

# Ngauranga to Airport Steering Group Terms of Reference

Greater Wellington Regional Council, Wellington City Council and the New Zealand Transport Agency are working collaboratively to deliver activities under the Ngauranga to Airport Corridor Strategy.

A Memorandum of Understanding has been signed between the three parties and a governance group and steering group have been established. This Terms of Reference applies to the Steering Group.

## Purpose of the Steering Group

1. The purpose of the Steering Group is to align and drive delivery of the transport and land use activities in the Ngauranga to Airport Strategy so that they support the strategic principles outlined in the Strategy and achieve the following benefits:
  - a. Economic growth supported – efficient and reliable access to and through the CBD and central Wellington City as a crucial employment centre for the region and to other key destinations for freight and tourism such as the port and international airport.
  - b. Integrated transport and land use – efficient and effective travel options to support the current and future urban growth areas in the city, including inner city living and intensification along the spine from Johnsonville to Kilbirnie.
  - c. Accessible and liveable city – the central city street network provides good access for all transport modes (including freight) while providing a safe, pleasant and attractive environment for shopping, education and leisure activities.
2. The Steering Group does this by building trust amongst the parties by being transparent and actively sharing information that is relevant to the efficient delivery of N2A activities in a timely way, monitoring progress of activities and risks, and ensuring resources are provided to enable alignment and integration of N2A activities.
3. The Steering Group is also responsible for providing advice to the Governance Group.

## Role of the Steering Group

4. The role of the Steering Group is to:
  - a. Review the scope of N2A activities for alignment with the strategic principles and responses in the N2A Corridor Strategy and delivery of the desired benefits
  - b. Manage changes in scope as emergent issues force changes to be considered
  - c. Steer/drive progress towards milestones
  - d. Provide guidance and direction to the N2A Workstream Project Managers
  - e. Reconcile differences in opinion and approach, and provide direction on management of conflicts/trade-offs between the various N2A activities
  - f. Assist with resolving any issues and managing and mitigating any risks that have major implications for alignment and delivery of N2A activities

- g. Keep the customer front of mind, and review and advise on planned communications and engagement activities associated with N2A activities to ensure alignment and consistency of communication messages
  - h. Ensure resources are allocated to enable programme management of the N2A Strategy
  - i. Provide regular updates on progress, advice and make recommendations to the Governance Group as required/appropriate.
5. The role of the Steering Group is not to:
- a. Assume accountability for decisions or make decisions on N2A activities that are the responsibility of GWRC, WCC, or NZTA either singly or jointly. Each organisation has its own decision-making processes and the Steering Group is not a substitute for these existing processes.

### Roles and responsibilities

---

6. Role of the Steering Group Member:
- a. Communicate in an open, honest and respectful manner
  - b. Be trusted and not share confidential information
  - c. Consider ideas and issues raised and contribute to discussion
  - d. Help balance conflicting priorities and resources
  - e. Be committed to, and actively involved in pursuing the N2A Corridor Strategy strategic principles and responses
  - f. Actively consider the customer user groups in providing guidance on N2A activities
  - g. Represent the decision-makers of each's respective organisation and be responsible for communicating back any salient points/decisions raised or agreed to decision-makers
  - h. Appreciate the significance of other organisations' drivers and operating context, and the strengths they bring to the Group
  - i. Have a broad understanding of project management issues and best practice
  - j. Check adherence of N2A activities to standards of best practice, both within the Member's respective organisation and across N2A activities

### BRT workstream specific delegated authority

---

7. Recognising that BRT is a project established jointly across GWRC, WCC and the NZTA and reporting directly to the Steering Group, the Steering Group is delegated authority to:
- a. Take on the responsibilities of the Project Board specific to BRT, to own the project and be accountable for its results
  - b. Approve project management documentation at project initiation, stage boundaries and project closure
  - c. Provide resources to enable the Project Manager to deliver the project. Members of the Steering Group should have a high enough level of authority to assign necessary project resources as they are required
  - d. Assess whether the BRT Project is meeting its agreed goals

- e. Make decisions concerning the viability of the BRT Project, and subsequently release resources to the Project Manager as viability is established, to proceed to the next block of work in the project life cycle
- f. Serve as an information resource to the Project Manager (particularly with regard to activities and issues beyond the Project Manager's 'field of vision'), and provide guidance on dealing with project issues, when requested
- g. Review and respond to all project threat issues presented by the Project Manager
- h. Agree on whether and how funding of risk mitigation should occur
- i. Serve as the official voice of the BRT Project to members' organisations.

## Membership

---

- 8. The Steering Group shall be comprised of the following representatives of each organisation:
  - a. WCC: Anthony Wilson, Geoff Swainson
  - b. GWRC: Jane Davis, Wayne Hastie
  - c. NZTA: Lyndon Hammond, Selwyn Blackmore
- 9. The Steering Group will be attended by the Workstream Projects Managers, who will present the monthly project reports and update the members on current project issues:
  - a. BRT: Chrissie Little
  - b. Local roads: Geoff Swainson
  - c. State highways: Stewart McKenzie

## Chair

---

- 10. The Chair shall convene the Steering Group meetings.
- 11. The Chair position will be rotated every 6 months, unless the Steering Group agrees otherwise.
- 12. If the designated Chair is not available an Acting Chair can be appointed and is responsible for informing the Chair as to the salient points/decisions raised or agreed to at that meeting.
- 13. The Chair reserves the right to cancel a meeting in advance of the scheduled date if the Chair receives notice that a Quorum is not able to be achieved.
- 14. The Chair shall ensure the Steering Group:
  - a. Keeps focus on its role and functions
  - b. Actively and respectfully engages
  - c. Concludes all the items on the agenda
  - d. Allocates follow-up tasks and timetables for completion
  - e. Agrees decision-making procedures that will operate between meetings
  - f. Alerts those present to issues to be addressed at a future meeting
  - g. Summarises all decisions taken
  - h. Ends at the pre-agreed time

## Role of N2A Workstream Project Managers

---

### 15. Role of Project Managers

- a. Provide transparent status reporting on N2A workstreams
- b. Raise issues and risks for guidance and direction from the Steering Group
- c. Raise specific agenda items to the Chair for discussion at the Steering Group
- d. Complete Workstream status reports and provide them to the Chair at least 2 working days before the scheduled Steering Group meeting

## Secretariat

---

16. The Secretariat shall take minutes of and actions arising from the meeting, and shall maintain an action register.
17. The Secretariat shall circulate agendas and material for the Steering Group meeting as requested by the Chair.
18. The Secretariat position will be rotated every 6 months.

## Agenda Items

---

19. All Steering Group agenda items and meeting papers must be forwarded to the Secretariat by Close of Business 4 working days prior to the next scheduled meeting.
20. The Steering Group agenda, with attached meeting papers will be distributed at least 2 working days prior to the next scheduled meeting.
21. The Chair does not have the right to refuse to list an item on the formal agenda, and members may raise an item under 'Other Business' if necessary and as time permits.

## Minutes and Meeting Papers

---

22. The minutes of each Steering Group meeting will be recorded and distributed by the Secretariat.
23. Full copies of the minutes, including attachments, shall be provided to all Steering Group members no later than 2 working days following each meeting.
24. By agreement of the Committee, out-of-session decisions will be deemed acceptable. Where agreed, all out-of-session decisions shall be recorded in the minutes of the next scheduled Steering Group meeting.
25. The minutes of each Project Board meeting will be monitored and maintained by the Secretariat as a complete record as required by the Project Management Standards.

## Proxies to Meetings

---

26. Members of the Steering Group shall nominate a proxy to attend a meeting if the member is unable to attend.
27. The Chair will be informed of the substitution at least 2 working days prior to the scheduled nominated meeting.
28. The nominated proxy shall provide relevant comments of the Steering Group member they are representing to the attended meeting.

29. The nominated proxy shall have the same rights as the Steering Group members. The nominated proxy will be responsible for reporting back to the Steering Group member they are representing, any salient points/decisions raised or agreed to at that meeting.

#### Quorum Requirements

---

30. A minimum of 3 Steering Group members (excluding any proxies) is required for the meeting to be recognised as an authorised meeting for the recommendations or resolutions to be valid.
31. The quorum must contain at least 1 Steering Group member (excluding proxies) from each organisation.
32. The Chair reserves the right to cancel a meeting in advance of the scheduled date if the Chair receives notice that a Quorum is not able to be achieved.

#### Review of Terms of Reference and Chair

---

33. This Terms of Reference will be reviewed every 6 months by the Steering Group members.
34. The Steering Group may collectively decide to review the Terms of Reference at a date earlier than 6 months if changes arise, which impact on the management of N2A activities and result in the Terms of Reference becoming outdated.
35. The position of Chair will be reviewed every 6 months and a new Chair confirmed.
36. The new Chair will be responsible for ensuring that a revised Terms of Reference is circulated to all members.

#### Managing conflicts

---

37. Conflicts of interest that are unable to be resolved at the Steering Group should be escalated to Chief Executives of GWRC and WCC and the Regional Director of NZTA, and if they remain unresolved to the Governance Group as appropriate.

#### Appendix

---

38. There is one appendix to these Terms of Reference:
- a. Ngauranga to Airport Corridor Strategy (extract from the 2015-21 Regional Land Transport Plan)

# 1. NGAURANGA TO AIRPORT CORRIDOR STRATEGY

This corridor starts at the Nauranga interchange and continues through the Wellington City CBD to Newtown (including the regional hospital), the eastern suburbs and Wellington International Airport. It includes SH1 major arterial routes, the railway line where the NIMT and the Hutt/Wairarapa railway lines merge and through to Wellington City rail terminals, and key routes for passenger transport, walking and cycling.

## 1.1 LONG TERM STRATEGIC VISION FOR THE NGAURANGA TO AIRPORT CORRIDOR

Along the Nauranga to Airport Corridor, access to key destinations such as CentrePort, Wellington City CBD, Wellington Hospital and the international airport will be efficient, reliable, quick and easy. Passenger transport will provide a very high quality, reliable and safe service along the Wellington City growth spine and other key commuter routes. The strategic road network will provide an effective corridor for through trips and access to key destinations, including freight trips. Traffic congestion through the corridor will be managed at levels that balance demand against the ability to fully provide for peak demand due to community impacts and cost constraints, and the provision of an efficient and effective public transport system. Maximum utilisation of the existing network will be achieved by removal of key bottlenecks on the road and rail networks.

## 1.2 CONTEXT

This transport corridor travels through the higher density urban environment of central Wellington City, providing access to the region's primary employment centre, to the key freight destinations of the port and airport, and to the regional hospital. The corridor serves a range of activities from office, retail, education, leisure and residential with an associated range of trip types. Commuter trips dominate the network at peak times.

## 1.3 THE PROBLEM

Space constraints and a concentration of activity through this transport corridor lead to slow and unreliable journey times during peak and off-peak periods. This results in conflict between different users of the transport network and the different transport modes, affecting the safety and attractiveness of those modes. This is forecast to continue into the future as a result of population and employment growth.

## 1.4 BENEFITS OF ADDRESSING THE PROBLEM

- **Economic growth supported** - efficient and reliable access to and through the CBD and central Wellington City as a crucial employment centre for the region and to other key destinations for freight and tourism such as the port and international airport.
- **Integrated transport and land use** - efficient and effective travel options to support current and future urban growth areas in the city, including inner city living and intensification along the growth spine from Johnsonville to Kilbirnie.
- **Accessible and liveable city** – the central city street network provides good access for all transport modes (including freight) while providing a safe, pleasant and attractive environment for shopping, education and leisure activities.

## 1.5 STRATEGIC PRINCIPLES – NGAURANGA TO AIRPORT CORRIDOR

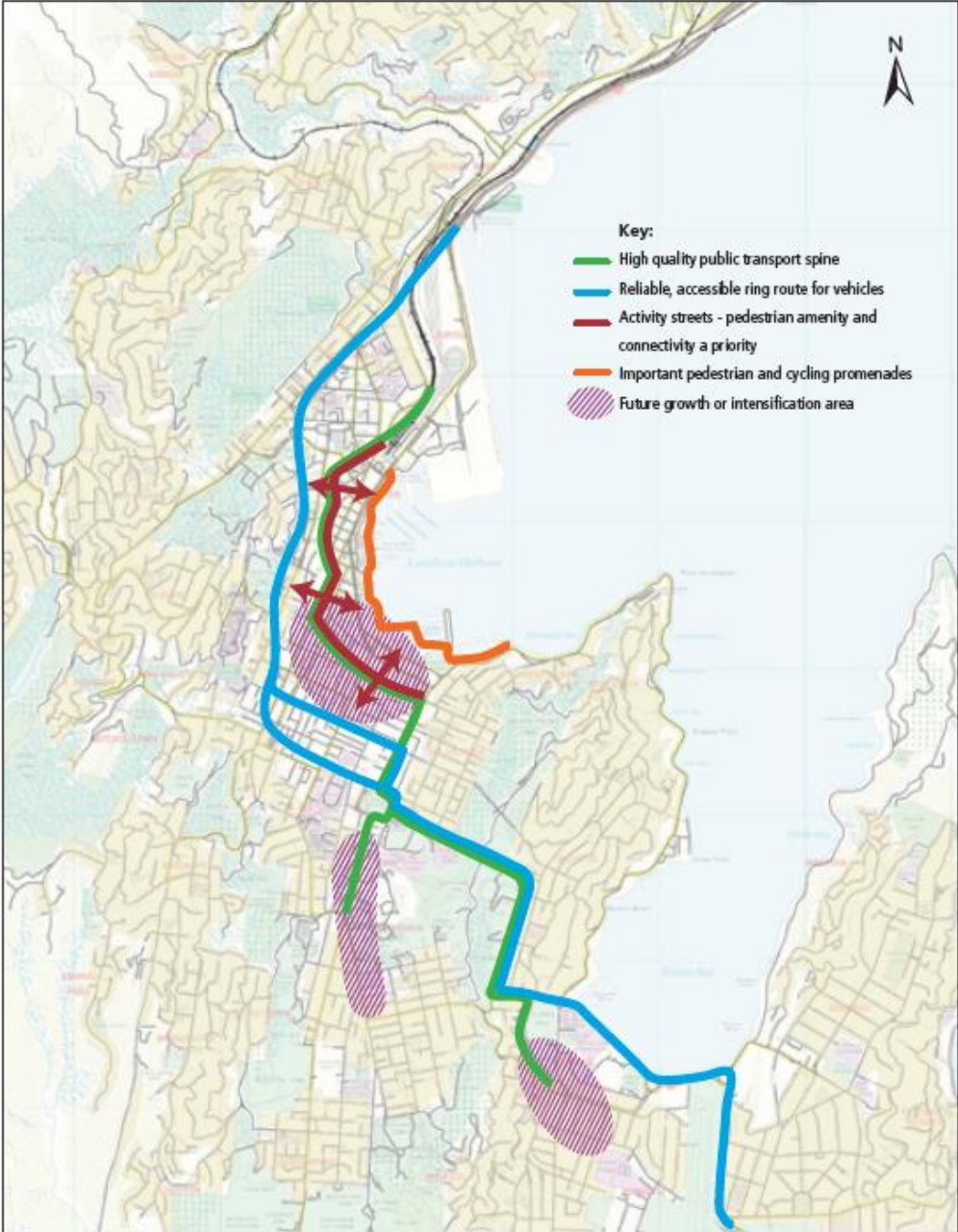
The following strategic principles have been identified for the development of this transport corridor to address the above problems and challenges through a multimodal approach:

- a high quality and high frequency passenger transport 'spine'
- a reliable and accessible 'ring' or bypass route for vehicles
- inter-connected and convenient local street, walking, cycling and passenger transport networks
- highly accessible and attractive 'activity' or shopping streets

A key philosophy underlying these strategic principles is the need to optimise use of the transport network, while ensuring that the different role of various parts of the transport network is strengthened and the conflict between modes is minimised. For example, without a reliable and accessible ring road for vehicles, traffic will be encouraged to look for alternative routes, such as the quays and around Oriental Bay to Evans Bay, resulting in greater conflict with cyclists and pedestrians using these routes.



Figure 14. Strategic principles – Ngauranga to Airport Corridor



## 1.6 STRATEGIC RESPONSE - NGAURANGA TO AIRPORT CORRIDOR

A package of measures, across all transport modes and networks, are proposed for this corridor consistent with the key strategic principles.

### Developing a high quality and frequency public transport priority 'spine'

Bus priority measures will be established along the Golden Mile and on core routes as a first step towards the development of a high quality, high frequency public transport priority spine. This will be progressively developed into a Bus Rapid Transit network, over the next 10 years, subject to satisfactory business cases being developed.

### Implementing safety and capacity improvements to SH1

Safety and capacity improvements to SH1 from Ngauranga to Wellington International Airport will be investigated and constructed to reinforce its role as a high quality and reliable ring route for east-west traffic. The key measures include:

- Intersection improvements at Cobham Drive and Troy Street
- Capacity improvements along Ruahine Street and Wellington Road, and duplicating the Mt Victoria Tunnel
- Removing traffic lanes from the waterfront route and concurrent duplication of the Terrace Tunnel.

### Addressing conflicting transport demands at the Basin Reserve

Improvements at the Basin Reserve will be implemented to: improve public transport reliability and journey times; allow a future dedicated public transport corridor (consistent with the identified public transport priority spine); provide for efficient local traffic movement; provide a quick and reliable east-west route for state highway traffic; and, improve connectivity and safety for cyclists and pedestrians.

### Reallocating traffic between Ngauranga and the CBD

Some of the existing general traffic lanes on Hutt Road between Ngauranga and Thorndon will be reallocated for bus lanes to support faster and more reliable bus journey times from the north. At the same time improved peak capacity will be provided on SH1 between Ngauranga and Aotea Quay through active traffic management measures and increased capacity.

### Improving key walking and cycling routes

Improvements will be made to walking and cycling facilities in this corridor, to improve the level of service and safety. These include:

- Implementation of a Wellington City walking and cycling policy
- Investigating improvements at Wellington Railway Station to improve walking connections to buses and the pedestrian network.
- Improving walking and cycling facilities through Mt Victoria Tunnel
- Investigating and implementing improved cycling and walking connections between Wellington City and Hutt City (via Ngauranga) consistent with the vision of the Great Harbour Way/Te Aranui o Pōneke concept.

### Continuing a programme of travel demand management measures

An ongoing programme of travel demand management measures will be undertaken throughout the region, aimed at reducing the number of car trips (particularly with single occupants) and encouraging alternative travel options by public transport, walking and cycling and promoting other behaviours such as carpooling, teleconferencing, and flexible workplace policies.

### Identifying and addressing network vulnerabilities

All organisations responsible for managing and operating the region's land transport network will work together to identify key vulnerabilities in the transport network that may affect the ability of the wider network to resume service after disruption caused by an incident or event.

Solutions to address these network vulnerabilities and to improve overall transport network resilience will be identified and funding for packages of improvements through the NLTP will be sought.

## 1.7 TIMING AND SEQUENCING CONSIDERATIONS - NGAURANGA TO AIRPORT CORRIDOR

The relative timing and sequencing of key measures within this corridor is very important.

The immediate priority for the corridor is to implement priority measures along the public transport priority spine, to continue improving provision for walking and cycling along key routes, and to resolve the conflicting transport demands at the Basin Reserve. This will help to support more walking, cycling and public transport use in the corridor as a first step.

The concurrent implementation of bus lanes on Hutt Road and peak lanes on SH1 south of Ngauranga are also an early priority to assist with bus service reliability from the northern suburbs.

Longer term priorities for the corridor involve implementation of a high quality, high frequency public transport system through the spine, and projects which will improve the safety and capacity of SH1, to support the important strategic role of each of these routes in the local and regional transport network.