part of the transformation.

A development such as Wynyard Quarter requires

careful strategic and micro planning at every stage in the process. At Auckland Transport we recognise the critical role that transport will play in ensuring the sustainable future of Wynyard Quarter.

The original planning indicated potential for congestion at key access intersections and, in response, we have targets to meet to ensure these intersections keep

functioning efficiently as the Quarter develops. Most importantly, these targets will guide our transport planning and ensure access and accessibility is maintained.

However real change to travel patterns, on the scale and timeline we need for Wynyard Quarter, requires a partnership approach. If sustainable patterns of travel are to be embedded, all organisations will need to be

part of this.

You may have heard of the Wynyard Quarter Transport Management Association (TMA). Proposed in the original District Plan, it is suggested as one way in which transport and travel to the Quarter can be managed to meet the needs of all stakeholders. The TMA is envisaged as a business led organisation. It offers you the opportunity to influence travel and

transport decision making, to future proof the Quarter as it develops. Transport Management Associations have an enviable track record in delivering more sustainable patterns of travel, predominantly through the development and application of travel demand management measures. A TMA is the logical step for a development like Wynyard Quarter. It is a model which has been successfully

applied in many similar developments elsewhere.

Moving Forward represents the first step in reigniting the Wynyard Quarter Transport Management Association, transforming it to a business led organisation. We hope you will join us on this journey. 🚀

On the Cusp

Wynyard Quarter is on the cusp of major change.

The population is set to double in the next three years - from approximately 5,000 people today to around 10,000 in 2018; and then to double again by 2026. This will be transformational. With the number of parking spaces set to remain at just under 7,000, the transport challenge cannot be underestimated.

There is an appetite for business in Wynyard Quarter to work together to address travel and transport issues.

Feedback from all the 20 organisations interviewed in this study, representing the full range of organisations based in the Quarter, was consistent and clear. This is a unique and hugely positive starting point.

The Wynyard Quarter TMA is a non-statutory requirement for the development of Wynyard Quarter.

THE WYNYARD QUARTER TRANSPORT MANAGEMENT ASSOCIATION NEEDS REIGNITING.

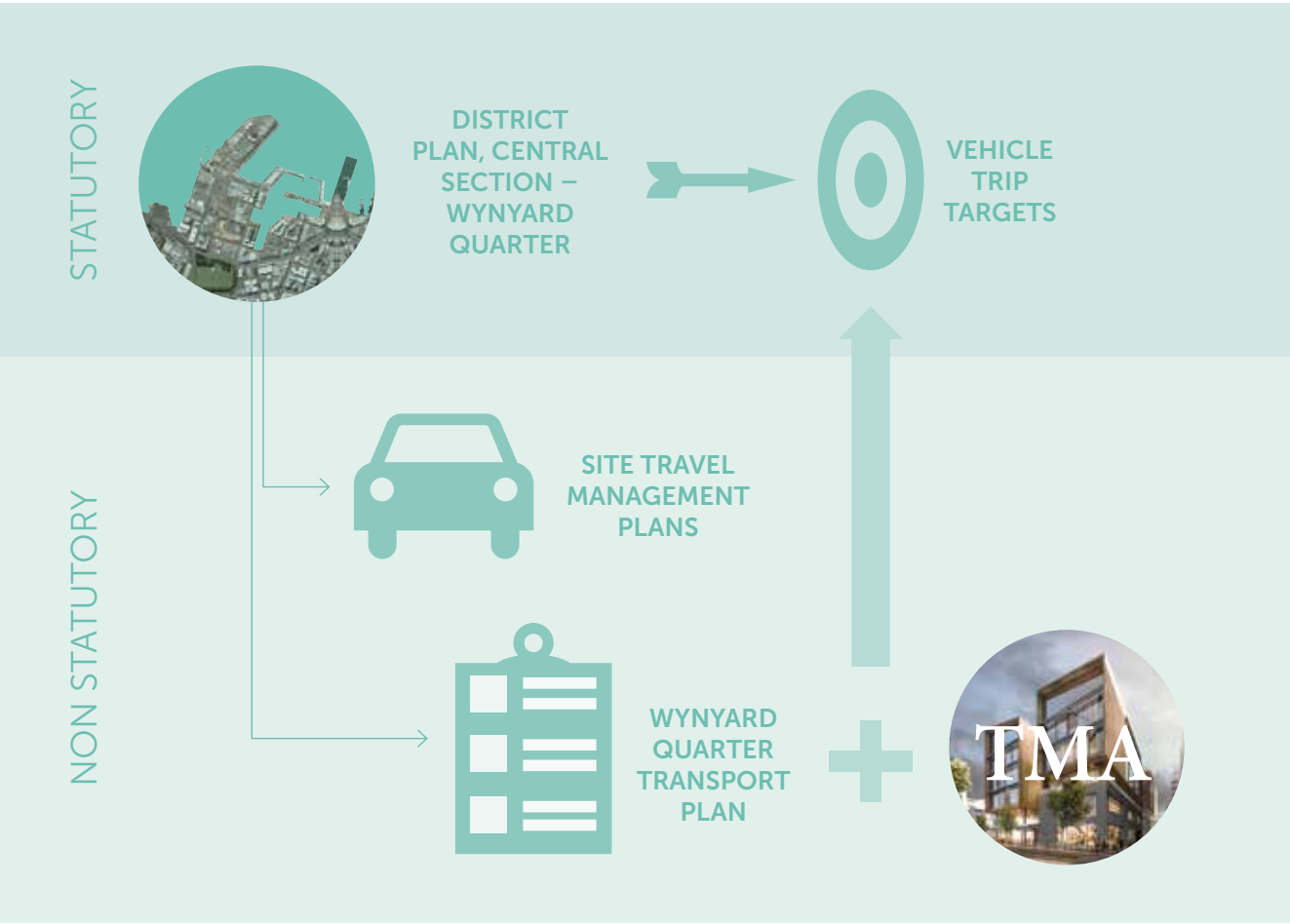
The success and long term viability of Wynyard Quarter is dependent on managing transport demand.

The scale of the transport change required is significant.

The potential for access to be physically constrained through congestion at main intersections is the critical guiding factor.

A perception of poor accessibility will impact negatively on all stakeholders.

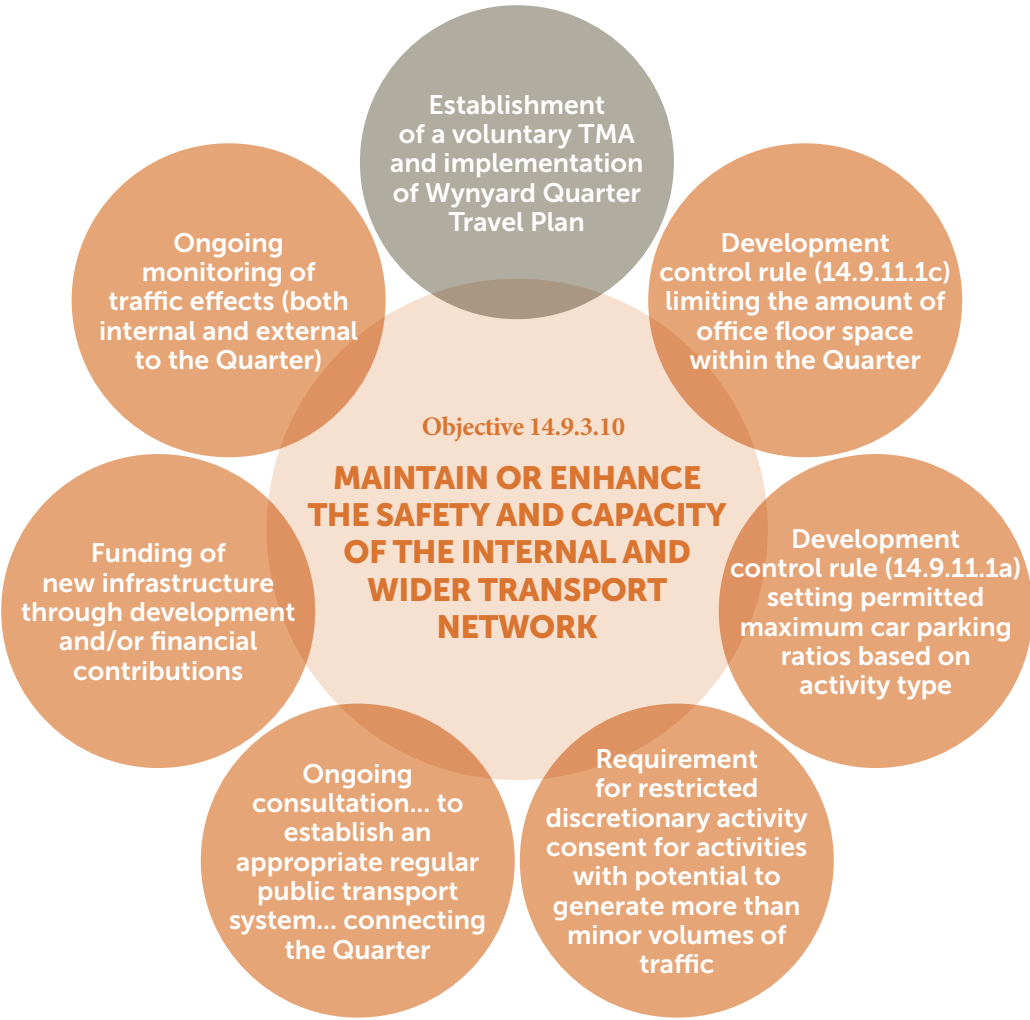
The TMA is identified as a key mechanism for resolving transport issues in Wynyard Quarter, by providing an organisational framework for business and neighbourhood organisations to work together to promote travel demand management initiatives.



A Transport Management Association was always envisaged as one mechanism to manage travel demand in the Quarter.

“Due to the unique travel capacity challenges facing the development of Wynyard Quarter, other travel management measures are also required... <This includes> the establishment of a Travel Management Association” 14.9.11.1 Parking and Peak Traffic Generation, District Plan, updated 2012.

The TMA is intended to be part of a suite of solutions to ensure a sustainable transport future for the Quarter. Its success, however, is dependent to an extent on developments outside its direct control.



Source: District Plan, 2012

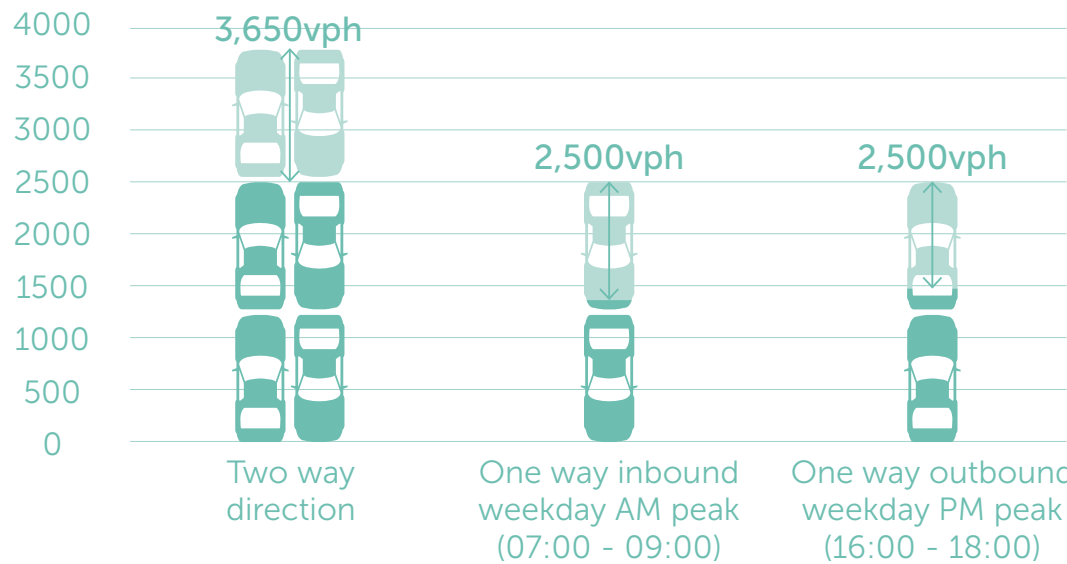
Changes

Wynyard Quarter occupies a unique position in Auckland.

Within a 15-20 minute walk of the city's largest transport interchange, bounded on three sides by the harbour and world class yachting facilities and on the other by a key arterial road

offering direct bus and car access. Keeping it accessible, keeping it vibrant and liveable, will need careful planning and commitment by all stakeholders.

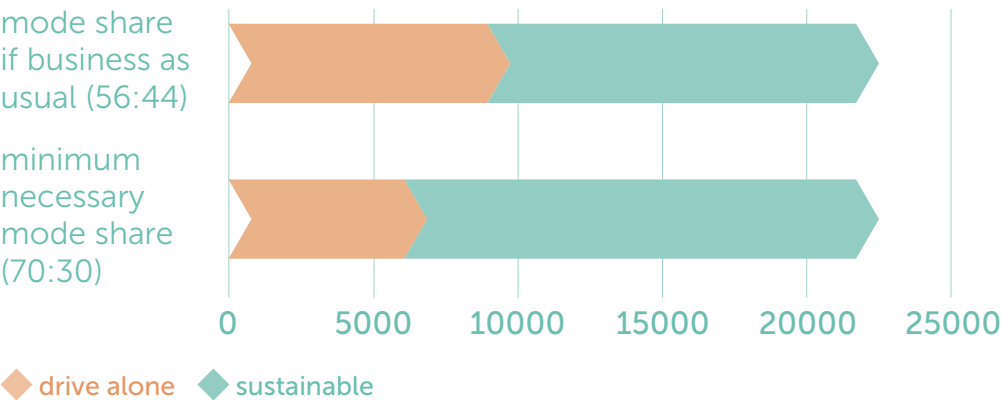
There is a significant gap in the travel patterns of people travelling to Wynyard Quarter now and how they will need to travel to Wynyard Quarter in order to ensure vehicle trip targets are not breached. Already key intersections are approaching capacity limits, in terms of Vehicles Per Hour (VPH). The darker colour cars represent the existing flow; the number at the end of the arrow is the intersection limit.



The challenge cannot be underestimated.

2013 census data indicates that Auckland CBD, a highly accessible location, achieves a mode share of just under 60% of people travelling to work by public transport.

Wynyard Quarter will eventually need a mode share of at least 70% of people travelling by public transport, walking and cycling to be sustainable.



Total forecast residential and working population in 2028

THE SCALE OF THE TRANSPORT CHANGE REQUIRED IN WYNYARD QUARTER IS SIGNIFICANT.

It will need a combination of infrastructure enhancements to give people the opportunity to travel by sustainable modes, alongside demand management measures specific to Wynyard Quarter - to encourage people to travel by sustainable modes.

PROPOSED AREA FOR WYNYARD QUARTER TMA



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The TMA

TMA's offer a unique institutional framework for delivery of Travel Demand Management programmes and services.

- Coordinated**
TDM programmes ensure specific strategies are complementary and coordinated, to ensure maximum effectiveness.
- Complementary**
A general rule is that TDM programmes should include a balance of improved travel choices and incentives to reduce car travel.
- Cost effective**
TMA programmes are usually more cost effective than programmes managed by individual businesses. They allow small employers to access services comparable to those offered by large companies and they avoid perceived problems associated with Government run TDM programmes because they are controlled by members.

Travel Demand Management initiatives include:

- Parking management, pricing and brokerage
- Carpooling
- Demand responsive transport schemes and van pooling
- Car sharing
- Public transport promotion
- Personalised travel planning
- Travel behaviour change programmes
- Cycling and walking promotion
- Freight transport management

The success factors for TMA's are well documented.

It is critical that the Wynyard Quarter TMA takes heed of these learnings and ensures similar risks are recognised and mitigated against.

SUCCESS FACTOR	REASON FOR FAILURE
Business led and business driven	Lack of business enthusiasm, lack of members, lack of active participation
Secure funding/revenue stream	Funding runs out
Clear priorities/focus for TMA	Inability to decide on initiatives, no evidence of results, no clear return on investment
Partnership with infrastructure providers	Lack of wider infrastructure support

TRANSPORT MANAGEMENT ASSOCIATIONS HAVE A TRACK RECORD IN DELIVERING TRANSPORT CHANGE.

The TMA framework is inherently flexible and evidence suggests it is well suited to the Wynyard Quarter situation:

“...appropriate for distinct geographical areas, where multiple businesses are clustered together...”

“...offers members one voice, a unified constituency...”

“...a private, non-profit, member controlled organisation...”

“...provides and promotes transport services in a locality...”

The indications are that this is the right time to create and sustain a business led TMA in Wynyard Quarter.

Source: TMA Handbook

- ✓ A well-defined problem
- ✓ Private and public sector support
- ✓ Sufficient target market/s
- ? Solutions and sufficient resources to carry them out

Success

“Does it make the boat go faster?”

Team NZ

A rare opportunity to use this well-worn phrase in its home environment should not be missed. It is a concept that must be embraced by the Wynyard Quarter TMA in assessing all potential TMA measures.

An appropriate re-wording could be “*Will it make Wynyard Quarter a vibrant, thriving and successful place to live and work?*”

THE WYNYARD QUARTER TMA MUST BE DELIVERY FOCUSED AND ACTION ORIENTATED, WITH A CLEARLY ARTICULATED VISION OF ‘SUCCESS’.

It will need to be driven by an identified goal, objectives and targets with supporting indicators.

Early resolution of governance, finance and broad TMA objectives will be critical.

Legal advice should be taken as to the most appropriate structure. An Interim Board, with an Interim Chair, can be established whilst legal and other issues are being resolved.

It is recommended that the first step is the development of a business plan, to leverage funding and plan the TMA programme.

SUCCESS



A vibrant, thriving and successful Wynyard Quarter

GOAL



Enable business to work together to develop strategies, policies and plans

OBJECTIVES



Develop, implement and support area wide travel demand management initiatives, lobby transport providers, assist members to address site specific issues

TARGETS



1. Vehicle ceiling intersection targets
2. Mode share of TMA members: 60:40 by 2017, 70:30 by 2020, 80:20 by 2030
3. 75% WQ employed people & 75% residents represented by TMA members

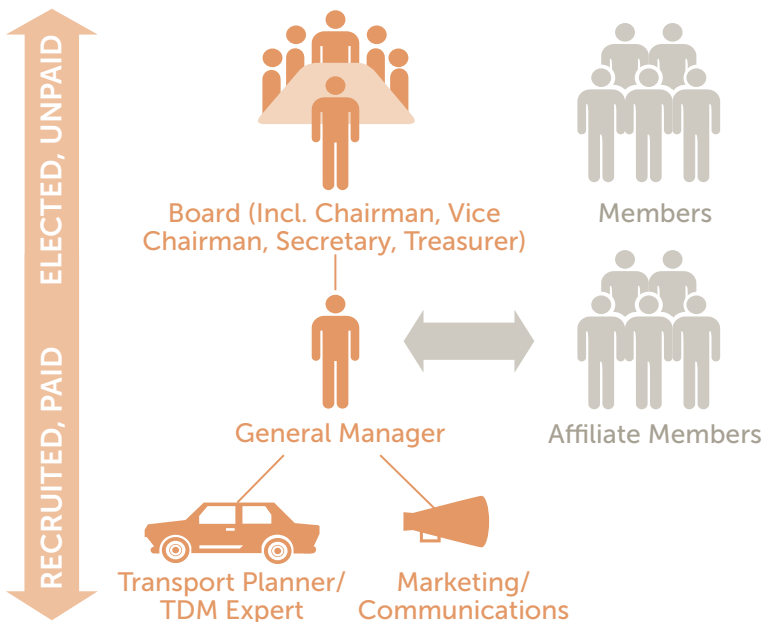
INDICATORS



1. Annex 18 data
2. Member travel surveys
3. Membership data

Suggested structure for delivering vision

An example Governance structure.



It is intended that the Wynyard Quarter TMA is business driven, business led and business run.

Membership will be voluntary but, to be successful, all stakeholders must be represented on the Board.

The precise structure of the Board will need to be refined and agreed by members, with all legal issues addressed. The voting system can be designed such that the land owners and Government agencies

are not able to control the agenda and are able to abstain from voting. The Chairman retains the deciding vote. As with any Board, members are obliged to make the best decisions for the TMA not

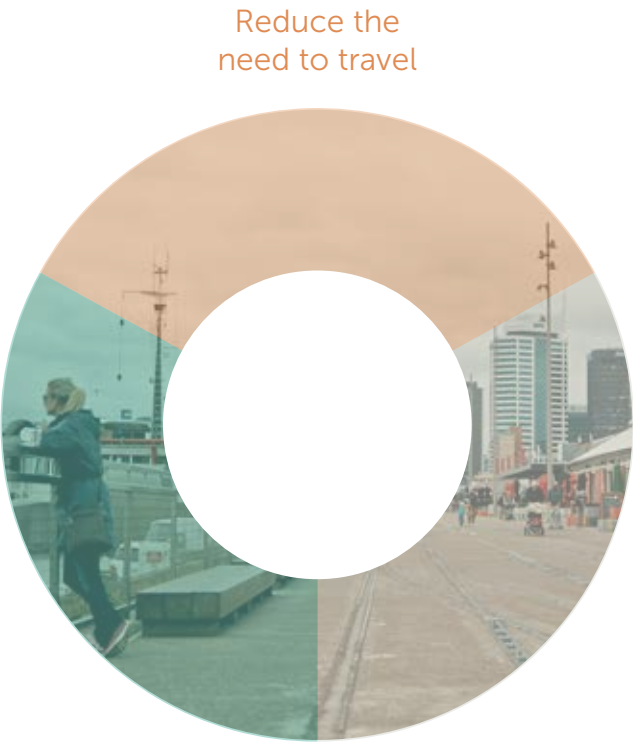
the best decisions for their organisation. Affiliate membership is intended for organisations who want to be linked to the TMA but do not need the TMA services.

Priorities



The range of travel demand management measures to be considered by the TMA can be categorised into three broad themes.

It will be essential also to ensure a balance of measures – some ‘carrots’ introduced first, followed by some ‘sticks’ introduced afterwards.



THE TMA WILL NEED TO DEVELOP A STRATEGY AND DECIDE ON PRIORITY INITIATIVES.

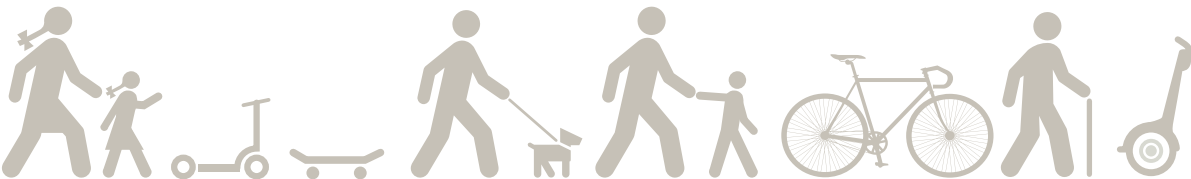
The decision as to what services to offer will rest with the Board.

It will need to consider what the TMA is uniquely capable of doing and what will deliver greatest return on investment.

Services could be considered as ‘core’ and ‘specific’.

It is not uncommon for TMAs to charge additional fees for more intensive TDM interventions.

Improve and promote non-car choices



CORE SERVICES COULD INCLUDE:

Advocacy

- TMA will have a direct line to transport and planning decision makers
- Provide a coordinated voice for better transport solutions
- Prepare analyses/businesses cases
- Present the case for public transport improvements, parking charge structures, on-street parking regulations
- Ensure the issue of heavy/hazardous vehicle traffic

- in Wynyard Quarter is addressed
- Develop a case for consideration of measures to limit through traffic
- Work towards a re-appraisal of the mode share targets

Expert TDM services

- Design and implementation of travel surveys
- Design and conduct of access and facilities audits

- Guidance and assistance with analysis and recommendations
- Advice on car parking space allocation policies
- Support the integration of travel information into internal communications, marketing and promotion services
- Personalised Travel Planning Sessions, allowing employees to find new options for the commute

Marketing and Communications

- Promote access and accessibility to Wynyard Quarter
- Brand and promote the TMA
- Design, source and provide travel information for employees and customers on how to access Wynyard Quarter (paper based and web based)

- Set up travel/transport information kiosks for use internally by members
- Produce regular newsletters providing updates on travel and transport issues impacting on Wynyard Quarter
- Social marketing programmes to encourage travel behaviour change and build a sustainable transport culture

Parking

Parking sits at the core of managing transport demand in Wynyard Quarter.



Real time parking management and pricing is worthy of serious consideration by the TMA.

PARKING MANAGEMENT	EFFECT
Time dependent pricing	Encourages peak spreading, maximises intersection capacities
Space allocation	Encourages carpooling, discourages SOV trips, ensures equity
Unbundling car parking from leases	True cost of parking is transparent; encourages use of alternative modes
Parking brokerage	Can ensure higher occupancy rates, more efficient use of spaces, sharing of spaces
Charging	Generates revenue for the TMA, can ring-fence for sustainable modes
Off-site parking (for park & ride)	Keeps vehicles out of Wynyard Quarter, can generate revenue

THE RESULTS OF THIS WORK SUGGEST PARKING MANAGEMENT SHOULD BE A 'SPECIFIC' SERVICE OF THE TMA.

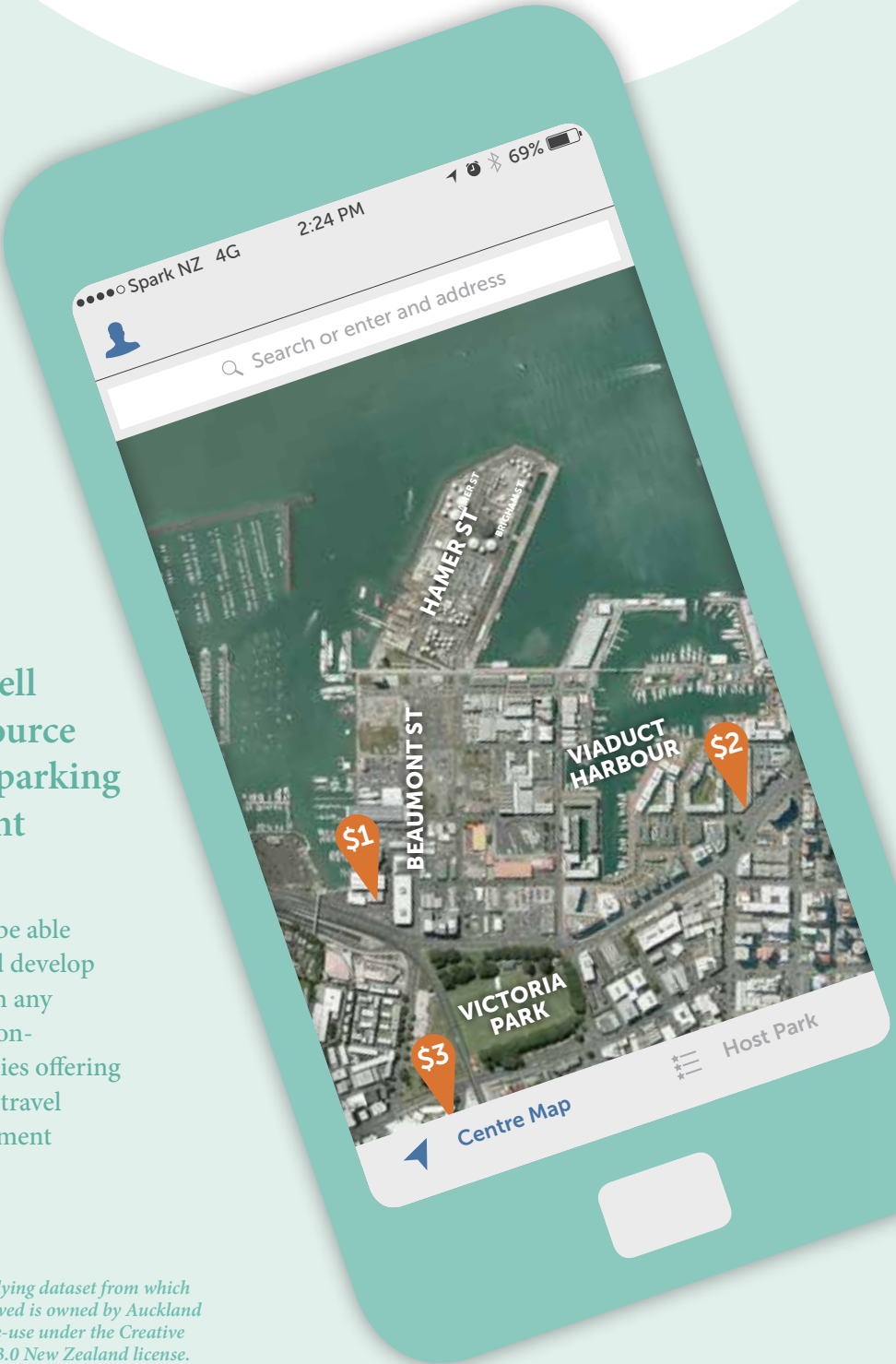
Real time parking management can:

- allow members to make maximum use/occupancy of available parking spaces;
- ensure spaces do not sit empty, unknown about;
- enable demand to be spread across all users;
- reduce employee/customer frustration in trying to find a parking space; and
- generate revenue to fund schemes, the TMA and other initiatives.

The TMA would be well placed to source innovative parking management solutions.

The TMA will be able to join forces and develop partnerships with any commercial or non-commercial entities offering parking or other travel demand management programmes.

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Innovations

The TMA is ideally placed to deliver an effective and efficient carpooling, vanpooling and ‘pop-up transit’ system.

On demand public transport services are a successful innovation in travel demand management.

Rather than providing fixed bus routes and networks based on detailed planning of where people live, why not let people tell you where they live, where they want to go and when they want to go there and then design the services around that? Tried and tested in the US, they are cheaper and more nimble

to operate and provide a service much more akin to driving yourself. Users can choose to vanpool some days, to drive on others, to work from home on others. It would be the perfect fit with the vision of Wynyard Quarter as the leading edge development in New Zealand.

Providing an environment where Car Share cars can park and be based is proven to encourage people to leave their cars at home, releasing pressure on car parking spaces. It frequently encourages people not to buy a car at all.

The Wynyard Quarter

TMA could enter into an agreement with a Car Share company. It is commonplace for TMAs to provide Car Share parks across a TMA area and negotiate discounted rates for TMA members.

Area wide car/van pooling matching services are the

perfect complement to any parking management measures. The more people in the scheme, the more effectively it operates. The TMA could establish guidelines and fund a Guaranteed Ride Home safety net for commuters who choose to carpool.

... and to encourage people's tendency towards multi-modal travel, one successful initiative which could be linked to is:

About F5T4

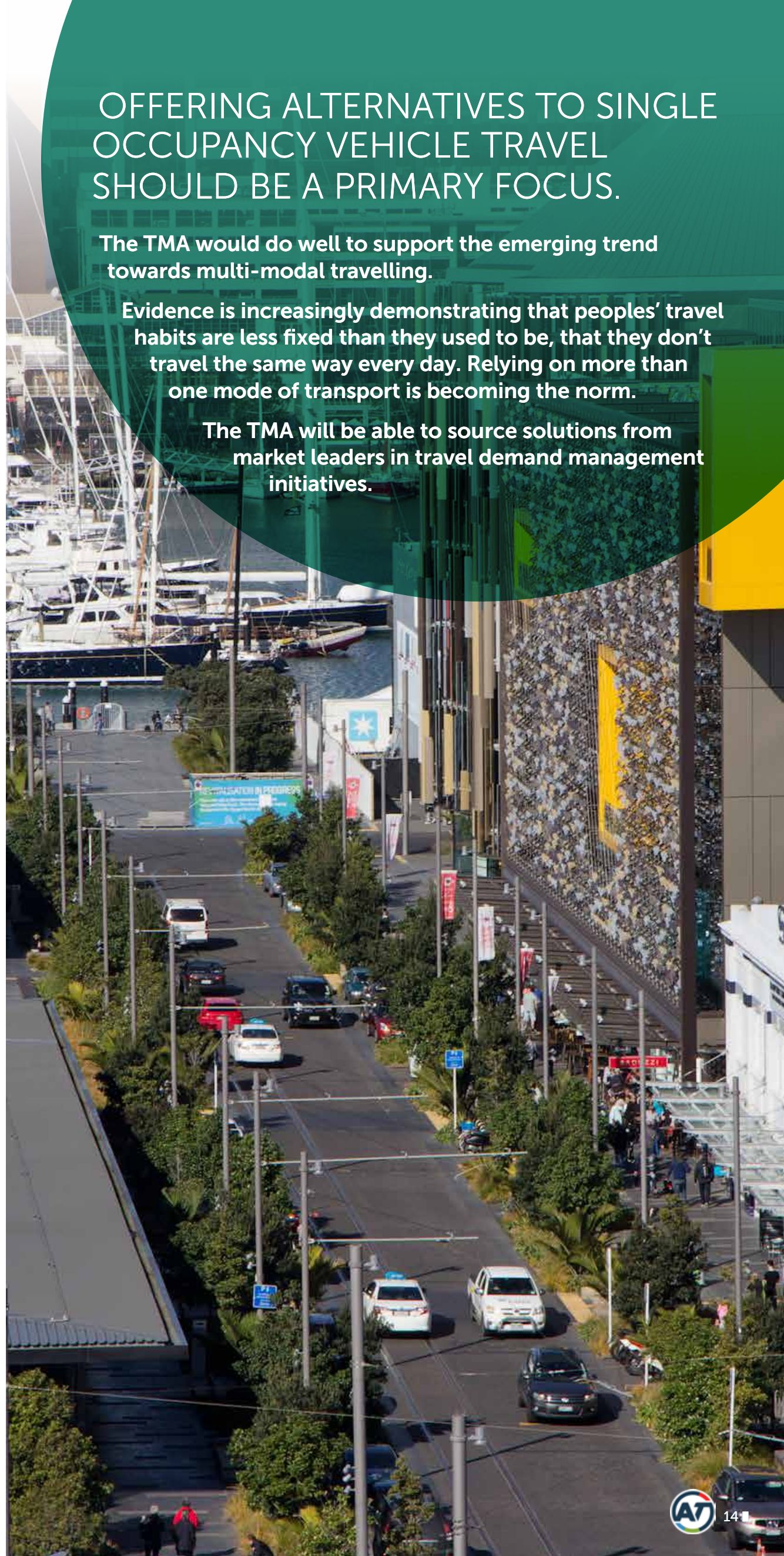
From5To4 (F5T4) is the formula to combat traffic congestion and contribute to a sustainable United Kingdom. It allows you to give your image a boost. The methodology is simple: from now on, one day out of five is travelled and worked differently.

OFFERING ALTERNATIVES TO SINGLE OCCUPANCY VEHICLE TRAVEL SHOULD BE A PRIMARY FOCUS.

The TMA would do well to support the emerging trend towards multi-modal travelling.

Evidence is increasingly demonstrating that peoples' travel habits are less fixed than they used to be, that they don't travel the same way every day. Relying on more than one mode of transport is becoming the norm.

The TMA will be able to source solutions from market leaders in travel demand management initiatives.



Outside the box

“I have to drive to work – I need to drop my son off at childcare.”

A phrase or variation on this many of us will be familiar with.

Travel habits are commonly determined by factors quite removed from the actual journey to and from work. Evidence has shown initiatives like lunch-time shuttle buses and the establishment of on-site facilities can encourage people to travel to work by more sustainable modes of transport.

On-site facilities simply need to serve an identified need – it could include a child care centre, offering discounted rates to those who work in Wynyard Quarter; it could include a dry cleaning pick-up and drop off service; it could include a gym.

It would not be unreasonable to fund these facilities through money obtained from charging for parking spaces.

TIME TRAVEL?

Encouraging time shifting of travel - sometimes referred to as ‘peak

spreading’ - can ensure car based accessibility is maintained and even enhanced and intersection capacities are not exceeded. At its simplest, it involves someone starting work an hour later. At its most complex, it can involve time dependent pricing for parking.

Not everyone can change the time that they start or finish work and not everyone can do it every day – but some people can do it on some days, for some of the time and that is generally sufficient to make a noticeable difference.

The TMA could provide guidance to organisations on how to promote and encourage flexible work practices which will support people shifting their work times.

PROMOTING NON-CAR CHOICES

If the TMA is to be successful, its programmes and interventions will need to ensure people living and working in Wynyard Quarter have every possible reason to travel there by a sustainable mode of transport.

This could include provision of a local journey

planner on the TMA webpage, presenting the real travel and parking options for Wynyard Quarter. It could include discounts at local businesses for people travelling by sustainable modes. It could also include:

- the promotion and support of direct water taxi services;
- the set-up of an electric bicycle hire/use scheme;
- focussing on improving trip ends – people’s journey from the public transport stop to their workplace.

How this small part of the overall journey is perceived is commonly the key factor influencing whether people choose (or don’t choose) to travel by a sustainable mode.

EARLY ADOPTERS

Travel is habitual and travel habits are as hard as any other habit to change. The key is to engage with organisations intending to relocate to Wynyard Quarter, well in advance of their actual relocation date, to ensure employee’s travel habits are focussed on sustainable modes from day one. 🚲

TRANSPORT PROBLEMS DON’T NECESSARILY REQUIRE A TRANSPORT SOLUTION.

Often, all people need is a ‘nudge’ towards using more sustainable modes of transport on a more frequent basis.

This can involve promoting and perhaps supporting non-car choices.

It can involve facilitating travel outside of peak hours.

And it can involve ensuring travel patterns of those relocating to Wynyard Quarter are focussed on sustainable modes from day 1.



The future

A secure financial plan is a pre-requisite to reigniting the TMA.

Financing will be key. One cost estimate suggests a minimum of \$120,000 per year will be required to run the TMA, after the initial start up phase. This would cover the cost of one member of staff, a General

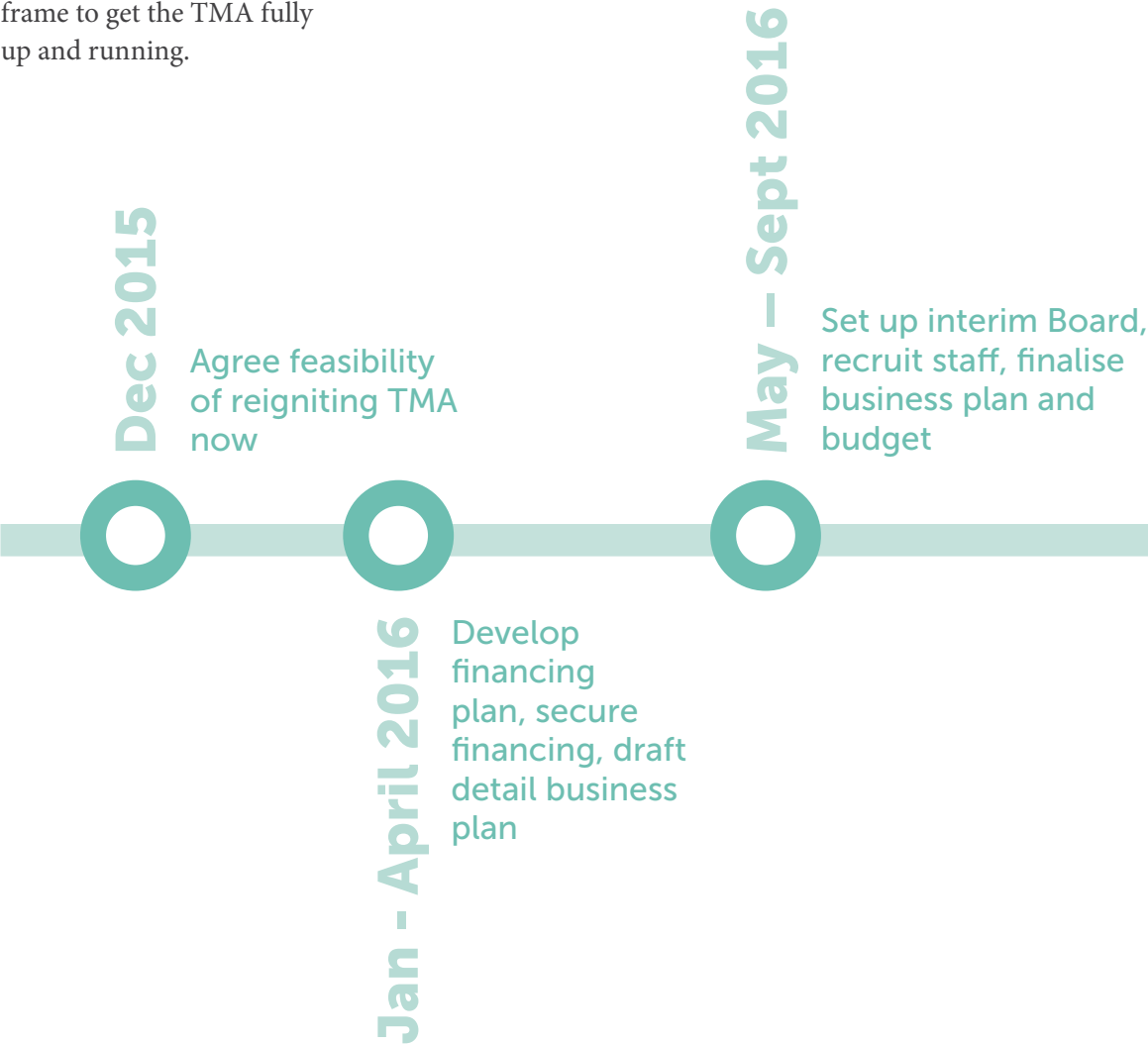
Manager and assumes all other costs/services are gifted or donated. Another scenario could involve a 'soft' start, with a travel coordinator employed on a part-time basis.



It is common for TMAs to be kick-started through seed funding. In some situations, grant funding can be sourced. Membership fees will ultimately need to support the Wynyard Quarter TMA wholly and it will be a priority for the Board to identify a plan

for the eventual financial independence of the TMA. The TMA should capitalise on the opportunity to generate its own funding stream, perhaps through parking management. This can be hypothecated to fund sustainable transport initiatives.

An example delivery time-frame to get the TMA fully up and running.



THE PRIORITY FOR THE TMA IS TO DEVELOP A BUSINESS PLAN – MAPPING OUT THE WAY FORWARD OVER THE NEXT 3 YEARS.

The objective for the TMA must be clear – simply setting up the TMA is not the objective.

The overall goal is to make Wynyard Quarter an attractive place to live, work and visit.

In order to do this, traffic levels must be managed and the TMA represents one very important mechanism for doing this.

AND NOW IT'S OVER TO YOU...

This report has provided a summary of the short review completed for Auckland Transport on reigniting the Wynyard Quarter TMA - moving it forward to the next stage. It has offered some suggestions and recommendations, which we hope are food for thought.

The vision is for a Wynyard Quarter TMA run by members of the business community. All decisions about the look, feel, shape, structure, objectives and the goals of the TMA should be determined by the members – those people working and living in the Quarter.

If you share our vision for a vibrant and successful Wynyard Quarter, we hope you will become actively involved in the TMA.

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