

Terms of Reference

Wellington Public Transport Spine Study

1. Study Outline

1.1 Introduction

The Wellington Public Transport Spine Study is a joint study to be led by Greater Wellington in partnership with the NZ Transport Agency and Wellington City Council.

This Terms of Reference defines the scope of what is proposed to be covered by the study, as well as outlining the strategic context in which this study is to be carried out, the proposed timing and governance arrangements, and expected deliverables.

1.2 Purpose

The overall **purpose** of the study is to assess the feasibility of a high quality public transport system in the Ngauranga to Airport (N2A) Corridor, as specified in the N2A Corridor Plan.

The overall study **objective** is to assess the feasibility and merits of a range of longer-term options for providing a high frequency and high quality public transport system between the Wellington Railway Station and the Wellington Regional Hospital, including possible connections to the north and south-east, to support the urban intensification of this growth corridor.

Sub-objectives are:

1. To determine the desirable characteristics of a 'high quality public transport system' in the context of the N2A corridor.
2. To understand the interdependence between land use patterns/densities and transport infrastructure and what the trigger points are for one to support the other.
3. To assess the merits of alternative routes through the Station – Hospital corridor and possible connections beyond this.
4. To estimate the costs, transport benefits, inherent resilience to emergencies, compatibility and other impacts of different public transport modes along this corridor and any potential connections to the existing PT network.
5. To advise on the relative merits of alternative route and modal options for providing a high quality PT system in the corridor over the medium/longer-term, including the need for, indicative timing and phasing of the most meritorious options.
6. To provide all relevant research evidence to assist decision-making on the long-term future planning for public transport along this key growth corridor.

It will be critical that the study is well integrated with the concepts being developed as part of the new Regional Public Transport Plan (RPTP). In particular, the concept of a layered network approach with an identified Rapid Transit Network (RTN) as the core spine. This study will be

investigating the feasibility of the desired long term characteristics of the RTN through this part of the network, including optimal route, modes, interchanges/hubs, etc.

A key component of the study is the strengthening of Wellington City Council's urban growth spine. WCC had identified the growth spine as the most efficient location to accommodate expected future growth within the city. The growth spine is intended to support and stimulate the planned urban intensification of the spine, which is expected to result in an additional 18,000 people or 9800 households along the corridor (approximately 40% of total growth in Wellington City) within the next 20 years. High quality public transport will be an important factor to ensure these locations can support and will attract the densities desired in the city's growth strategy. It will also ensure that a substantial proportion of new trips generated by growth are carried out by public transport and active modes, thereby minimising pressure on the roading network and avoiding further congestion.

The current public transport system is already operating near capacity on some sections, most notably along the 'Golden Mile' through the CBD, where the convergence of different routes is resulting in significant delays to bus services (as well as other traffic), particularly at peak periods. Improved technology (such as integrated ticketing and real-time information) and incremental improvements to infrastructure (such as bus-only lanes) are already being implemented. These are expected to provide short to medium term solutions. In the longer-term further significant improvements in public transport performance seem likely to be needed to provide appropriate levels of service that would act as an attractive alternative to car-based travel and support the continued economic growth of the city and the region.

1.3 Context

The Ngauranga to Airport (N2A) Corridor Plan was adopted by the Regional Transport Committee in 2008. This multi-modal plan was developed by the NZ Transport Agency, Wellington City Council and Greater Wellington. It was the culmination of about three years of studies, technical investigations and consultation.

The corridor plan aims to strengthen four key transport elements in Wellington City, including a high quality and frequency public transport 'spine'. The corridor plan calls for an integrated multi-modal approach and sets out a package of measures over a ten year period. These include measures to improve walking, cycling, public transport and roads.

One of the measures identified in the N2A Corridor Plan is to: 'undertake a feasibility study for a high quality public transport system, including light rail'. The lead agency with responsibility for this project is Greater Wellington, with Wellington City Council and NZ Transport Agency as partners. This project is included in the Regional Land Transport Programme (RLTP) as a Second Priority activity, commencing in 2011/12, with an indicative cost of \$1M. The RLTP also includes a subsequent 'scheme assessment' of the proposed high quality PT system. This is scheduled for 'after 2013/14' at an indicative cost of \$6M.

1.4 Scope

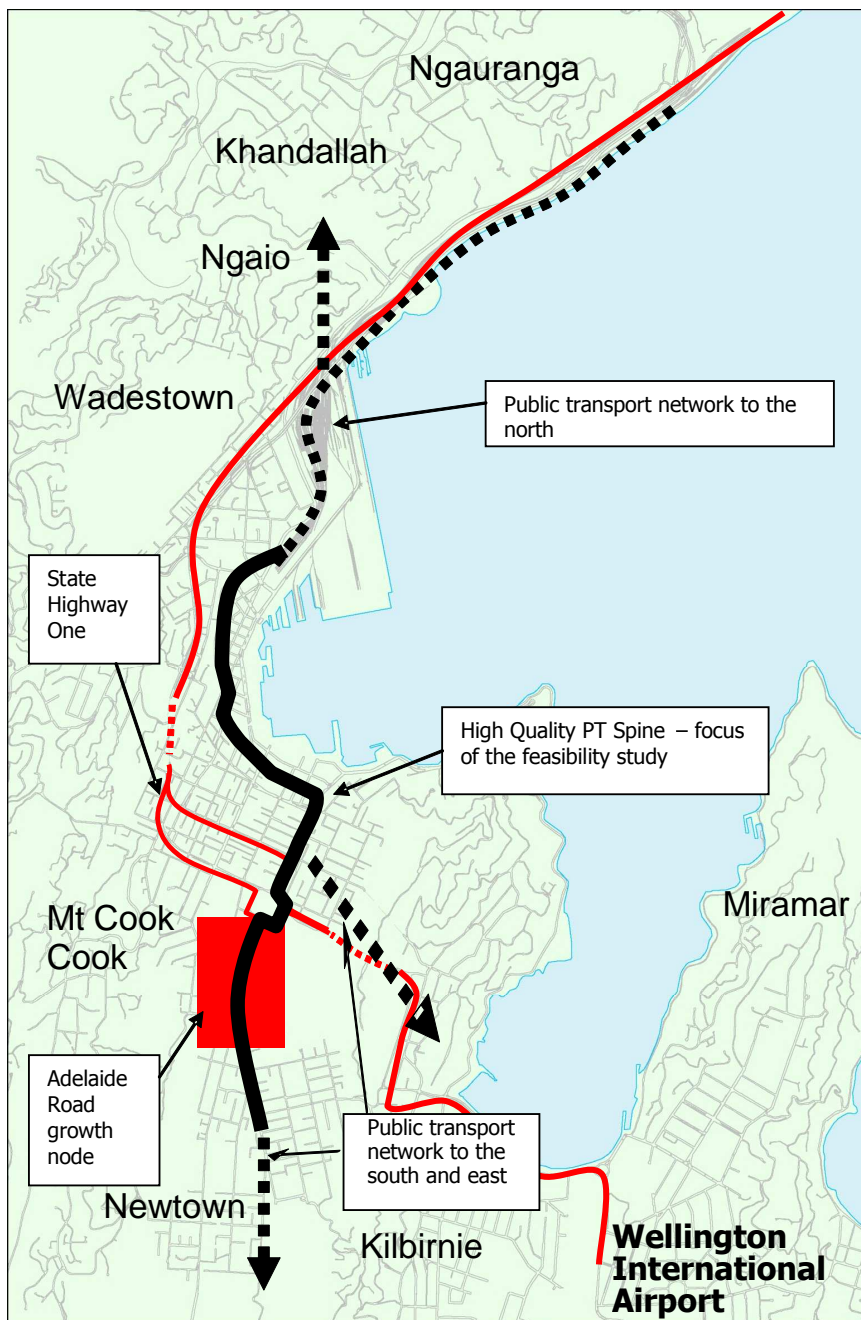
Geographical Coverage

The core focus of the study is the corridor between the Wellington Railway Station and the Wellington Regional Hospital in Newtown. However, the study will also need to consider possible connections of the high quality public transport network to the north and south-east, and whether these would influence the overall assessment of the options.

The detailed range of options to be considered will be agreed through the scoping phase of the study. However it is anticipated that the study will include consideration of how a high quality public transport spine could best support the Wellington City Growth Spine. This would include consideration of links to Kilbirnie and Wellington Airport, and links to Johnsonville (taking into account the findings of previous studies of this corridor and the recent upgrade of the line to accommodate the new Matangi trains). Any options that impact on existing PT infrastructure will only be considered as longer-term options beyond the life of any recently upgraded infrastructure.

The study will also need to consider options for the optimum location of interchanges between a high quality PT spine and the existing PT network, taking into account the work underway for the Regional Public Transport Plan and the Wellington Bus Review.

The scope is illustrated on the conceptual map below.



The study will not re-examine public transport systems and services outside of the N2A Corridor beyond possible connections. The study is also not intended to review other public transport routes and services within Wellington City, but it will be important to take account of other (non-corridor) routes operating into/through the CBD and how these may be affected by the study options or any opportunities these afford. Impacts on public transport patronage of the options investigated will need to be clear.

Within the core N2A corridor there are several potential options for the routing of any high quality public transport system: these should be examined as part of the study, but in the context of the investigations already carried out as part of the N2A Corridor Plan.

Modal Options

The study itself should include detailed consideration of the modal options as it is developed. However, it is expected that the feasibility of both bus-based and light rail public transport systems will be included. The study should also consider, at least in the initial stages, any other PT modes that are practical, of proven technology, of sufficient capacity for application in the corridor.

While the study will assess impacts on other modes (ie road-based vehicles, walking, cycling), and the extent to which they can support and complement a high quality public transport network, it will not consider these modes as alternatives to enhancing the PT system.

Consideration of the best location for interchanges and hubs will be very important, including taking account of work done as part of recent public transport studies and reviews including the Wellington City Bus Review, Central Area Bus Operational Review and Integrated Public Transport Network Framework.

In regard to light rail and bus-based modes, it is expected that a range of sub-options will be considered including, but not limited to:

- **Bus**
 - Infrastructure options:
 - On segregated right-of-way
 - On shared roadway (in mixed traffic)
 - Unguided v guided (physical/optical guidance)
 - Priority measures (links, intersections).
 - Vehicle options:
 - Capacities (rigid v articulated)
 - Alternative power technologies (eg diesel v electric trolley v hybrids)
- **Light rail**
 - Infrastructure options:
 - On segregated right-of-way
 - On shared roadway (in mixed traffic)
 - Priority measures (links, intersections).
 - Vehicle options:
 - Rigid, articulated or coupled sets
 - Alternative power technologies (eg induction-based power)
 - Low floor or compatible with heavy rail platforms
 - Track gauge.

2. Existing Strategies, Studies and Projects

2.1 Reference Reports, Studies, Plans

The feasibility study will take account of and build on a number of previous studies and investigations. These include background reports prepared as part of the development of the N2A Corridor Plan and the Wellington RLTS, and historical studies that have investigated various public transport options in Wellington City.

Historic reports relevant to public transport services in the corridor include:

- Transport Plan, Thorndon to Kilbirnie (De Leuw Cather) 1963
- Terrace Tunnel to Mt Victoria (R.W. Burrell) 1980
- The Wellington-Johnsonville Railway Line: A Cost-Effectiveness Study (Gabites, Porter and Partners) 1984
- Report of the Urban Rail Review Committee 1985
- Study of Public Transport Options, Johnsonville-Wellington CBD Corridor (Travers Morgan) 1993
- Light Rail Transit Feasibility Study (Works Consultancy) 1995
- Public Spaces and Public Life Study (GEHL Architects) 2004
- North Wellington Public Transport Study (SKM) 2006.

Relevant reports prepared as part of the RLTS and N2A Corridor Plan include:

- Ngauranga to Airport Corridor Plan (2008)
- Ngauranga to Airport Modelling report (2008)
- Ngauranga to Airport technical reports 1, 2 and 3 (2008)
- Central Area Bus Operational Review (2009)
- Wellington Regional Rail Plan (2009).

The feasibility study will also need to take into account existing spatial, economic development and land use plans and strategies, including:

- Wellington City Transport Strategy (2006)
- Wellington City Urban Development Strategy (2006)
- Wellington Regional Strategy (2007)
- Adelaide Road Framework (2008)
- Johnsonville Town Centre Plan (2008)
- Kilbirnie Town Centre Plan (2010)
- Wellington International Airport Masterplan 2030
- Wellington City District Plan (current version)
- Wellington 2040 (under development).

Other documents that relate to other modes such as the Regional Walking and Cycling Plans and WCC's Walking and Cycling Policies provide the context for these modes in relation to the study.

In addition, it will be relevant to refer to the recent business case developed for the Auckland CBD Rail project, and the additional research to be undertaken by the Ministry of Transport and NZTA in terms of the scope of issues that might need to be covered.

A significant number of international reports on the feasibility of light rail and bus rapid transport systems may also be relevant to the Wellington context, in terms of methodologies, assumptions and relevant case examples.

2.2 National and Regional Strategies

The feasibility study fits within the policy and planning framework provided by several national and regional level documents. The following sections summarise the direction provided by these documents and relevance to the feasibility study.

New Zealand Transport Strategy (NZTS)

The NZTS was updated in 2008 to provide long term direction for transport out to 2040. The NZTS is not a statutory document as it does not specifically meet the requirements of a 'national land transport strategy' as set out the amended LTMA 2003 (section 66).

The vision of the NZTS is that *"People and freight in New Zealand have access to an affordable, integrated, safe, responsive and sustainable transport system."*

The five objectives set out in the NZTS reflect the goals of the Land Transport Management Act which requires all regional land transport strategies to ensure that they contribute to:

- assisting economic development
- assisting safety and personal security
- improving access and mobility
- protecting and promoting public health
- ensuring environmental sustainability

Government Policy Statement

The current GPS was issued by the Ministry of Transport in May 2009. It covers the period 2009/10 to 2018/19, providing funding targets for the first 3 years, funding ranges for the next 3 years, and forecasts for the final 4 years.

The current GPS sets out short to medium term impacts that the government wants to achieve through the NLTP. These are:

GPS Impacts that contribute to economic growth and productivity

- Improvements in the provision of infrastructure and services that enhance transport efficiency and lower the cost of transportation through:
 - improvements in journey time reliability

- easing of severe congestion
- more efficient freight supply chains
- better use of existing transport capacity.
- Better access to markets, employment and areas that contribute to economic growth.
- A secure and resilient transport network.

Other impacts

- Reductions in deaths and serious injuries as a result of road crashes.
- More transport choices, particularly for those with limited access to a car where appropriate.
- Reductions in adverse environmental effects from land transport.
- Contributions to positive health outcomes.

A new GPS is expected in July 2011 and the study will need to take account of any change in NZTA investment priorities that may be sought by the Government as a result.

Regional Land Transport Strategy

The Regional Land Transport Strategy (approved in 2010) provides the strategic direction and framework for development of the region's land transport system. The vision of the RLTS is: *To deliver an integrated land transport network that supports the region's people and prosperity in a way that is economically, environmentally and socially sustainable.*

The RLTS includes objectives, outcomes, and targets, together with a number of specific strategic transport policies. The outcomes identified in the strategy include:

- Increased peak period public transport mode share
 - Increased off-peak public transport use and community connectedness
 - Improved public transport accessibility for all, including the transport disadvantaged
 - Reduced public transport journey times compared to travel by private car
 - Increased public transport reliability
- Increased mode share for pedestrians and cyclists
- Reduced greenhouse gas emissions
- Reduced severe road congestion
- Improved regional road safety
- Improved land use and transport integration
- Improved regional freight efficiency

The RLTS takes account of, and contributes to, the national policy framework and investment signals provided by the documents described in the sections above.

Ngauranga to Airport Corridor Plan

A number of corridor plans are developed under the framework of the RLTS. These enable a more detailed and focused look at various corridors that make up the regional network. Corridor Plans are multi-modal documents that outline a package of improvements that will contribute to the overall RLTS outcomes, together with specific objectives for the transport corridor in question.

The Ngauranga to Airport Corridor was adopted in Oct 2008. The corridor plan aims to strengthen four key transport elements in Wellington City:

- A high quality and frequency passenger transport ‘spine’
- Highly accessible and attractive ‘activity’ or shopping streets
- A reliable and accessible ‘ring’ or bypass route for vehicles
- Interconnected and convenient local street, walking, cycling and passenger transport networks.

The corridor plan identifies a number of packages for improvements to the transport network to achieve these goals. Immediate priorities were: establishing bus priority measures as first step towards a high quality public transport corridor; a Basin Reserve upgrade to provide more reliable bus journey times, reliable travel times on the east-west ‘ring route’, and walking/cycling improvements; continuing travel demand management programmes; walking and cycling network improvements; and protecting the ability of the strategic network to provide a high quality ‘ring route’ for inter-regional connectivity, economic linkages, time critical travel, and support the public transport network.

In addition, the corridor plan identified a number of feasibility studies and scheme assessments to be undertaken. These are to ensure the direction for future development of the public transport and road networks are clearly defined and steps are taken towards implementing the long term strategic direction.

Contribution of the proposed study to the above documents

The High Quality Public Transport Feasibility Study is a follow-on action identified in the multi-modal corridor study (N2A Corridor Plan). Understanding the feasibility of different options for delivering a step change in public transport services through the ‘growth spine’ corridor, is an integral component of the overall approach set out in the plan.

Achieving a step change in public transport through the corridor will be a key contribution to assist the region move towards its outcomes and targets around increased peak period public transport mode share, and reduced severe road congestion, as set out in the RLTS. The following table sets out the contribution of the study outcomes to the key areas that the RLTS must contribute to under the LTMA:

assisting economic development	assisting safety and personal security	improving access and mobility	protecting and promoting public health	ensuring environmental sustainability
Faster travel times for public transport commuters - resulting in increased productivity	Mode shift to public transport – increased use of a safer mode of transport	Improved access and mode choice along a core public transport spine	Mode shift to public transport – more walking trips associated with public transport use	Reduced fuel use and carbon emissions - reduced traffic congestion

Mode shift leading to reduced congestion – less time wasted in congested conditions for people and freight		Supports higher density development along the Adelaide Road growth spine	Supports a greater proportion of people living within walking/cycling distance of CBD employment and facilities – therefore more opportunities for active modes for trips	More resilient network in future climate change and peak oil scenarios
Mode shift leading to improved travel time reliable on SH1 ‘ring route’ benefiting time sensitive and non-transferable vehicle trips (eg. freight, tradesmen, etc)		Better access for trips on the strategic road network through the city and to/from the Wellington International Airport	Potential to remove or reduce the number of diesel buses from core routes with heavy foot-traffic and shop frontages where air pollution has greatest impact	Reduced land use footprint for transport infrastructure – more efficient movement of people, less parking space requirements

A high quality public transport system will also contribute to the impacts sought by the GPS in relation to journey time reliability, congestion, freight efficiency, access to markets and employment, and network resilience.

Encouraging many more local commuter trips from the southern suburbs into the Wellington City CBD by public transport will have the flow on effect of reducing congestion and allowing more reliable travel times on the strategic east-west SH1 ‘ring route’ linking the Wellington Motorway with the Wellington Airport and eastern suburbs. For commuter trips into the Wellington City CBD, a high quality public transport system meets the GPS goal of using existing transport capacity more efficiently, both in terms of road space and car parking requirements.

In addition, quick and reliable public transport options for commuters will support the City’s economic growth making it more attractive to employers and employees. It will also make the City more resilient to future fuel price shocks.

Alignment with Policies

To contribute to the direction signalled by the NZTS and GPS, land use policies and plans should be well integrated with transport policies and plans wherever possible. The N2A Corridor Plan is a strategic multi-modal plan that has been developed taking into account Wellington City Council’s strategic land use and growth strategies. It signalled the need for more detailed investigation of a public transport spine through the corridor – the purpose of this proposed study. The study will include looking at how land use would be influenced by the implementation of a high quality public transport corridor, and conversely the likely impact of planned growth areas identified through Wellington City Council’s District Plan and Urban Development Strategy on the demand for, and feasibility of, a high quality public transport system.

Any future ‘step change’ in public transport through the N2A corridor will assist in serving identified growth centres, including the Wellington CBD and central area, the proposed redevelopment and intensification along Adelaide Road in Newtown, and future growth in and around centres like Newtown, Kilbirnie and Johnsonville.

The outcome of this study will also be important to inform future reviews of Wellington City's land use planning documents and growth strategies to ensure continued integration between urban development and transport infrastructure.

2.3 Relationship to Current Transport Projects

This feasibility study will need to take full cognisance of the suite of strategic transport projects currently being implemented or already committed in Wellington City and the region. Careful consideration will be needed of the inter-connections of the options in this study and the operation of both the wider public transport network and the roading network.

Relevant current transport projects and studies underway in Wellington City, and the region, include:

- PT technology projects: Real-Time Information rollout; Integrated Ticketing.
- PT infrastructure projects: Bus Priority project; rail station upgrades; rail network upgrades.
- Road infrastructure projects: Ngauranga to Aotea Quay; Basin Reserve Improvements; Mt Victoria Tunnel Duplication; Airport to Mt Victoria Tunnel Improvements.
- PT vehicle projects: procurement of Matangi train fleet; Ganz-Mavag upgrade; new/upgraded trolley bus fleet.
- PT studies and reviews: Regional Public Transport Plan; Wellington City Bus Review; Public Transport Operating Model; Integrated Public Transport Network Framework.

Many of these projects represent a significant investment in the existing public transport systems across the region. This includes: the passenger rail upgrade projects underway at a cost of \$550 million (purchase of 48 two-car Matangi trains, the upgrade of the rail network required for the new trains, and the Mackays to Waikanae upgrade); the upgrade of the bus fleet at a cost of around \$5 million per annum over 10 years; and the installation of real-time information at a cost of over \$6 million.

It will be critical that the study is well integrated with the concepts being developed as part of the new Regional Public Transport Plan (RPTP) - particularly the concept of a layered network with an identified Rapid Transit Network (RTN) as the core spine. The RTN concept and the description around its expected level of service will need to be fully taken into account as part of this study.

3. How funding is to be used

3.1 Technical Methodology

Transport Demand Modelling

Demand modelling of the study options is to be undertaken using Greater Wellington's WPTM (Wellington Public Transport Model). The WTSM (Wellington Transport Strategy Model) and WPTM are being developed as a tandem modelling system for Strategic and Public Transport investigations. This system will include enhancements to enable more accurate modelling of the PT options for the Study. Common transport networks in both models will enable information to be passed between the models including the impact of options on levels of road network congestion.

The WPTM model development work is being undertaken through a separate consultancy contract, but the upgraded model will be available within the specified timeframe for the main study. The application of the new model for the testing of options in the Study could be undertaken (i) directly by GW staff in consultation with the developers of WPTM; or, (ii) as part of the main consultancy contract for this study. In either case, close liaison will be essential between the main study consultant and Greater Wellington in relation to all modelling work.

Option Definition and Detail

The range of options for modelling/evaluation and the detailed specification of them will be agreed between the consultant and the client at the appropriate phase(s) in the project. The intention will be to assess a sufficient range of mode and route options so as to be able to draw conclusions as to the relative merits of alternative modes and routes for this corridor.

Options are to be developed to a sufficient level of detail (including outline engineering drawings) such that their total capital costs and recurrent (operational) costs can be estimated to a degree of accuracy sufficient to enable high level decision-making. Capital costings will be required to cover land, infrastructure and vehicles. Operating costs are to be estimated, in conjunction with GW, based on NZ and (where appropriate) Australian experience relating to urban public transport unit costs.

Option Evaluation

Evaluation of the options is to take account of the full range of expected economic, financial, social and environmental impacts.

A socio-economic evaluation is to be undertaken based on the methodology set out in the NZTA Economic Evaluation Manual (EEM). This will include the consideration of accessibility.

Evaluating the impact on, and impact of, future urban development and land values along the corridor will also be required. Opportunities for Transit Oriented Development should be part of this evaluation.

The interdependencies between land use densities and public transport infrastructure improvements should also be examined, including identification of any additional¹ land use policies or mechanisms to facilitate land use densities required to sustain a high quality public transport system through the corridor, and conversely identification of how different options or combinations of options may be sequenced to enhance the public transport spine as growth triggers are reached.

Public patronage increases generated by the various options and impacts on the road network and congestion levels will need to be evaluated.

A business case evaluation will also be required, based on Treasury guidelines and any requirements to be specified by NZTA.

Close integration of the evaluation and modelling aspects is regarded as critical to the success of the study.

¹ Additional to WCC's approach to growth management is set out in their District Plan.

An independent peer review of the evaluation(s) will be undertaken in accordance with NZTA requirements.

Separate Study of Funding Options

It should be noted that investigation of alternative funding options and opportunities to support the development of a high quality PT system along the corridor will be the subject of a separate but concurrent contract (not part of the current funding application). These investigations will include examination of a range of funding tools apart from existing public sector funding sources. These may include existing levies such as Development Contributions and potential new tools such as Tax Increment Financing. NZTA are currently undertaking research on a national basis on some of these tools, and it is hoped that it may be possible to utilise this work and apply this to the N2A corridor as a specific case study.

Liaison will be required between the main study consultant and the consultant undertaking the NZTA research and/or the separate contract. It is yet to be resolved whether the outputs from the funding options appraisal will be reported separately and/or incorporated within the main consultancy report.

3.2 Process Methodology

Overall Study Management

The study will be led by Greater Wellington, in partnership with NZTA and Wellington City Council. The Regional Transport Committee (RTC) will provide oversight of the study.

The study manager will be appointed by Greater Wellington. Governance will be managed through the following groups on which all three partner organisations will be represented:

- Elected Members Group – this group will meet at least quarterly to discuss progress with the study and resolve any issues of a political nature.
- Steering Group – this group will meet at least quarterly to be updated on progress towards the key milestones, to make any key decisions on the implementation of the study and to communicate progress to the Elected Members Group.
- Working Group – this group will meet at least monthly to consider any issues arising, provide direction to the consultant, provide technical information and advice, and ensure communication of progress to the Steering Group.
- Media Spokespersons Group – this group will meet as required to ensure that all parties are aware of relevant media activity and to coordinate media communications.

A memorandum of understanding will be agreed by the study partners to provide a framework for working together and to ensure that communications on the study are approached in a coordinated and consistent manner, so as to ensure the public and stakeholders are provided with clear and accurate messages through the media wherever possible.

Community Engagement

Engagement with the community will be undertaken throughout the study, using a variety of mechanisms to obtain feedback and input from individuals, groups, and the wider community at different stages.

Informal feedback from key stakeholder groups on the terms of reference will be sought in the study setup stage. This will be supplemented by ongoing engagement throughout the study - such as the use of focus groups (including public transport users and relevant specialists/groups) and other engagement methods early in the study to test our understanding of the key factors that make public transport systems of high quality and other scoping issues.

Wider public consultation with the community is proposed once the options have been developed and assessed. This will be aimed at providing evidence-based research to enable the community to have a realistic understanding of the costs and benefits of the options available and to comment on this assessment and any additional factors that should be included. Consultation will involve a range of methods, including public notices, media releases/articles, mailouts to stakeholders, meetings/open days, and use of ‘Bang the Table’ which will provide a moderated online forum about key study issues. Consultation will include public transport users and other road users, ‘affected communities’ such as people who live, work and travel around Wellington City, and the wider regional community including commuters to Wellington City.

Consultation with the transport disadvantaged will be included in the both of above consultation stages, for example, through use of disability specialists, specific focus groups, the Regional Disability Reference Group, and through other groups and organisations as appropriate.

3.3 Proposed Programme

The proposed programme (subject to amendment through negotiation with the primary consultant) for the feasibility study is as follows:

Preliminary Stage - 2010/11

<ul style="list-style-type: none"> • Develop and agree scope with partner agencies. • Establish governance arrangements and MoU • Engage a technical advisor to assist with development of the Terms of Reference, and to oversee the study. • Seek informal feedback from key stakeholders groups on scope • Develop detailed terms of reference (TOR) and prepare funding application • Determine consultant procurement arrangements. 	Nov 2010 – Jan 2011
<ul style="list-style-type: none"> • Lodge application for NZTA funding and confirm local share funding 	Feb 2011
<ul style="list-style-type: none"> • Prepare and issue first stage of RFP 	March-April 2011

<ul style="list-style-type: none"> • Evaluate and shortlist initial proposals 	
<ul style="list-style-type: none"> • Request refined proposals from shortlisted suppliers 	May-June 2011
<ul style="list-style-type: none"> • Evaluate proposals and select preferred supplier, price negotiation 	June-July 2011

Feasibility Stage - 2011/12

Phase 1 – Project Inception and Scoping	
<ul style="list-style-type: none"> • Review suitability of N2APTM 2011 model for study, and confirm/ agree any enhancements required • Review previous work relating to WGN CBD PT corridor options and lessons learned • Update context (as required) in terms of land use, demographics, density, economic development (for current, forecast and proposed situations) • Identify drivers for change in relation to land use and economic development • Define ‘base case’ PT and roading network for study forecasting period (including all committed projects) • Develop modelling and evaluation scope, methodology and assumptions and agree this with the study governance group. • Define existing and projected problems and issues relating to PT services in the corridor • Targeted engagement with the community to test existing understanding of key factors for a high quality PT system. This may involve focus groups, the use of a moderated online forum (ie Bang The Table), and other appropriate methods • Initial determination of range of corridor options (modes, routes) for consideration, including what constitutes a ‘high quality’ PT system • Define requirements and scope for review of international experience and evidence • Define requirements and approach to community consultations, including any required market research • Prepare scoping report, for consideration/agreement by client. 	June 2011 – Sept 2011
Phase 2 – International review of PT systems	
<ul style="list-style-type: none"> • Assessment of examples of high quality PT systems implemented 	Sept 2011 – Dec 2011

<p>internationally and their impacts, including effects on:</p> <ul style="list-style-type: none"> - patronage (on new services and PT system overall); - travel patterns, modal shifts and decongestion impacts; - economic development impacts and land use changes; - environmental, social and city liveability impacts; - financial impacts (capital costs and ongoing costs and revenues); and - how the completed schemes performed against expectations. <ul style="list-style-type: none"> • Prepare international review report. 	
Phase 3 – Option specification, modelling and costing	
<p>Phase 3A</p> <ul style="list-style-type: none"> • Define options in terms of mode, route, operational characteristics, interchanges and integration with wider PT network. • Assess engineering feasibility of options • Determine engineering costs of options 	Oct 2011 – May 2012
<p>Phase 3B</p> <ul style="list-style-type: none"> • Specify model runs (options, forecast years, etc). • Undertake model runs • Summarise/review model results, and refine/re-run as necessary. • Prepare modelling report. 	Dec 2011 – May 2012
<p>Phase 3C</p> <ul style="list-style-type: none"> • Determine operational, vehicle and facilities costs 	April 2012 – June 2012
Phase 4 – Option evaluation and consultation	
<ul style="list-style-type: none"> • Economic evaluation (NZTA EEM requirements) • Financial/business case evaluation • Economic development and land use impacts evaluation • Social and environmental evaluation • Prepare evaluation report • Public consultation on costs and benefits of options 	Feb 2012 – Aug 2012
Phase 5 – Reporting and conclusions	

<ul style="list-style-type: none"> • Preparation of draft study report and public consultation summary • Discussions between partner agencies on draft findings • Consideration of feedback and preparation of final study main report and summary report, including final option evaluation. 	Sept 2012 – Dec 2012
Linked Project: Appraisal of Potential Funding Models (separate contract)	
<ul style="list-style-type: none"> • Assessment of potential funding models available to the region – eg Developer Contributions, Tax Increment Financing, other overseas models. • Prepare funding models report 	Jan 2012 – May 2012

3.4 Estimated Price

The estimated price for the study is \$1M, with the following estimated breakdown of expenditure:

Task	Estimated cost
Transport model development (additional costs to develop suitable N2APTM 2011 model for use in this project)	\$60,000
Primary Consultant: <ul style="list-style-type: none"> • Project Scoping • International review • Option Specification • Modelling • Costing • Evaluation • Land Use Impacts • Reporting 	\$850,000
Technical Advice and Procurement	\$40,000
Peer Review	\$50,000

3.5 Procurement

Procurement will be managed in accordance with the Greater Wellington Procurement Strategy (NZTA endorsed) and the NZTA Procurement Manual.

The following procurement methods are anticipated:

Technical client advisor and peer reviewer

- Procurement by direct appointment as the technical skills required are not available in-house and there are very few suitable candidates in New Zealand or overseas that have the required public transport and modelling expertise. The value is expected to be under \$100,000.

Primary consultant

- The supplier selection method will be ‘Purchaser Nominated Price’ based. Given that we are comfortable with the overall budget of \$1M and what might be achieved with this, the Purchaser Nominated Price method allows for total focus on non-price attributes while avoiding a lengthy negotiation process on price. We believe it will deliver the best value for money by selecting the supplier that provides the best proposal for the price set out in the request for proposal (RFP). This selection method is included in the NZTA’s Procurement Manual and is recommended as appropriate for activities such as strategy studies, feasibility studies, etc.

3.6 Risks and Uncertainties

The following high level risks have been identified, and appropriate mitigation strategies have been put in place:

Risk	Mitigation Strategy
Study scope is not sufficiently detailed to enable suppliers to accurately gauge what they can deliver the required outputs within the budget provided	Tender is proposed to be evaluated against ‘non price attributes’ only, with the budget to be set out in the RFP document. The payment to the supplier will be on a staged basis, with a scope refining phase as the first stage. This will assist with ensuring that required outputs can be delivered within budget.
Multiple decision-making bodies create uncertainty over study scope and direction	RTC will provide oversight of the project, including approving the terms of reference. In addition an MoU has been signed by the three study parties outlining agreed governance arrangements
Development of the strategic transport model (N2APTM 2011) is delayed	Procurement of the model upgrade is being managed by Greater Wellington to ensure timely delivery of the model for this study
A preferred option emerges that is unaffordable or unlikely to meet the objectives of the study	The terms of reference specify affordability and practicality as key issues to be considered in the

	specification of options
There is public pressure for one or more options that is not supported by the findings of the study	The terms of reference specifies that full public consultation will be carried out once the evaluation of the options has been completed. This will assist in ensuring that public debate is informed and realistic

4. Outcomes and Deliverables

4.1 Deliverables

The key deliverables expected from the study are as follows:

- Interim reports/working papers for each phase of the study, including in particular on:
 - Inception/methodology
 - Options to be studied
 - International evidence and experience
 - Option specification and costing
 - Option modelling and evaluation results.
- Main study report, initially as draft for client review.
- Summary report (suitable for wider public readership).

The main study report (and summary report) should be designed to assist decision-makers in reaching decisions on how to progress, the estimated costs involved, and the appropriate timing of any next steps. This should include an outline the further actions required for subsequent more detailed scheme assessment (assuming the decision is to proceed further with any of the options).

4.2 Approval Processes

Sign off and decision-making will rest with the project partners, through the agreed governance mechanisms.

The study will be reported to the Regional Transport Committee. Relevant committees of Greater Wellington and Wellington City Council will also be kept fully informed as to progress with key study milestones.

Project governance will be managed through the following groups, at which a representative from Greater Wellington, Wellington City Council and NZTA will be present:

- Elected Members Group – this group will meet at least quarterly to discuss progress with the study and resolve any issues of a political nature.

- Steering Group – this group will meet at least quarterly to be updated on progress towards the key milestones, to make any key decisions on the implementation of the study and to communicate progress to the Elected Members Group.
- Working Group – this group will meet at least monthly to consider any issues arising, provide direction to the consultant, provide technical information and advice, and ensure communication of progress to the Steering Group.
- Media Spokespersons Group – this group will meet as required to ensure that all parties are aware of relevant media activity and to coordinate media communications.

The membership of these groups as provided by the study partners to date is shown in the table below:

	Wellington City Council	NZ Transport Agency	Greater Wellington
Elected Members Group	Mayor Wade-Brown Cr Andy Foster	Jenny Chetwynd	Cr Wilde Cr Glensor
Steering Group	Stavros Michael	Lyndon Hammond	Jane Davis
Working Group	Steve Spence Tass Larsen	Sam Wilkie Olena Harrison	Luke Troy Natasha Hayes Brian Baxter
Media Spokesperson Group	Grahame Armstrong 021 227 8667 801 3281	Antony Frith	Philippa Lagan