



Project Business Case (Moderate)

Newtown Parking Management Plan

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This table provides a history of changes made when completing this document.

Version No.	Date	Summary of Changes
0.1	30 September 2022	Draft strategic case prepared.
0.2	15 November 2022	Revision of strategic case circulated for MCA workshop after it had been reviewed and modified.
0.3	30 June 2023	Drafting financial, economic, management and commercial cases.
0.4	29 August 2023	SRO Comments
0.5	30 August 2023	Parking Project Board Comments

Related Documents

This table lists the documents that support the Business Case (delete/add as applicable)

Document	Name and Link
<i>Council Paper(s)</i>	<p>Planning & Environment Committee Decision 4 August 2021 Minutes of Pūroro Āmua - Planning and Environment Committee - Wednesday, 4 August 2021 (wellington.govt.nz)</p> <p>Pūroro Waihanga / the Infrastructure Committee 23 February 2022 Minutes of Pūroro Waihanga Infrastructure Committee - Wednesday, 23 February 2022 (wellington.govt.nz)</p>

Document	Name and Link
<i>New Initiative Request</i>	1 March 2022 WCC New Initiative Request - Newtown Parking Management Plan (21-2-22).pdf
<i>Project Brief</i>	ProjectBrief NewtownBerhampore ParkingManagementPlan7052 220812 Approval.pdf
<i>Statement of Work</i>	Offer of Service - Abley WSP Short Form Agreement
<i>Parking Management Plan</i>	Newtown PMP - Stage 2 Parking Management Plan.pdf

Authority Signatures

The SRO approves this document as the baseline for the project and grants approval to move to the Plan stage of the IDF.


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1. Purpose of this Document

The purpose of the Business Case is to enable a robust process that captures what the project (business problem or business need) is, what investment is required, what are the available options and associated costs to deliver the preferred solution.

The five sections used within this document are based on the Treasury Better Business Case (BBC) guidance that is best practice in both central and local government, and cover the following:

- 1. Strategic Case**
Reason for the project – provides supporting information as to why the project is required
- 2. Economic Case**
Compare solutions – provides possible solution options and the preferred option
- 3. Commercial Case**
Procurement strategy – provides options on how the solution will be obtained and from where
- 4. Financial Case**
Funding arrangements – provides funding options, project/programme and ongoing costs
- 5. Management Case**
Delivery plan – provides high level information as to how the project/programme is going to be managed and delivered.

2. Executive Summary

The Business Case seeks approval to proceed to the formal consultation phase of the Newtown Parking Management Plan (NPMP) project according to the details below.

Proposed investment scope

Currently Newtown has no Parking Management Plan in place. Better management of city-wide Council-controlled parking is the outcome sought with the design of the Newtown Parking Management Plan, aligned with the Parking Policy 2020.

There will be a need to coordinate the project with Let's Get Wellington Moving (LGWM) and Council transport changes, and Berhampore Village Upgrades.

Factors that drive investment

An important driver for this project is the Pūroro Āmua / Planning and Environment Committee's decision (4 August 2021) which noted the changes to align the Traffic and Parking Bylaw 2021 with the Parking Policy 2020 will result in new (or amendments to existing) traffic resolutions and changes to the eligibility criteria, the fees and use of certain types of existing parking permits. As part of another meeting on 23 February 2022, Pūroro Waihanga / the Infrastructure Committee issued a paper to officers containing an executive directive. In this committee paper, Newtown is identified as the priority suburb for parking management plans.

Preferred Option

The Parking Governance Board decided to proceed with Option 2B from the Multi-Criteria Analysis (MCA) as the preferred solution on 19 April 2023. This option allows for short-stay parking spaces, most of which will be P120 spaces, to be introduced to an area. Eligible residents and businesses can apply for a parking permit that will exempt their vehicle from the time limit. Priority allocation criteria will be introduced and a cap on total permits issued will be set at 85% of available spaces.

Financial Overview

Based on estimations of quantities the project's CAPEX is \$962,000. The operating expenditures (OPEX) and revenue lost are provided in Section 6 (Financial Case). The Parking Services Team (PS) have provisional agreement on the ongoing OPEX.

Risks and Concerns

Here are the main risks related to the project.

- Lack of accurate communication or perceived high costs can lead to loss of public support.
- Project complexity is increased by the large number of dependent projects in the area.
- A lack of engagement specialist resources may create a consultation risk.
- Implementation may be delayed by competition for internal resources.
- We have a pending Committee Decision in December 2023¹, if substantial changes are proposed at this point, then this presents a reputational risk to Council as we would need to make changes to the online application system which could delay implementation past the New Year

2.1. Recommendation

It is recommended that WCC proceeds with the investment. This includes the approval of Option 2B and its share of the \$962K project pre-implementation and implementation costs.

¹ [Regulatory Processes Committee - 13 December 2023, 9.30AM - Meetings - Wellington City Council](#)

3. Strategic Case

3.1. Background and Context

The proposed investment and drivers, within our organisational context, their strategic alignment, and a summary of decisions already made. This information is based on stakeholder/SME meetings and the project brief provided by the project team in August 2022.

A Situational Analysis

Newtown is a busy inner-city suburb with many conflicting uses for street space and parking. Most parking in Newtown is unrestricted—this is a significant part of the suburb. Parking in the shopping (town) centre is time-limited and there are small areas of resident-only parking in some streets near the hospital. Intensive land use is putting a strain on on-street parking in Newtown. The hospital's workers and visitors park in nearby streets, adding to the pressure. There are two different competing types of parking – those who live there, and those who are coming in predominantly for the hospital but also for local Newtown services/businesses and retail. High levels of dissatisfaction about parking are reported by the community (including residents, business owners, commuters, shoppers, and visitors). With the population expected to grow and on-street parking supply signalled to reduce because of transport network improvements, there is a need to better manage the remaining on-street parking in the area.

There have been historical, and continued complaints from residents in Newtown, around the pressures the regional hospital is putting on parking, particularly at the northern end of Newtown. With the bike network rolling out through Newtown and bus priority improvements, there will be significantly less on-street parking along Riddiford and Rintoul streets. This will mean residents and visitors with cars will likely need to park in off-street parking or on side streets.

The Wellington City Council (Council) proposes to work with the community to refine the parking management plan (PMP) for Newtown and areas in Berhampore in accordance with the Parking Policy 2020 and Traffic and Parking Bylaw 2021, to manage existing development and parking pressures and prepare for future changes. This plan will be influenced by other projects such as Let's Get Wellington Moving (LGWM), Transitional Cycleway, and Berhampore Town Centre Upgrades.

An overview of activities and decisions related to the project

- WSP was engaged in April 2019 to undertake parking surveys and produce a report on parking habits and pressures.
- In February 2020, WSP was engaged to deliver a draft PMP for Newtown, Berhampore, and Mt Cook.
- In September 2020, WSP delivered a draft PMP.
- The Council provided comments on draft PMP on 22 October 2020.
- An updated New Initiative Report (NIR) was endorsed by the TPP in March 2022, indicating approval for the project to continue.
- Abley was commissioned in July 2022 to update, validate, and deliver the draft PMP for 2020.
- In response to Abley's report on the scope of work needed to align 2020 PMP with current PMP, Parking Services provided feedback.
- Abley was engaged to deliver a standalone 2022 PMP for Newtown.
- WSP were engaged in June 2023 to complete the Traffic Resolution drawings and associated deliverables.

Council Direction

A Pūroro Āmua /Planning and Environment Committee decision (4th of August 2021) noted the changes to align the Traffic and Parking Bylaw 2021 with the Parking Policy 2020 will result in new (or amendments to existing) traffic resolutions and changes to the eligibility criteria, the fees and use of certain types of existing parking permits. At a later meeting on 23 February 2022, Pūroro Waihanga / the Infrastructure Committee issued a paper to officers containing an executive directive. In this committee paper, Newtown is identified as the priority suburb for parking management plans. This confirmed the need for an area wide PMP for Newtown.

Operating Environment, and Alignment with Strategic Direction

Council policies that align with the Newtown PMP:

The Council's blueprint for making Wellington City a zero-carbon capital (net zero emissions) by 2050 is **Te Atakura - First to Zero 2019**. It outlines four areas where we can reduce our emissions: transport, buildings, urban design, and advocacy.

All parking spaces managed by the Council are governed by the **Parking Policy 2020**, which provides a framework for future decision-making. On-street and off-street parking, both unrestricted and those requiring a user fee, are included. The city owns off-street parking buildings, as well as parks, sports fields, and other community facilities. The policy outlines objectives, high-level principles, parking space hierarchies (that prioritise parking types in different areas), and area-based parking management guidelines (that prioritise how we manage supply and demand). Additionally, it establishes new approaches for setting parking fees and planning parking management based on area.

As our city's growth strategy, **Spatial Plan 2021** outlines where and how we should grow and develop over the next 30 years. It influences other policy decisions and helps to shape the review of the District Plan. Moreover, it will help the Council prioritise investments in things like transport, new community facilities, and infrastructure upgrades. A range of topics relating to the City's growth is considered in the Spatial Plan, including land use, transportation, three water infrastructure, natural hazards, heritage, and natural environment. In the Spatial Plan, Newtown and Berhampore are designed to be dense, higher, and more intensively populated, supported by better transportation services [Inner Suburbs | Adopted Spatial Plan 2021 \(arccgis.com\)](#).

Strategic alignment with national policy:

The planning and management of parking can make an important contribution to achieving the outcomes set out in several key national strategies:

- The Government's Urban Growth Agenda, which aims to remove barriers to the supply of land and infrastructure and make room for cities to grow up and out. A key component of this agenda is the **National Policy Statement for Urban Development (NPS-UD)**. Policy 11 of the NPS-UD prevents local authorities from setting minimum car parking rate requirements, other than for accessible car parks, and strongly encourages local authorities to manage the effects of car parking through comprehensive parking management plans.
- According to **Keeping Cities Moving**, released by Waka Kotahi NZ Transport Agency in September 2019, parking management guidance and leadership are key interventions for encouraging mode shift.
- **Government Policy Statement on Land Transport 2021/22–2030/31 (GPS)** which includes strategic priorities to improve safety, provide better transport options, and reduce carbon emissions. The GPS guides investment in land transport.
- As a response to poor urban design outcomes and uninviting public spaces caused by minimum parking requirements and poorly managed parking, the **New Zealand Urban Design Protocol** provides a platform for making New Zealand towns and cities more successful by improving urban design.

Problems defined

Business problems and/or needs are discussed in this section.

A strategic case workshop was held on 5 September 2022, with key stakeholder representatives and SMEs from Council – Parking Services, Policy, Legal, Comms & Engagement, City Insights, and Transport Engineering. Workshop participants discussed the strategic context for the project and agreed on the problems identified in the project brief. These two problems were identified and confirmed in agreement.

Problem Statement One

There is high demand for on-street parking in the eastern and northern parts of Newtown due to commuter-resident competition for limited spaces and few parking restrictions to manage this competition, resulting in negative impacts on residents and commuters.

Problem Statement Two

Parking spaces on streets will continue to decrease as a result of street transformation projects (MRT, bus improvements, and bike lanes), making it more difficult for commuters (especially those with mobility limitations) and businesses to park.

Identified Benefits

Besides describing these benefits, this section also explains how they contribute to the Council's long-term goals and key priorities.

Workshop participants also agreed on high-level benefits of the solution on 5 September 2022. Newtown and Berhampore businesses and residents, along with Wellington Regional Hospital and other community services, are expected to benefit from the project.

Table 1: High-level Benefits

No.	High-level Benefit	Description	Strategic Imperatives (and KPI) Linkage
1	An improved parking experience (because people would have more clarity about where to park)	<ul style="list-style-type: none"> - Council's Parking Policy reflects the need for prioritising access to road space, so that people would understand where they are able to access parking. - To develop a PMP for Newtown, the focus of the project will be on balancing the multiple priorities to ensure that those with highest priority know where they can access parking. - The Council Spatial Plan recognises the need for more efficient parking management. - Council recognises the need to cater to the different needs of people who use their vehicles for a variety of 	<ul style="list-style-type: none"> • The community outcomes (social, environmental, economic, and cultural) set out in WCC's LTP 2021-2031 • The Parking Policy • Spatial Plan² <p><i>KPI linkage to Council strategy (Parking Policy) refers to:</i></p> <p><i>85% of occupancy</i></p> <p><i>The parking situation is relatively easy.</i></p>

² [Plans, policies and bylaws - A Spatial Plan for Wellington City - Wellington City Council](#)

		<p>purposes. A smart and economical system will be developed to meet these needs by reviewing the parking supply and demand.</p> <ul style="list-style-type: none"> - To support retail and economic activity, the plan also stresses the importance of safe parking and fair parking usage. - The LTP acknowledges the following: Improve parking enforcement outside of the city centre to better manage the growing demand for parking. 	<p><i>Residents (%) who perceive that parking enforcement is fair >50%</i></p>
2	Increased availability of parking spaces for priority users ³	<ul style="list-style-type: none"> - Council places value on consistent approach on allocating road space so that those with highest priority have access to parking. This is what the principles of the Parking Policy are based on. - LTP refers to this principle, i.e., maximizing the opportunity for people to access parking for the purpose for which it is being provided. - LTP also highlights that parking improvements are meant to contribute to the community outcome: A dynamic and sustainable economy (see p. 102). - Increasing parking spaces for car-sharing services is also important, according to the LTP. 	<ul style="list-style-type: none"> - The community outcomes (social, environmental, economic, and cultural) set out in WCC's LTP 2021-2031 - The Parking Policy <p><i>KPI linkage to Council strategy (Parking Policy) refers to:</i></p> <p><i>The principles of the Parking Policy.</i></p>

3.2. Te Atakura Contribution

This project helps to work towards a city which can contribute positively to Wellington's zero carbon goal by promoting a suburb which actively manages parking in a way to encourage commuting by active modes.

The improvement of on-street parking can facilitate enhanced mode shifts, reduced emissions, and improved alternatives to private vehicles (see case for change on pp. 15-16). As a result, emissions reduction is an opportunity, but not an identified benefit

³ Parking space hierarchy – (Source: [Wellington City Council Parking Policy](#)). Note that priority users change depending on the area. Priority Users in the areas surrounding the main retail area in Newtown "Suburban centres" are different to the residential streets "City fringe and inner-city suburbs" and perhaps even the areas surrounding the 3 hospitals– and there are also high/medium and low priorities which need to be considered dependent on available space.

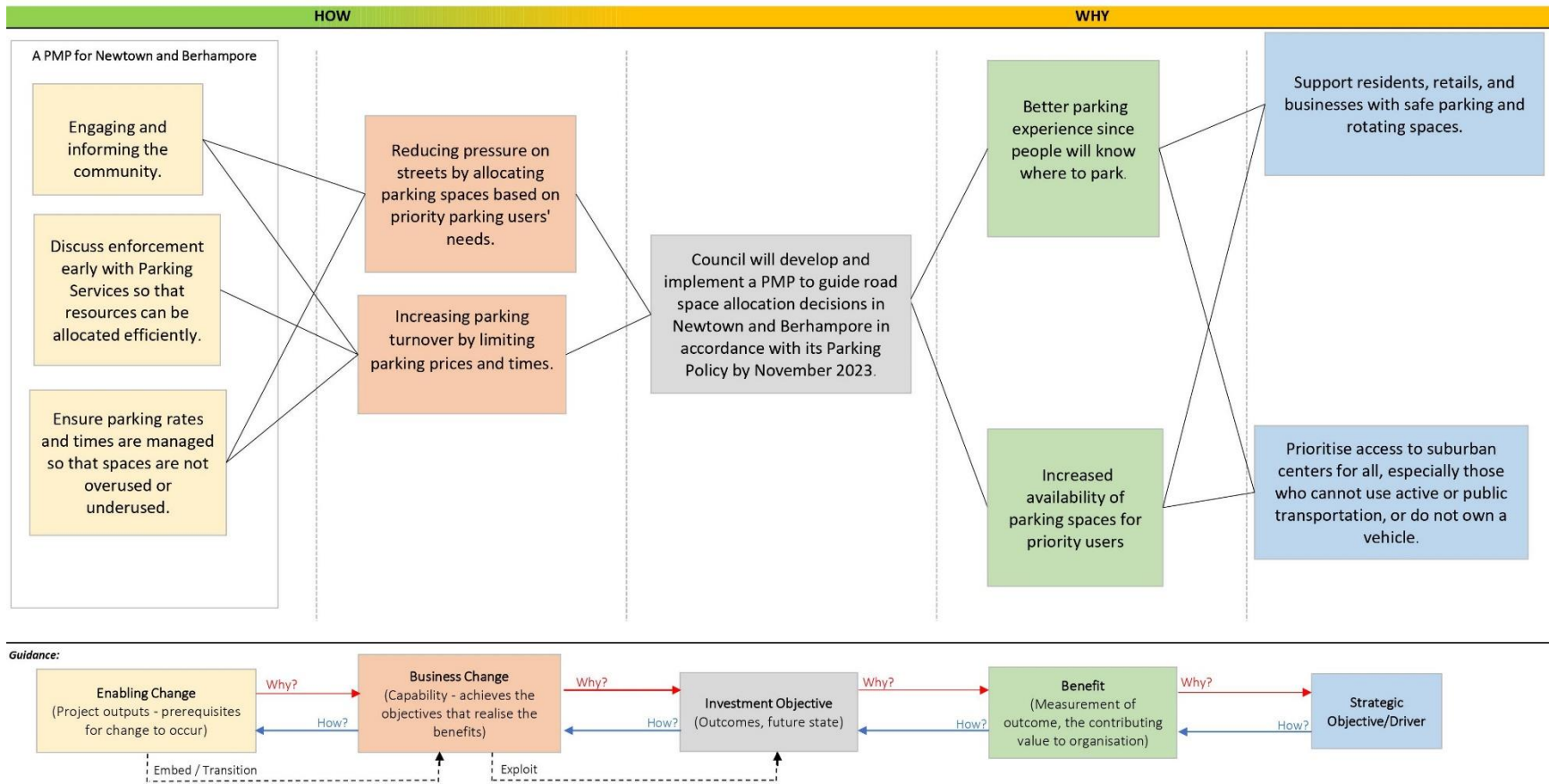


Figure 1: Benefits map

3.3. The Case for Change

By working with Parking Services, Policy, City Insights, and the project manager, the business case advisor prepared information for the case for change. In the following table, we outline the investment objective, existing arrangements, where the organisation aspires to be, as well as the business need, i.e., what can enable the future desired state or bridge the gap between current and future.

Waka Kotahi NZTA's [National Parking Management Guidance 2021](#) describes good parking management as "...a crucial component of the overall transport system, and essential for creating vibrant and well-functioning urban areas. It is especially important in areas experiencing growth pressure...", while its overarching objective is to "...enable an appropriate and efficiently used level of parking supply in a way that equitably supports wider transport and urban form outcomes."

About 40,000 motor vehicle commuters come into central Wellington each morning, and each vehicle will need some form of parking. In 2019, the city had approximately 2200 resident parking spaces, but 4300 resident parking permit holders and 1400 coupon exemption permit holders. This means a case can be made that parking management is an essential service, aiming to achieve better outcomes and more equitable access through tools such as time restrictions, pricing, resident permits, and strategy.

Newtown is home to one of the largest employers in Wellington, the Wellington Regional Hospital. It also has a large town centre with many business and social service providers. Newtown's housing developments, the expansion of the hospital area, an increase in retail activity, and its proximity to central Wellington have led to increased parking pressure from residents, commuters, and visitors. Against this, planned projects such as the introduction of new cycle lanes, bus priority routes, and mass rapid transit are likely to impact on-street parking in the future.

The urban environment is generally one of detached dwellings on compact rectangular lots laid perpendicular to the street, with narrow frontages and small separation distances giving a sense of high density. The population in Newtown increased by 12 percent on average between 2006 and 2018, with a 21 percent rise in Newtown North. There is a high dwelling occupancy in Newtown, over 90 percent. About 59 percent of Newtown households do not have off-street parking, meaning many residents park on the street.

Parking surveys in the area in 2022 showed:

- the parking occupancy in Newtown and Berhampore is 79 percent on average on weekdays and 70 percent on weekends
- there are high non-compliance rates, particularly on weekends, as shown in Parking Management Plan
- there is a high proportion of commuter parking from outside the area
- peak weekday parking occupancy exceeds 85 percent in five of seven precincts and average daytime parking exceeds 85 percent in the Adelaide Road residential area and around Wellington Regional Hospital
- overnight weekday parking also exceeds 85 percent in the Adelaide Road residential area.

Surveys in Newtown in 2019 and 2022 established average occupancies of 65 and 79 percent respectively. A 14 percent increase in three years is notable. More than two-thirds of Newtown's residents do not use private vehicles for commuting, however the number of households that own at least one vehicle is between 60 and 70 percent. This means that most resident-owned street-parked vehicles in the Newtown survey area remain there throughout the day.

Table 2: The Case for Change Outline

Investment Objective	By November 2023, Council will develop and implement a PMP that informs road space allocation decisions in Newtown and Berhampore to realise Council’s strategic objectives consistent with the Parking Policy’s principles.			
Stakeholder Group	Current state	Desired future state	Business need	Benefit link
<p>WCC (City Design, Parking Services-Infrastructure – T&I, Executive Leadership)</p> <p>Newtown and Berhampore residents and businesses, and other key services such as Wellington Regional Hospital</p>	<ul style="list-style-type: none"> - On-street parking in Newtown is under pressure from increasingly intensive land use. The regional hospital increases pressure, through workers and visitors parking in the surrounding streets for a long stay. - Most of the parking in Newtown/Berhampore is unrestricted. There is, therefore, increasing competition for parking spaces and not much control. It is a busy, congested suburb. According to the Abley report (September 2022), peak weekday parking occupancy exceeds 85% in five out of seven precincts and average daytime parking exceeds 85% in Adelaide Road Residential and Hospital precincts (with many others in the 20-85% range). Overnight weekday parking also exceeds 85% in the Adelaide Road Residential precinct. - Parking spaces are highly utilised and there aren't many restrictions, which increases competition for parking spots while negatively affecting residents and commuters. 	<ul style="list-style-type: none"> • Allocation of parking spaces so that the highest priority types of parking are provided, and the lowest priority ones are controlled in a stricter way. • Changes that reflect the parking hierarchy. There are allocated resident parks. There is some short-term parking that allows shoppers to go shopping too. • Road space is valued accurately and allocated efficiently to maximise public benefit. • Enhanced mode shifts, reduced emissions, 	<ul style="list-style-type: none"> • WCC require a new way to manage parking across the city, to create operational consistency, Newtown will be the first PMP to implement this new approach • The PMP is created with the community – engage or consult them appropriately¹ • A PMP that allocates on-street parking spaces to reflect the needs of priority parking users, i.e., decrease pressure on parking. • A PMP that places more control on parking and allocates high-priority parks that service businesses with price and time restrictions to create a turnover. • A PMP that identifies the available uses of road space and allocates this to maximise public benefit / implement the Parking Policy. • As appropriate, refer to the Parking Policy intervention hierarchy. The price per hour 	<p>1, 2</p>

	<ul style="list-style-type: none"> - Council is doing transformational projects which will remove further car parking and make the competition for space increase even further. - High levels of dissatisfaction about parking are reported by the community. - Expected population growth and transport network improvements are expected to put further pressure on the parking supply in this area. - Parking in the shopping (town) centre is time-limited and there are small areas of resident-only parking in some streets near the hospital. 	<p>and improved alternatives to private vehicles.</p>	<p>must be high enough to reduce demand when occupancy exceeds 85% and low enough to maintain average occupancy above 50% and/or increase the number of parking spaces to utilise parking spaces efficiently (not over or under-occupied). Time limits should also be considered.</p> <ul style="list-style-type: none"> • Informing and educating the public about the changes includes consultations, meetings, social media, letters, meet-and-greets. • Post-consultation period analysis will help us to form a committee paper which will be presented to the Regulatory & Processes Committee. 	
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3.4. The Scope Statement

Throughout August 2022, City Insights, Parking Services, and the Project Team discussed the scope of changes. *The below table outlines the scope of changes required, and high-level stakeholder requirements ranked in terms of their relative contribution to creating the future state and realizing the benefits. High-level requirement ratings: High - the solution must have these features; Medium - highly desirable, significant impact if not provided; Desirable - items that could be considered if they represent good marginal value for money, moderate impact if not provided; Optional - nice-to-have items that have a low impact if not provided.*

Table 3: The Scope of Required Changes

Scope statement: As a result of the project, Newtown/Berhampore will have a well-managed on-street parking system.		
ID	High-level stakeholder/service requirement	Rating
1.	Enable safe access for vehicles.	High in importance
2.	Provide a clear parking plan that the community understands and supports.	High in importance
3.	<p>The allocation of on-street parking spaces should follow the parking priorities provided in the Council's Parking Policy, and parking restrictions (time restrictions and pricing) should be set to manage the utilisation of these spaces. The legacy resident scheme has zones and eligibility aligned with the District Plan, there are a maximum of 2 permits per standalone property, 1 per multi-unit dwelling with no limit on coupon exemptions and all classes of vehicle are eligible. Trade coupons are available, but visitor permits are not available in these areas instead they use coupon parking.</p> <p>The proposed P120 with residents exempt scheme mean the boundaries of the 3 zones will be defined within the PMP, there will still be a maximum of 2 permits per dwelling, except in the case of multiple mobility permit holders and priority allocation will apply with a cap set at 85% of available spaces. There will be visitor permits up to 25 or 50 free per household, with additional permits being available for purchase. There will not be coupon exemption permits. Motorhome, heavy goods vehicles, buses, caravans and trailers will be excluded. There will be short-stay parking for anyone without a parking permit.</p>	High in importance
4.	Establish parking restrictions to enable a more balanced (i.e., more time-restricted parking versus unrestricted) allocation of the parking spaces.	High in importance

The project brief provided information on the project scope, which was later revised and confirmed by the project working group (Parking Services, Policy, Legal, Communications and Engagement, Transport Engineering, City Insights) on September 5, 2022.

Table 4: What's in scope, and what's out of scope?

In Scope	Out of Scope
<ul style="list-style-type: none"> • Parking Management Plan for the suburb of Newtown and the parts of Berhampore influenced by the Newtown to Island Bay transitional cycleway project. • Parking surveys of the study area as shown on the map below. • CAPEX to install necessary signage and markings for the PMP, and any minor footpath improvements. • On-street car parking including: <ul style="list-style-type: none"> - Time-restricted - Resident - Bicycle - Loading zones - Mobility - Coupon - Metered - Car share - EV - Motorcycle - Taxi stand - Public off-street parking⁴ (TBC during optioneering, while considering that a clear definition of the area will need to be established). - Introduce/implement a new resident-exempt parking permit scheme. • Community engagement and consultation. <p><i>Note: The traffic resolution (TR) will build into the final product. TR consultations will take place from mid-September to mid-October 2023.</i></p>	<ul style="list-style-type: none"> • Parts of Berhampore that aren't affected by transitional bike and bus improvements, and town centre upgrade. • Ongoing operational work and costs • Resident parking and coupon parking fees and charges (in scope for Parking Services⁵). • Private off-street parking • Road resurfacing • Extensive utilities, kerb, and channel relocation • Mount Cook PMP • Car parking at PSR facilities – this will be looked at through a PSR initiative • District plan parking controls • Unrestricted carparks at PSR facilities in the Newtown and Berhampore areas • Monitoring of scheme.

⁴ There are two off-street parks in Newtown that are currently time restricted and enforced by Parking Services. Hanson Street play area car park and Wilson Street Car Park (behind Viva Mexico). If there is going to be parking removed near both sites, these could be used as possible mitigation to loss of spaces. If this were the case, they should be considered in scope.

⁵ Wellington City Short-Term Parking Pricing Strategy & Review of Parking Permits Report (Completed 30th of March 2023).



Figure 2 map of parking zones

3.5. Stakeholder, Partner, and Community Engagement

Councillors, the governance group, and several business units make the internal stakeholders. A wide range of external stakeholders are involved in the project, including residents, road users, Newtown and Berhampore businesses, the regional hospital and other key community services.

In 2022, key stakeholder groups were engaged to gather feedback on issues along the corridor as part of the pre-consultation process. This feedback has helped inform the concept design.

3.6. Assessment of Other Strategic Factors

Project working group discussions held in August-September 2022, provided information about contextual influences, assumptions, constraints, related activities, and interdependencies.

3.7. Risks, Issues, and Opportunities

Defining the political, economic, legal, and other types of risks and opportunities that exist within the context in which Council operates.

Table 5: Internal and external factors that could enhance or hinder the project's success (SWOT and PESTLE analysis)

Factors that have the potential to affect the outcome of the recommended project	Description
Competing project demands	<ul style="list-style-type: none"> Specialised labour shortages are possible due to competing project demands, i.e., constraints for contractors that would be interested in tendering for the project. WCC will also be able to provide printed or PDF copies of submission forms on request. Contractor Panel has now mitigated some of this pressure. Large number of dependent projects in area adds to project complexity. Internal stakeholders will be informed to ensure alignment of consultations across interdependent projects. Consultation risk due to engagement specialist resource not being sufficient/available. We are expanding our engagement resources to mitigate this risk.
Resource considerations that may impact the scope of project	<ul style="list-style-type: none"> As more parking restrictions are added into Newtown, we expect that is going to put more demands on parking staff to support the on-street changes. This is going to have implications for how Parking Services monitor the area, respond to complaints, and process applications for parking permits. Parking needs to understand the scale of change in Newtown to ensure that we can support the changes from the beginning but also sustain the same level of service. If the changes mean that Parking Services require more resources (1 additional FTE at a cost to the organisation of \$150,000 including overheads), we need to be aware of this and start to plan for this, especially in a tight labour market. Parking Services rely heavily on staff for monitoring and enforcing the area, not modern technology. Managing expectations as to how often staff will be able to be on-site to monitor and enforce, as well as pressure from other areas of the city that require monitoring staff. Parking Services don't have the staff/resources to be on-site to monitor roads or remove vehicles at all times. Labour market constraints are common. Parking Services will need to hire people as well as spend considerable time on training staff. Parking Services anticipate increasing technology utilisation to create enforcement efficiencies, however, this will be procured as part of the tender process and is not expected to be in place by the time the PMP is implemented.
Parking rules and regulations	<ul style="list-style-type: none"> Depending on how the road is laid out, this may have implications for enforcement especially if this will involve restrictions that currently don't apply in Newtown (e.g., coupon parking or metered parks). Early conversations with Parking Services will be necessary.
Managing public expectations and support	<ul style="list-style-type: none"> Council should set the expectations of the community in terms of the level and type of change and ensure that the community understands how and when changes to the current situation will be carried out and why. If we overcommit to the level of service, this could impact the reputation of the project and there may not be the desired change in behaviour of the public.

	<ul style="list-style-type: none"> • Communications and engagement will include the rationale for these changes that are part of achieving the city's strategic goals.
Political factors	<ul style="list-style-type: none"> • There is a risk that councillors may not approve the scheme.
Regulatory considerations	<ul style="list-style-type: none"> • The regulatory environment is stable, and the legislation will allow us to realise the Parking Management Plan in accordance with the 2020 Parking Policy. • Council is responsible for the safe functioning of the transport network for the public, traffic, and workers operating on the road (s 353 LGA 1974). • Section 77 of the Local Government Act requires a local authority, during a decision-making process to: <ul style="list-style-type: none"> ○ Seek to identify all reasonably practicable options for the achievement of the objective of the decision; and ○ Assess the options in terms of their advantages and disadvantages. <p>Council is the Road Control Authority tasked with ensuring the safe, efficient, and effective operation of the (local) transport network. All parking changes must be in accordance with the Land Transport Rule Traffic Control Devices Rule 2004 (TCD Rule) including the types of signs and road markings used.</p>
Legal risks	<ul style="list-style-type: none"> • A final decision will also require Council to consider community views on the options. We will be presenting the preferred option to public for consultation, we will then incorporate their feedback into the proposal as part of the standard consultation-feedback loop. • If people feel they have not been consulted sufficiently on a matter, they may oppose the initiative. This may result in more complex Council hearings and, ultimately, judicial review, as well as financial losses (e.g., removal of traffic control devices, legal costs). This will require Council to rescind the PMP and make changes. • It is crucial for the PMP to inform the TR with the right scope and content. Clarity on this sequencing and when people can usefully input into Council's processes is vital to maintaining positive public engagement in the process and reducing the administrative burden on Council Officers.

3.8. Related Initiatives

- a) The Wellington Regional Hospital has been working with WCC, GWRC, and Metlink to put together a Travel Action Plan for hospital staff.
- b) Bike lane projects, implemented by Council under the Bike Network Plan (short-term from mid-2023)
- c) The National Policy Statement for Urban Development has required the Council to allow for higher-density housing in the area. An intensification will take place over the coming decades, which will be managed and regulated by the District Plan – it has been notified and will be operative by 2025. Population growth will likely generate additional demands for more transport options, so people can travel without the need for car use and parking. However, increasing travel demand may put more pressure on limited on-street parking spaces requiring PMP scheme settings to be revisited (medium to longer term).
- d) LGWM – the plan for a Mass Rapid Transit solution between the central city to Island Bay (longer-term).

The proposal is subject to the following constraints, dependencies, and assumptions. During the project, management strategies and registers will be developed to keep track of these, and they will be monitored and managed regularly.

Table 6: Key constraints, dependencies, and assumptions

	Constraints	Notes
C1	The detailed design for the cycleway project (Newtown to Island Bay) will be completed in February 2023.	We cannot develop a detailed PMP until we know how many car parks will be removed from the affected corridor.
C2	Narrow streets in Wellington can make it hard for emergency vehicles to gain timely access.	As part of PMP, make sure that emergency vehicles are adequately provided for.
	Dependencies	Notes and management strategies
D1	LGWM's plan for Mass Rapid Transit (MRT) from Island Bay to the central city is relevant to this project since it will take up additional road space through the MRT route. The MRT solution will provide better (carless) transport options for people.	There will need to be coordination of conversations and changes relating to this plan.
D2	Newtown to Island Bay's transitional cycleway is scheduled to be installed by mid-2024, and a PMP will be required, so when implementing the transitional bike project for the Newtown area, it must incorporate the output of this scheme.	In order to ensure residents and users understand how these ideas are integrated, we need to have a dialogue with the community.
D3	Eligibility criteria for resident permits have been developed by Parking Services relating to NPMP. The criteria need to be approved by Councillors.	Parking Services will present the changes, including criteria to councillors in early September 2023.

D4	<p>A permit system is being developed by Council's Parking Services Team so that residents and businesses can apply for permits throughout the city, including Newtown.</p> <p>As part of an upcoming resident parking permit system, the Parking Services Team put out a tender in August 2022 to procure new parking technology (e.g., parking meters and a new back-end enforcement system). In June 2023, the supplier signed a contract to supply software and hardware for the implementation. If the new residents' parking permit system is not operational by the time the PMP is ready to be implemented, this will result in more manual processes for enforcement and permit administration, which will be quite labour-intensive and put considerable pressure on Parking Services staff.</p>	<p>In the event the permit scheme is not delivered by December 2023, both PMP and cycleway projects will be impacted. It may be necessary to delay the "go-live" date. Public communication will be required.</p>
D5	<p>A joined-up approach would require the project team to coordinate the project plan and timeframes with PSR, who are implementing TRs in the project area.</p>	<p>Parking overflow and displacement will occur if coordination does not take place. A regular coordinated monitoring programme can deter behaviour more effectively than a reactive response to complaints from the PSR parking area.</p>
Assumptions⁶		Notes and management strategies
A1	<p>People who commute to Newtown will change their behaviour due to the parking management. When more parking restrictions are applied, the demand for hospital parking will increase and cars will be required to go further south to Berhampore and southeast to Kilbirnie to find free parking. As a result, parking pressures may be shifted to a different street, with the problem presenting in this new location.</p>	<p>Where parking conditions are unrestricted, congestion in the streets and public complaints may become common, Council may need to develop additional PMPs while engaging PS early.</p>
A2	<p>It is assumed that the preferred option will be consistent with the 2020 Parking Policy.</p>	<p>Any exceptions to the policy need to be documented, with Council providing clear reasons for not applying certain policy settings in particular decisions.</p>
A3	<p>It is assumed the project scope and requirements are clear.</p>	<p>If the scope of the project is not clear, not all relevant parties will be consulted, which may generate opposition and complaints directed to the Council. Council should engage in community outreach and facilitate good communication.</p>
A4	<p>The PMP will reflect demand and supply at a given point in time, with some assumptions that need to be carefully recorded, in order for changes to be fairly understood.</p>	<p>The TR will follow the PMP which means that the PMP might later need to be revised to respond to community concerns. For example, if a PMP is narrowly construed, and in response to community concerns a</p>

⁶ Assumptions are made to simplify decision-making. The values of assumptions are not certain and will create risks. To mitigate this risk the assumptions should be backed up by agreed approaches and strong rationale.

		subsequent TR looking at parking reallocation wants to make changes outside the PMP's scope, it is possible the PMP will need to be extended.
A5	We are responding to a current situation that will likely change significantly in 10 years' time.	During the next decade, significant changes are likely to depend on the Wellington Transport Strategic Model's estimates of activity growth leading to parking demand and competition increase again. PMP will need to be revised if this is the case.
A6	People have access to alternative modes of transport as transitional and transformation projects are gradually implemented, which helps decrease the need for car ownership and consequently the demand for parking ⁷ .	It is possible that the demand will not be reduced as much as we would like, in which case the parking management settings will be reviewed at a later date.
A7	Perception of parking enforcement may improve.	It is very possible that if the parking needs of all businesses, residents, and commuters are not entirely met, then their response to any post-implementation survey will be negative. The introduction of paid parking (e.g., residents' parking permits and parking meters) where it was free before may also not elicit a positive response. If cars are pushed out to use hitherto unused residential streets as a result of parking restrictions along the Newtown main street corridor, then this too could create a negative perception while affecting people's confidence in Council. Council will need to communicate the parking changes well.
A8	We expect the city-wide permit management system to be completed by December 2023 so that the NPMP and the Newtown-Island Bay bike project can be implemented efficiently (on Rintoul Street).	It may be necessary to delay the implementation of the permitting scheme. Residents and businesses in the area will have to compete for fewer parking spaces if the city-wide permit system is not in place before NPMP and the bike project begin. Council staff will also need to put in more manual labour and time. Permits will need to be issued before enforcement can begin.
A9	In Newtown/Berhampore, some PSR reserve land parking spaces are expected to be considered. Commuters and residents currently use PSR parks as overflow parking areas.	In the absence of action, more conflicts will arise because commuters and residents will use the space, but intended users won't have access to the parking lots. Council is presenting a TR scheme for these areas to manage the potential conflict. PSR will draft the TR, and Parking Services will enforce it.

⁷ With the implementation of the BNP, draft bus priority action plan, LGWM's City Streets Programme (by taking away some parks, one would enable bus lanes in the longer term), and LGWM's MRT residents and visitors can readily access alternative modes of transport (more sustainable) and reduce car ownership which will lower parking demand.

4. Economic Case

4.1. Critical Success Factors

In facilitated discussions, the project's CSFs were agreed upon by SMEs and stakeholders.

Table 7 Critical Success Factors

Investment critical success factors	Considerations	Investment-specific critical success factors/Description
WCC/business needs and strategic fit.	<ul style="list-style-type: none"> How well does the option align with Council strategy and integrate with other plans, programmes, and projects? How well does the option meet the investment objectives, related business needs, and service requirements? 	<ul style="list-style-type: none"> Parking Policy principles and hierarchy are compatible with the option. This option aligns with Council's higher-level strategic planning, ensuring that it can provide long-term investment capability. The option fits well with the national policy direction.
The potential value for money	<ul style="list-style-type: none"> Is the option well suited to optimise social value in terms of potential costs, benefits, and risks? Does the option offer the best value for money? 	<ul style="list-style-type: none"> The optimal mix of costs and risks is considered to deliver the benefits. Both city-wide cost recovery and revenue can be offered with this option.
Potential affordability	<ul style="list-style-type: none"> What is the potential affordability of the option? What are the funding sources available for the project? Is there any flow-on effect from doing this project that would impact positively/negatively on the overall Council's financial performance? 	<ul style="list-style-type: none"> The anticipated costs of the project can be covered by funds available to Council. Costs are calculated over the life of the project. Affordability in operating and capital costs over the entire life cycle of the project.
Supplier Capacity and Capability ⁸	<ul style="list-style-type: none"> What is the potential level of supplier capacity and capability of the alternative or options? Will the option be attractive to the supply side? 	<ul style="list-style-type: none"> NZ expertise can deliver the solution within the required timeframe.

⁸ As options will likely have similar dimensions and characteristics, this criterion will not be considered in the MCA process.

		<ul style="list-style-type: none"> • <i>Note: Recruitment for new staff has been ongoing, but the market is constrained.</i>
Potential achievability		
[Social License]	<ul style="list-style-type: none"> • What is the alignment between the option and community expectations expressed in the LTP? 	<ul style="list-style-type: none"> • With the new scheme, a better environment, as well as better compliance, can be achieved in the long term.
[Practicality/Resourcing]	<ul style="list-style-type: none"> • What are the resourcing (staff and project) considerations in developing and implementing this option? • Can the option be implemented effectively? (i.e., Can the option be enforced adequately, and is it practical?) 	<ul style="list-style-type: none"> • The likelihood that Council can deliver this option within its existing capacity: • Parking Services ability to monitor and enforce changes in supplier contracts. • Council preparedness to respond to demands, such as the completion of the RFP process and making that align with the PMP readiness to go live in Newtown is key; and having a sufficient level of available skills (Parking Services FTE). • The accuracy of the total cost estimate. • Timing accuracy (recruitment, training, and enforcement). •
[Practicality/Technical]	<ul style="list-style-type: none"> • What are the technical or practical considerations that may prevent an option from achieving investment objectives, for example, local site geography or existing contracts? • What are the technical risks involved in developing or implementing this option? 	<ul style="list-style-type: none"> • <u>Parking Services enforcement:</u> If Council can provide enforcement technology (e.g., permit processing systems, parking meters, sensors) in time to help achieve the investment objective. • <i>Note: To gain some efficiencies Parking Services will rely heavily on technology; for now, they will rely on existing staff to monitor parking.</i> • <u>Traffic Resolution proposal for changing parking restrictions:</u> • Traffic Resolution changes based on the PMP outcome need to be accepted by the public.

Out of the presented criteria above, below are five criteria that project manager and consultant agreed upon as part of the multicriteria assessment (MCA) of shortlisted options in 2022:

- i. Strategic fit with parking policy,

- ii. Strategic fit with broader Council direction including sustainability considerations,
- iii. Potential value for money (revenue),
- iv. Community buy-in,
- v. Practicality capturing implementation and enforcement.

4.2. Multicriteria Assessment (MCA) information

In September 2021, the Council commissioned an MCA (see Appendix 3) of long-list of options for the Newtown/Mt Cook/Berhampore PMP. The MCA considered 14 long-list options. For this assessment, five objectives were used: reducing carbon emissions, providing parking for residents, providing parking for short-term visitors, providing parking for commuters and long-term visitors, and generating parking revenue.

During the assessment process in 2021, the options were assessed against the following criteria:

Table 8 Objectives

Objectives	Definition	Weighting
Reduce carbon emissions	Tonnes of emissions per year from residents and visitors	40%
Ability of residents to get car parks	Average parks searched to find empty space for residents	20%
Ability of short-term visitors to get parks	Average parks searched to find empty space for short term visitors	15%
Ability of commuters/long term visitors to get car parks	Average parks searched to find empty space for commuters/long term visitors	5%
Annual parking revenue	Dollars of revenue from fees and charges per year (excluding fines)	20%

For Options 2, 11, 12,13, 14, there would be a cap on the total number of permits issued to residents.

There was a shortlist of two options, option 13 - Resident/coupon (\$20/day) with a cap on residents' permits, and 14 (Coupon (\$20/day) with residents exempt with a cap on residents' permits.

Key findings from the MCA process in 2021 were as follows:

- All potential scheme types make it substantially easier for residents to find a parking space, as compared to the current scenario, where residents need to search up to 23 car parks to find an empty space at peak times.
- Options 13 and 14 are the best performing options, where residents would only need to search 2 spaces on average, to find an empty space.

There was no clear consensus on both shortlisted options. After Parking Services feedback on the 2020 draft PMP and 2021 MCA in June 2022, another option was added to the shortlist.

The new shortlist (see Appendix 4), which included Options 2, 13 and 14, was assessed at a new MCA workshop (attended by City Design, Parking Services, T&I, City Insights, Strategy & Governance, Traffic & Resolutions and City Insights) on 15 November 2022. In this workshop, new assessment criteria were used.

- a) Strategic fit with parking policy.
- b) Strategic fit with broader Council direction including sustainability considerations.
- c) Revenue.
- d) Community buy-in.
- e) Practicality capturing implementation and enforcement.

Five MCA criteria were proposed based on the corresponding Newtown PMP Business Case 'Critical Success Factors' and were discussed by participants. It was agreed that these be modified as follows:

- a) Strategic fit with parking policy – unchanged.
- b) Strategic fit with broader Council direction including sustainability considerations – unchanged.
- c) Value for money – this replaces the previously recommended criterion of 'Revenue' to make the distinction that it also encompasses expenditure and cost recovery.
- d) Better environment for all – this replaces the previously recommended criterion of 'Community buy-in' to represent the impacts more broadly on the community including amenity and meeting the community needs.
- e) Practicality capturing implementation and enforcement – unchanged.

4.3. Options Summary

Below were the options on the shortlist:

Table 9: Choices available to solve the problems and deliver benefits.

No	Option Title	Description
2	P120 with residents exempt.	Scheme design as per the parking policy. Almost all spaces outside the town centre are P120 with residents exempt. P120 parking is free and residents parking requires a permit. Almost no commuter parking is available. A cap on permits is set at 85% of spaces available for residents.
13	Resident/coupon extension (\$20/day) with CAP	Unrestricted parks are converted to a mix of residents/coupon as per existing scheme designs in inner suburbs. Coupon spaces charged per hour instead of per day - first two hours free removed. Resident permits are capped at current number of residents parking on-street.
14	Coupon (\$20/day) with residents exempt with CAP	All unrestricted spaces are converted to coupon, with residents exempt. Resident permits are capped at current number of residents parking on-street.

Newtown's preferred option rollout discussion focused mainly on areas that are under pressure – especially the Hospital zone and those affected by the transitional bike, bus and walking improvements. Parking is less congested in the Berhampore residential area, although it may be impacted the most by the transitional improvements.

Based on the first round of MCA results, it was recommended by Abley that Option 13 be approved. After a second round of MCA results, a new proposal was presented to the Parking Governance Board on 19 April 2023. This was due to the transitional transport improvements becoming increasingly critical and the possibility that coupon parking could negatively impact hospital staff, raising questions about the validity of choosing Option 13 in the initial MCA and posing reputational risks for the Council.

The Project Board recommended coupon parking be deferred until a later date in discussion with Councillors. Options 13 and 14 extend the zone for paid parking into the suburban area. This would have been subject to a separate Councillor approval through a long-term-plan engagement process. A revised preferred option (Option 2B) was proposed, which is a variation on Option 2:

Short-stay parking spaces, most of which will be P120 spaces, will be introduced to an area. The new permit scheme provides eligible residents and business owners located within the resident exempt parking zones the opportunity to apply for permits that provide an exemption to the time restriction.

Priority allocation criteria will be introduced and a cap on total permits issued will be set at 85% of available spaces. It is proposed under Option 2B that 30% of the on-street parking in the Newtown west zone will be unrestricted, 40% in Newtown east and 69% in Berhampore zones as defined in the parking management plan.

It was agreed by the Parking Governance Board at its April 2023 meeting that parking in P120 is free, but resident parking requires a permit, as informed by the Project Team in August 2023. There will still be some unrestricted parking spaces for commuters in Newtown and Berhampore (to the extent allowed by the scheme).

4.4. Exploring Options

A comparison between option 2B and option 'do nothing' was conducted in August 2023 with input from Parking Services, Strategy, Policy & Research, and Transformational Cycleway Teams to determine whether the options aligned with strategic plans and objectives and to estimate the benefits and costs of each option.

NB. CBA, and associated consideration of risk and uncertainty or consideration of overall efficiency and both monetised and non-monetised benefits was not conducted to assess shortlisted options and determine the preferred option since a detailed assessment of the benefits and costs would be difficult to conduct, as suggested by consultants.

Table 10: A comparison of options – costs and impacts

OPTION 0	DO NOTHING
Description	Current resident and coupon parking arrangements for Newtown and Berhampore will remain the same. The legacy resident scheme has zones and eligibility aligned with the District Plan, there are a maximum of 2 permits per standalone property, 1 per multi-unit dwelling and all classes of vehicle are eligible. Trade coupons are available, coupon parking is not currently available in Newtown or Berhampore, neither are Visitor Permits <i>Note: At present, the current parking area extends from the hospital to the residential area up to Constable Street and terminates at Adelaide Road.</i>
Net Costs	Sunk costs spent to date on the project, circa \$410,000. <i>Note: Any maintenance costs related to Parking Services operation, are not included in this report.</i>
Advantages	<ul style="list-style-type: none"> • There will be no capital investment required for PMP's development. • Signage and road marking maintenance will be relatively moderate or minor in Newtown and Berhampore resident and coupon parking areas. • There would be only minor costs associated with the communications and engagement.
Disadvantages	<ul style="list-style-type: none"> • The current parking is relatively unrestricted – creating conflict between different users (including residents, businesses, hospital staff and visitors, etc.) • The existing resident permit scheme is oversubscribed: 224 permits issued versus 169 spaces available on streets. • Parking removal for mode changes (transitional cycleways) would also cause pressure on areas subject to change. • There will be an increased demand for Parking Services, which will require them to respond more quickly.
Conclusion	<p>Doing nothing does not allow us to manage the situation, hence restricts achieving the benefits identified in the strategic case.</p> <p>Permits are currently limited to two vehicles per household instead of being based on area. Without intervention, the overallocation of permits will continue. Thus, this option was rejected as unpractical.</p>

OPTION 2B	P120 with RESIDENTS EXEMPT - Preferred Option
Description	<p>P120 with time-limit exemption for Resident Parking Permit holders – excluding specific business areas, refer to map on page 18. Cap on permits is set at 85% per zone of available P120 spaces. Up to 120 minutes of parking is free and residents parking requires a permit at a cost of \$195 per year. This includes priority allocation for residents and businesses that are in the area and qualify for the resident scheme. Free commuter parking (unrestricted and no cost) would be allowed in option 2B for spaces that are either not time restricted or P120 residents exempt or allocated for other forms of parking.</p> <p>The proposed P120 with residents exempt scheme mean the boundaries of the 3 zones will be defined within the PMP, there will still be a maximum of 2 permits per dwelling, except in the case of multiple mobility permit holders and priority allocation will apply with a cap set at 85% of available spaces. There will be visitor permits up to 25 or 50 free per household, with additional permits being available for purchase. There will not be coupon exemption permits. Motorhome, heavy goods vehicles, buses, caravans and trailers will be excluded. There will be short-stay parking for anyone without a parking permit.</p>
Net Costs	<p>The forecast costs for the 2023/24 financial year are \$962,000, which includes implementation costs of \$400,883 and a contingency of \$222K.</p> <p><i>Note: Earlier expenditures on the project, as well as any future maintenance costs related to Parking Services operation, are not included in this report.</i></p>
Advantages	<ul style="list-style-type: none"> • This option has certain restrictions, including for residents - enhancing Newtown's efficiency and increasing its liveability. • A few priorities can be set, like prioritising the street's residents. • Allows for short-stay visitors, including carers and tradespeople, while retaining some commuter parking. • Achieves the benefits identified in the strategic case.
Disadvantages	<ul style="list-style-type: none"> • Expenditure required. • Some impacts on commuters or residents: not everyone would be able to get parking permits (if 2 vehicles per household, people would not get any extra permit). • Tighter control on residents would be in place based on priority allocation of permits as per the Parking Policy.
Conclusion	<p>The Parking Services Team and the Senior Supplier agreed that this option would meet the Investment Objective and business needs while reducing reputational risks, thus providing a good foundation for achieving the identified benefits.</p>

4.5. Preferred Option

SMEs and stakeholders have concluded that option 2B will make parking spaces more accessible to residents than in the current situation. Accordingly, option 2B provides the most value in relation to the benefits identified.

The preferred option proposes to introduce a new resident exempt permit scheme to Newtown and Berhampore to manage the demand and allocation of parking permits. The parking landscape throughout Newtown and Berhampore will change and include the introduction of short stay parking spaces with exemption permits for eligible permit holders. This scheme gives priority to residents by providing parking close to where they live and enabling short stay visits for tradespeople, shoppers, and visitors. In line with Wellington City Council's Parking Policy, it discourages commuters from outside Newtown and Berhampore parking for extended periods.

Table 11: An overview of this option's key advantages, disadvantages, benefits, costs, risks, and issues.

Costs	Opportunities	Benefits	Risks	Assumptions
<p>Budgeted costs for the 2023/24 year are \$962,000, including implementation costs of \$400,883 and a contingency of \$222K.</p>	<p>At a later stage, Parking Services could consider introducing paid parking for other users if the time limit did not resolve conflict between residents and other users. A separate project would be required for this.</p>	<p>This option largely aligns with the transportation system's goals, strategies, plans and policies, thereby meeting the "business needs and strategic fit" success factor. By implementing comprehensive parking management plans, Council can manage the impact of car parking as per NPS-UD.</p>	<p>Public support can be lost if costs are perceived to be high.</p> <p>Large number of dependent projects in area adds to project complexity.</p> <p>Competing for internal resources (City Design and T&I) may delay implementation.</p> <p>If there is inconsistency with the Parking Policy, this will result in reputational damage.</p> <p>We have a Committee Decision in December 2023, if substantial changes are proposed at this point, then this presents a reputational risk to Council as we would need to make changes to the online application system which could delay implementation past the New Year</p>	<p>Residents will pay for their parking permits – the ones they are eligible for (currently set at \$195 per year).</p> <p>Commuter parking (unrestricted and no cost) would be allowed in option 2B for spaces that are either not time restricted or P120 residents exempt or allocated for other forms of parking.</p>

4.6. Assessment of Greenhouse Gas Emissions (GHG) of Options

There has only been a consideration of emissions as part of the initial MCA process and not as part of the assessment of shortlisted options for 2022.

Currently, the preferred option does not have a carbon reduction plan, but improving on-street parking can enhance mode shifts, reduce emissions, and improve alternatives to private vehicles (see case for change on pages 15-16).

The table below includes an outline of the preferred option:

Table 12: Outline of the preferred option

<p>Scope of the preferred option</p>	<p>The preferred option is 2B. The scope of the preferred option includes:</p> <ul style="list-style-type: none"> • The Parking Management Plan for the suburb of Newtown and the parts of Berhampore influenced by the Newtown to Island Bay transitional cycleway project. • Parking surveys of the study area. • CAPEX to install necessary signage and markings for the PMP, and any minor footpath improvements. <p>The proposed system will permit vehicles to park longer than the stated time restriction within Newtown and Berhampore by:</p> <ul style="list-style-type: none"> • discontinuing the current resident permit scheme in operation • introducing new P120 (Monday-Sunday, 8am-8pm) resident exempt parking zones to Newtown and Berhampore based on the percentage of dwellings with no off-street parking (59 percent) • introducing an exemption (permitting) system • introducing visitor day passes • introducing resident exempt parking zones with boundaries • introducing eligibility criteria for residents to apply for a permit, including a main address located in a resident exempt parking zone • introducing a priority allocation system for permits based on the priorities set out in the Parking Policy 2020 • introducing individual annual cycles with set application dates for each resident exempt parking zone • introducing set application dates for each resident exempt parking zone • introducing an 85 percent cap on the total number of permits relative to the total number of P120 spaces • introducing a 2-permit maximum for eligible households, unless there are multiple mobility permit holders • issuing permits for 12 months only when applied for in time for the area's annual cycle • phasing out paper permits and replacing them with digital ones. <p>The new permit scheme provides eligible residents and business owners located within the resident exempt parking zones the opportunity to apply for permits that provide an exemption to the time restriction.</p> <ul style="list-style-type: none"> • The proposed Newtown parking scheme will replace any existing resident permit scheme within the Newtown area. • The proposed Newtown parking scheme restrictions will apply Monday-Sunday, 8am-8pm. A permit will be required to park longer than 120 minutes during these operating hours. • Permits will be electronic, and the vehicle licence plate will serve as the permit. • A permit will only be valid for the vehicle it is issued for. • A permit is valid for a maximum of 12 months.
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	<ul style="list-style-type: none"> • A permit is specific to the resident exempt parking zone it is issued for, and not valid for use in other areas. • A permit can only be issued for the area corresponding to the address of application. • The number of permits issued for a residents exempt parking zone will be capped at 85 percent of total available spaces (the detail can be found in the permit cap section).. • A permit will not be required for vehicles carrying out essential duties, enforcement and statutory powers (such as emergency vehicles attending an emergency or vehicles from utility companies actively doing unscheduled emergency repair works, such as repairing leak or lost power supply. <p>Community engagement and consultation.</p> <p><i>Note: The traffic resolution (TR) will build into the final product. TR consultations will take place from mid-September to mid-October 2023.</i></p>
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This proposed investment/project does not include the following:

- Parts of Berhampore that aren't affected by transitional bike and bus improvements, and town centre upgrade.
- Ongoing operational work and costs
- Resident parking and coupon parking fees and charges (in scope for Parking Services⁹).
- Private off-street parking
- Road resurfacing.
- Extensive utilities, kerb, and channel relocation
- Mount Cook PMP
- Car parking at PSR facilities – this will be looked at through a PSR initiative, however some reserve land is part of the TR and consultation for the NPMP.
- District plan parking controls
- Unrestricted carparks at PSR facilities in the Newtown and Berhampore areas
- Monitoring of scheme.

4.7. Rates Impact of Preferred Option

We are assuming that this project will not affect rates and costs should be fully recoverable.

⁹ Wellington City Short-Term Parking Pricing Strategy & Review of Parking Permits Report (Completed 30th of March 2023).

5. Commercial Case

5.1. Contractual Approach

Parking technology procurement was undertaken in August 2022, including a parking permit management system. A preferred supplier was confirmed in June 2023. Commercial Partnerships were involved throughout the procurement process. All procurement of consultants to date have been as direct appoints as the contract amounts were under \$100K as per Commercial Services advice. The contract was a modified ACENZ short-form contract. Procurement of contractor for delivery will be from the Transport and Infrastructure Contractor Panel. Purchasing of advertising services will be handled by the project team through Council's regular channels (media platforms). The market is constrained, and it may be difficult with the procurement methodology noted above to achieve deliverables within the timeframes proposed – this will be reviewed as the project progresses into the implementation phase.

5.2. Required Outputs and Service Streams

- Council contracted Abley to build the economic case, i.e., analyse the options available to them (see Appendix 2)
- WSP is developing the traffic resolution plan for Newtown and associated deliverables. Implementation costs have been estimated using quantities provided by WSP.
- Physical changes on the road will be handled by T&I Delivery Team using the newly established Transitional Cycleway & Minor Works contractor panel.
- Purchasing of advertising services will be handled by the project team through Council's regular channels (media platforms).

NB. Parking technology procurement was undertaken in August 2022 by Parking Services, including a parking permit management system. A preferred supplier was confirmed in June 2023. NPMP implementation will be supported by this procurement process. Commercial Procurement was involved throughout the process.

5.3. Contract Management

Contracts with suppliers will be managed by the Street Transformation Team for the development of the business case, as well as for producing the Parking Management Plan for Newtown/Berhampore. T&I will manage the delivery contract and any possible variations through the contractor panel.

6. Financial Case

6.1. Financial Costing for Preferred Option

Funding allocation of \$962,000 was provided by the Parking Programme for the project.

Table 13 Financial outline of preferred option

Scope of the preferred option	The preferred option is 2B. The scope of the preferred option is outlined above.																								
Net Costs	<p>The forecast costs for the 2023/24 financial year include Traffic Resolution drawings and associated deliverables and the Parking Management Plan post TR. It also includes external engagement resource and assistance with collateral for NPMP consultation as well as internal staff costs. This figure does not include actuals to 31 July 2023.</p> <table border="1" data-bbox="619 788 1129 1149"> <thead> <tr> <th>Details</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Pre-implementation Costs</td> <td>\$340,000</td> </tr> <tr> <td>Implementation Costs</td> <td>\$400,000</td> </tr> <tr> <td>Total Forecast</td> <td>\$740,000</td> </tr> <tr> <td>Contingency (30%)</td> <td>\$222,000</td> </tr> <tr> <td>Whole of Life Project Budget</td> <td>\$962,000</td> </tr> </tbody> </table> <p>The implementation costs consist of:</p> <table border="1" data-bbox="619 1263 1142 1563"> <thead> <tr> <th>Description</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Supply & install new sign</td> <td>\$106,577</td> </tr> <tr> <td>60mm Post</td> <td>\$154,387</td> </tr> <tr> <td>100mm Wide White Continuous Carpark Line</td> <td>\$87,630</td> </tr> <tr> <td>Management Fee 15%</td> <td>\$52,289</td> </tr> <tr> <td>TOTAL</td> <td>\$400,883</td> </tr> </tbody> </table> <p>The maintenance costs will come out of T&I cost centre and will be based on a 7-year sign life renewal and a 2-year line painting renewal cycle.</p> <p><i>Note. Earlier expenditures on the project, as well as any maintenance costs related to PS operation, are not included in this report.</i></p>	Details	Total	Pre-implementation Costs	\$340,000	Implementation Costs	\$400,000	Total Forecast	\$740,000	Contingency (30%)	\$222,000	Whole of Life Project Budget	\$962,000	Description	Amount	Supply & install new sign	\$106,577	60mm Post	\$154,387	100mm Wide White Continuous Carpark Line	\$87,630	Management Fee 15%	\$52,289	TOTAL	\$400,883
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7. Management Case

Proposed Governance Arrangements

Newtown Parking Management Plan Project Governance Structure v0.1

Andrea Holmes, City Design, August 2023

This will be reviewed at the conclusion of the Evaluate Stage / Business Case approval.

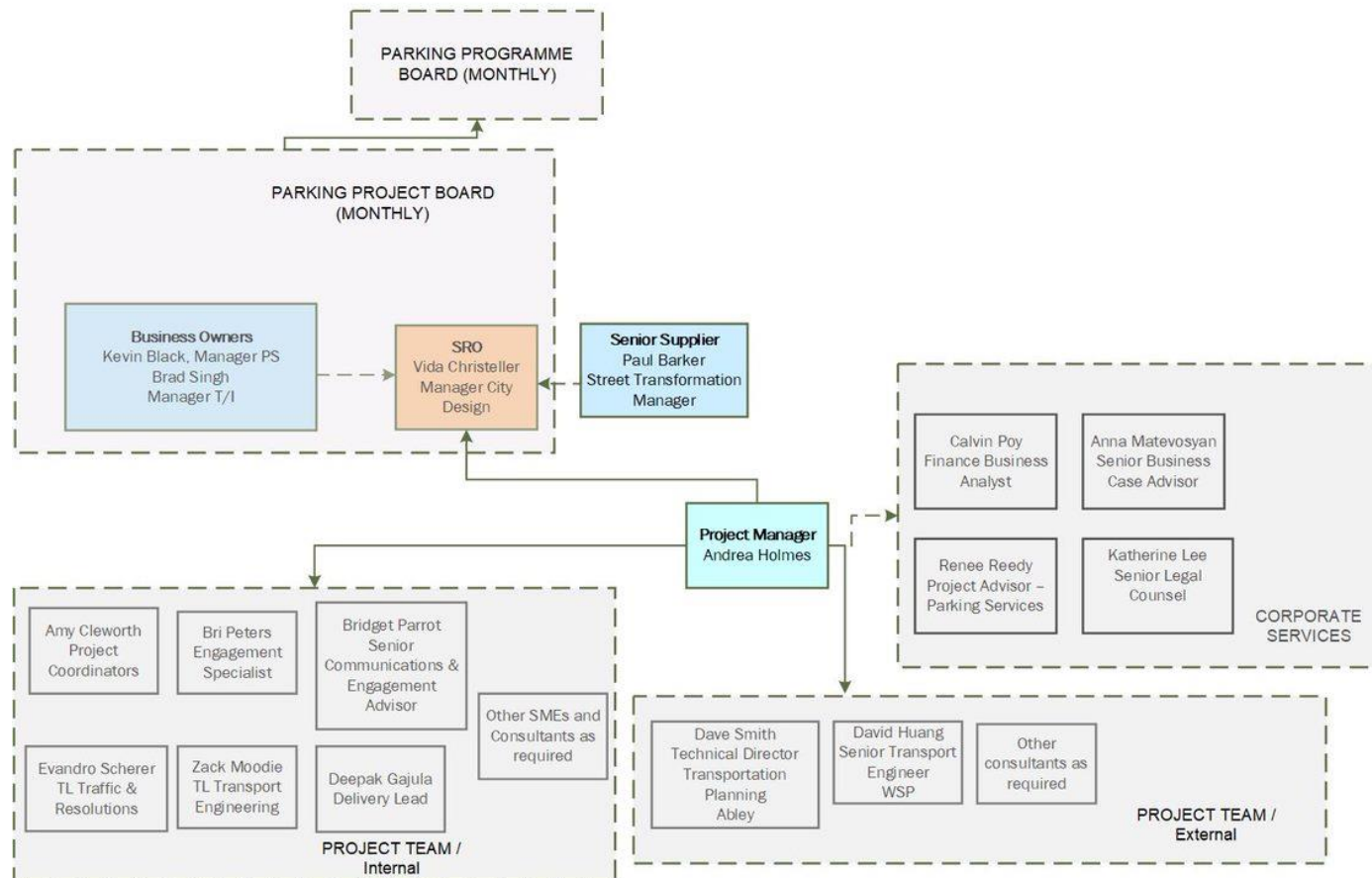


Figure 3: The Structure and Governance of the Project

7.1.Risk and Assurance Planning

Risk Tracking

Risk owners will be assigned to manage the appropriate risks, and the top risks will be reported to the governance group on a regular basis. Below is a table of the risk register. We use Paiaka for Stage Gate checks, there is a Governance Structure in place for review and oversight. We have meaningful risk registers and mitigations. We look to our Parking Programme Board for appropriate assurance as we move through the project.

Table 14 An overview of risks and mitigation measures

Risk Information			
Constraints or unique issues for this activity	The project must be completed within the budget allocated. A detailed list of constraints is given on page 23 of the strategic case.		
Issues that need to be resolved in order to implement the activity	A description of all issues has been provided under the sections describing dependencies, assumptions, and possible risks (see pages 23-25).		
Describe the risk	Likelihood of occurrence (Rare/Unlikely/ Possible/Likely/ Almost certain)	Consequence or impact (Insignificant/ Minor/Moderate/ Severe/Extreme)	Risk treatment/ mitigation
Community resistance - If there is a poorly communicated rationale for the Parking Scheme, then we might face resistance from the community.	Possible	Major	Develop a phased approach to engaging the Community. Incorporate a sound rationale for change, alignment with other projects (e.g., a transitional cycleway and upgrades to Berhampore village), early engagement with key stakeholders (such as the Residents' Association, Business Community, and Hospital). Consult robustly on improving the approach and implementation.
Competing for internal resources (City Design and T&I)	Unlikely	Minor	Resource Plan for approval prior to project commencement. Clear communication and timeframes outlined in schedule to project team and handover plan for approval by T&I. Regular project meetings to monitor progress.
Engagement fatigue. General Election aligns with our Consultation Times	Possible	Moderate	Identify multiple projects in the area and develop an engagement plan that integrates them.
Parking Services capacity	Possible	Moderate	Sufficient staff and good technology to reduce workload and response times. There will be a split in commencement dates to reduce load.
If contractor and consultant resources are constrained, then it leads to delay in implementation and reputational damage.	Unlikely	Minor	Work with T&I and the Commercial Partnerships Team as needed to identify potential pressures. Early contractor procurement to commit resources.
The project can lose public support if the costs are perceived to be high.	Unlikely	Minor	Communication and engagement through our comms channels.
Detailed design of transitional bike and bus changes could	Unlikely	Minor	During engagement outline what is current state, what is going to

remove more car parks than expected.			happen and what measures we are putting in place for future state.
Inconsistency with the Parking Policy, resulting in reputational damage.	Unlikely	Moderate	Clear comms backed up by MCA to outline how policy is adhered to.
Added project complexity due to large number of dependent projects in area.	Unlikely	Moderate	Work with PMs on dependent projects to align programme.
Media releases which show a negative lens on the NPMP projects	Likely	Moderate	Engage further consultation and engagement support to mitigate negative reporting
Who is responsible for any escalated risks:	The project manager will present risks to the Parking Project Board.		
Project assurance processes that are in place	<p>There will be an assurance process throughout the lifecycle of the project. Following are the assurance arrangements intended to give SRO and other stakeholders confidence in delivery:</p> <ul style="list-style-type: none"> Assurance arrangements are based on the established governance framework for the project, involvement of the Finance Team and coordination of interdependencies with internal and external business units. There are fortnightly team meetings, where the project manager, and Delivery team and Parking Services meet to discuss project status. The Programme Board has been set up and had its first meeting in July 2023. The Board is planning for monthly meetings. The project manager will report to a new Parking Projects Board which sits underneath the Parking Programme Board. The project manager will be responsible for compiling lessons learnt and reporting them to the Project Board The project manager will need to report project risks and issues to the Project Board using Paiaka. 		
Risk allocation	<ul style="list-style-type: none"> Risk allocation will be negotiated via email with City Design, T&I and Parking Services during the delivery phase. 		

7.2. Change Management Approach

Change control is one of the key aspects of the project. Project changes are managed using the following processes during the development stage:

- PM to fill in this template from the IDF Toolkit if a change is required: [WCC Project Change and Exception Report.docx \(sharepoint.com\)](#)
- PM to save it in the relevant SharePoint site, then socialise the change request with the Project Board before sending a link to the SRO for approval and signature.
- For the project delivery side, the project manager will be notified about all scope changes via verbal communication, followed up by email. The project manager will then formalise this in a Project Change Report as per the above process.

7.3. Benefits Management Approach

The following table illustrates the metrics, measures, and methods used to monitor the project's benefits. Benefits are non-monetary in nature. Meetings of the Project and Programme Boards should focus on ongoing benefits management.

Table 15: Benefits Realisation Management Plan

ID	Benefit name (non-monetary)	Investment-level KPIs	Benefit measure	Frequency of measure	Benefit owner(s)
B1	An improved parking experience (because people would have more clarity about where to park)	KPI1: Improved allocation of spaces to higher-priority users. KPI2: The community understands why there are changes and what those changes are.	<p><u>Baseline:</u></p> <ul style="list-style-type: none"> (KPI1) A report by WSP (2019) on parking habits. (KPI1) Abley's Parking Analysis Report includes information about parking spaces allocated to higher priority uses. (KPI1) RAMM information about on-street parking space allocation from 2023. (KPI2) Insufficient data to serve as a baseline. <p><u>Target:</u></p> <ul style="list-style-type: none"> (KPI1) Maintaining consistency with the space-use hierarchy set out in the Parking Policy. (KPI2) People have access to information about the scheme. <p><u>Methods, reporting, and resources:</u></p> <ul style="list-style-type: none"> (KPI1) A baseline on space allocation will be provided by Abley. (KPI1) The Data Analysts, T&I will provide RAMM information about on-street parking space allocations (a layer indicated where there are marked carparks) – both baseline and target. After the scheme is implemented, Data Analysts, T&I will update the data on RAMM to reflect the changes built. 	<ul style="list-style-type: none"> - 1 year after completion of the project, the benefit will be realised. - Exercise conducted once. 	<p>Kevin Black, Manager of Parking Services</p> <p>Brad Singh, Manager T&I</p>
B2	Increased availability of parking spaces for priority users.	KPI1: Better utilization of spaces in business areas. KPI2: Better utilization of spaces in residential areas. KPI3: Better compliance with parking restrictions.	<p><u>Baseline:</u></p> <ul style="list-style-type: none"> (KPI1 & KPI2) A Parking Analysis Report prepared by Abley provides information on the current use of parking spaces in business areas (including a mix of 'residential' parks in surrounding areas). 	<ul style="list-style-type: none"> - 1 year after completion of the project, the benefit will be realised. 	<p>Kevin Black, Manager of Parking Services</p> <p>Brad Singh, Manager T&I</p>

ID	Benefit name (non-monetary)	Investment-level KPIs	Benefit measure	Frequency of measure	Benefit owner(s)
			<ul style="list-style-type: none"> • KPI1 & KPI2 – Data from the Parking occupancy and duration report. • (KPI3) Parking Services will provide information when enforcement starts. <p><u>Target:</u></p> <ul style="list-style-type: none"> • (KPI1) There is 50%-85% utilisation of parking spaces in business areas during busy trading hours, meaning they are well used but still available for people to park. • (KPI2) There is 80%-95% utilisation of parking spaces in residential areas. • (KPI3) People are compliant, which makes spaces available for others. <p><u>Methods, reporting, and resources:</u></p> <ul style="list-style-type: none"> • (KPI1 & KPI2) T&I parking survey showing occupancy and turnover of parking spaces (not broken down by individual spaces). • (KPI1 & KPI2) Parking space data will be collected by T&I from on-site data check (advance notice of one month is required). • (KPI1 & KPI2) A baseline on space utilisation will be provided by Abley. • (KPI2) One year after the project roll out, Parking Services can provide statistics on permits issued and applied for • (KPI3) Parking Services will monitor compliance with parking rules and enforce them initially manually, and then with compliance vehicles and technologies. 	<ul style="list-style-type: none"> - Exercise conducted once. 	

ID	Benefit name (non-monetary)	Investment-level KPIs	Benefit measure	Frequency of measure	Benefit owner(s)
			<ul style="list-style-type: none"> (KPI3) One year after the project rollout, Parking Services can provide statistics on commercial and residential infringements. 		

Notes & Assumptions

- a) In planning the realisation of benefits, consideration will be given to both residential and commercial areas.
- b) There will be more turnover in business areas since there will be more short-term parking.
- c) Parking around the hospital is expected to remain highly constrained.
- d) There will be adequate mobility parking available.
- e) A permit will be issued each year, so monitoring should begin after a year.
- f) In monitoring the benefits, it is important to consider frequent changes in the project area, including small pockets of streets.
- g) It will also be necessary to assess the effectiveness of the monitoring approach whenever things change (e.g., the hospital building its own parking building, or the introduction of a new TR).
- h) Parking Services parking enforcement frequency strongly correlates with the accuracy of infringement data.
- i) T&I parking survey (including mobility parks and loading zones, as needed) - In Newtown, 51 parking lots are surveyed once a year for four days, usually from Thursday to Sunday, 9 to 5 during the week, and 9 to 4 during weekends.
- j) T&I have marked parking spaces mapped in RAMM. This information would be provided by T&I Data Analysts.
- k) If areas of the parking surveys (before and after) are not coinciding, the methods applied by T&I may not be suitable.
- l) To ensure accurate RAMM information on on-street parking space allocations, Transport Engineering should notify T&I Data Analysts as soon as possible about altered parking spaces.

7.4. Project Management Planning

Key Project Milestone	Description	Approximate Date
Project Brief	Project Brief drafted, socialised and approved	November 2022
Business Case	BC drafted, consulted and approved	August 2023
Consultation	TR Consultation with public	12 September to 8 October 2023
Regulatory & Processes Committee	Approval of Traffic Resolution	13 December 2023
NPMP Implementation	Zone phasing, installation of signs, poles and road marking as well as permit allocation	February 2024 to June 2024.

7.5. Next Steps

- Plan and execute the project. There has already been some planning underway – procurement planning, communications planning, engagement planning, etc.
- Following the approval of the business case, the project manager will prepare a project plan based on which the Delivery Lead from T&I will engage a provider.
- The project manager will oversee delivery of the project based on this project plan.
- Coordination with internal and external business units will be ongoing given interrelated and/or interdependent projects and activities.

8. Recommendations

It is recommended that the SRO approve this Business Case and the recommended preferred option presented above.

Approve:

Name	Title	Date
Vida Christeller	Senior Responsible Owner of NPMP	29 August 2023
Digital Signature:		

Appendix One: Traffic Resolutions Drawings

[WCC Newtown Parking TR PLANS - ALL SHEETS - Issue for Consultation 04092023.pdf](#)

Appendix Two: Parking Management Plan

[Newtown PMP - Stage 2 Parking Management Plan.pdf](#)

Appendix Three: NPMP MCA

[NPMP MCA](#)

Newtown Parking Management Plan

Multi-criteria analysis

December 2021

Executive summary

This report outlines a multi-criteria analysis (MCA) that was used to assess the performance of a long list of potential parking management plans on desired outcomes in the suburb of Newtown, Wellington.

Wellington adopted an updated Parking Policy in 2020. The parking policy sets the objectives and principles for the management of Council-controlled on-street and off-street parking, and how parking supports achieving the vision for Wellington.

A total of 14 long-list options have been considered in the MCA. These options were designed to represent a wide range of potential options that could potentially be applied in Newtown. For all options, there is a consistent increase in the number of short-term parks around the town centre, car share spaces, and other special use spaces such as mobility parking spaces.

A total of four options were considered for zone sizes and zone boundaries in the wider Newtown area. An option with 3 zones was identified as the preferred option for zone size and has been used in this analysis.

Changes in parking demand have been modelled based on estimated relationships between parking prices, parking availability and behaviour. These relationships have been estimated using a combination of the approach developed by the *Let's Get Wellington Moving* and relationships estimated through a literature review.

The literature shows that parking demand is elastic: demand reduces as parking prices increase. Several studies find that residential parking permit programmes reduce on-street parking crowding and encourage car ownership among residents with permits. The literature also indicates that improved parking space availability increases car use among residents who do own a car.

Five objectives have been used to assess the performance of the long-list options: reduce carbon emissions, ability of residents to get car parks, ability of short-term visitors to get parks, ability of commuters/long term visitors to get car parks, and annual parking revenue.

In the MCA, the two best performing options were:

- Resident/coupon (\$20/day) with a cap on residents permits, and
- Coupon (\$20/day) with residents exempt with a cap on residents permits.

Under both options, resident permits would be capped at the current number of residents parking on-street. Permits would be allocated in order of priority from high to low until the exemption permit limit is reached.

1. Purpose of this report

This report outlines a multi-criteria analysis (MCA) that was used to assess the performance of potential parking management plans on desired outcomes in the suburb of Newtown, Wellington.

MCA can be used to compare different alternatives and options and assist with conversations between investors and stakeholders to help inform decision making. MCA outputs support making trade-off decisions between different alternatives or options. MCA does not provide definitive answers about which is the best alternative or option.

There are several planned transport improvements proposed for the wider Newtown area that will change both the transport options available and number of parking spaces in the area. This MCA has assessed the performance of potential parking management plans assuming current travel patterns, transport options available, and parking space availability.

The MCA seeks to build an evidence-base for deciding on a preferred parking management plan for Newtown to ensure that the plan is effectively contributing towards the Council's vision for Wellington.

1. Wellington Parking Policy 2020

Wellington adopted an updated Parking Policy in 2020¹. The parking policy sets the objectives and principles for the management of Council-controlled on-street and off-street parking, and how parking supports achieving the vision for Wellington.

The Council's vision for Wellington is built around people and communities. The future city will be a place where people and goods can easily move to and through the city, based on a transport system that can accommodate moving more people using fewer vehicles. The city has also set a goal to be a zero-carbon capital by 2050 and transport will play a key role in achieving this goal.

The policy acknowledges that Wellington needs a more efficient transport system that makes better use of limited road space. This means moving more people using fewer vehicles; using public transport more; more people walking and on bikes, and fewer people driving and parking in busy areas. Achieving this will mean removing some on-street parking spaces on key transport routes, reallocating on-street road space to support active and public transport, and re-prioritising the remaining on-street space.

The parking policy introduces a two-stage approach with changes based on the severity of the parking situation. Firstly, where the effect is moderate, the demand can be managed by making changes to the existing scheme. Secondly, if the demand continues or where the effect is severe, introduce a new parking management scheme.

¹ Wellington City Council (2020). Parking Policy. <https://wellington.govt.nz/-/media/your-council/plans-policies-and-bylaws/plans-and-policies/a-to-z/parking/files/parking-policy-adopted-august-2020.pdf?la=en&hash=DB018F9C7385EED7EBDFEA8717BB41EFD4AE36B1>

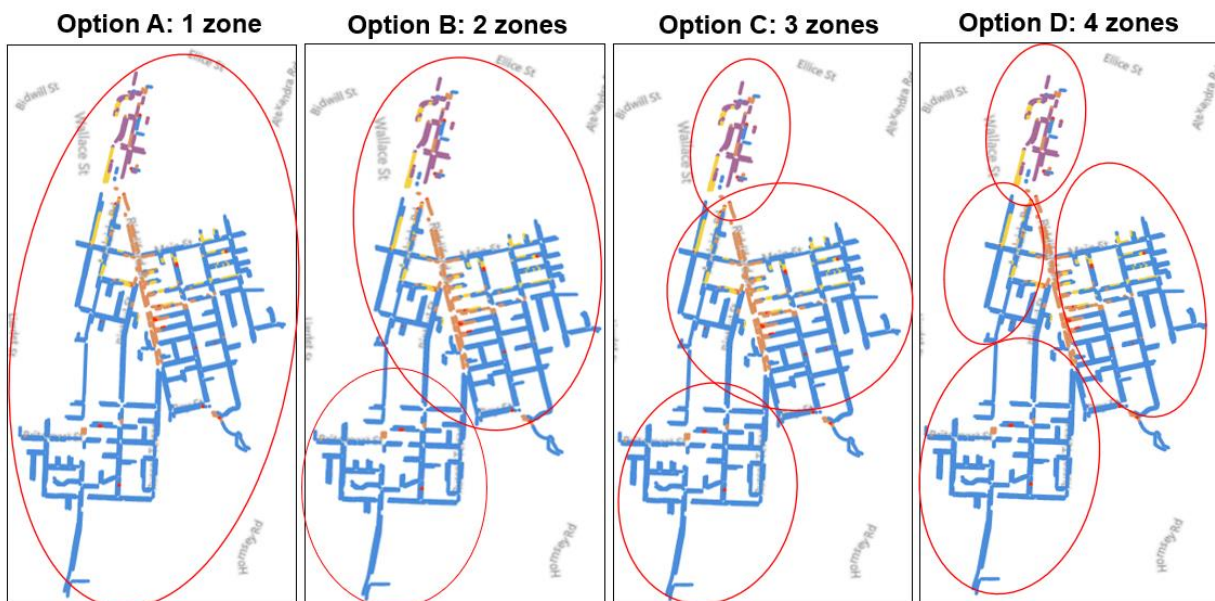
The Parking Policy states that new schemes will be ‘based on a short stay (P120) approach with “resident exempt” permits for eligible residents’. This follows the Auckland Transport model introduced gradually from 2016 and enables short-stay visits for tradespeople and visitors while removing access for commuters and other long-stay visitors. Under a P120 with resident exempt model, all parking is allocated to residents, short-term visitors, and long-term visitors who are visiting residents. Very little or no parking is available for commuters or other long-term visitors.

However, the Policy also has the following principle: *support local area-based parking plans where there is evidence-based need and community support*. It states that these parking plans will involve a tailored approach that ‘should be developed in discussion with the local community and residents, key employers, service providers and business stakeholders to consider local issues and ensure collaboration with others to resolve problems.’ The Policy states that it ‘is important the community is involved in the development of options, but decisions must be evidence-based.’

2. Newtown zone boundaries

A total of four options were considered for zone sizes and zone boundaries in the wider Newtown area. [Figure 1](#) shows the zone options considered for the wider Newtown area.

Figure 1: Zone options considered for the wider Newtown area



The options considered and the potential impacts of the options are as follows:

- Option A: 1 zone
 - Large zone size - covers areas with different use profiles
 - High potential for intra-zone commuting
 - Utilises natural boundaries - low potential for overspill beyond zones
- Option B: 2 zones

- Moderate zone size
- Areas have consistent use profiles
- Low potential for intra-zone commuting
- Utilises natural boundaries - low potential for overspill beyond zones
- Option C: 3 zones
 - Moderate zone size– areas has consistent use profile
 - No natural boundaries - high potential for overspill beyond zone
 - Low potential for intra-zone commuting
- Option D: 4 zones
 - Small zone size– areas have consistent use profiles
 - Utilises natural boundaries - low potential for overspill beyond zones
 - Low potential for intra-zone commuting

Option C was identified as the preferred option for zone size and has been used in this analysis. The MCA has been developed for the Newtown zone, which would be broadly aligned with the geographic boundaries of the Newtown suburb.

3. Long-list options

Table 1 shows the long list options of 14 considered in the MCA. These options were designed to represent a wide range of potential options that could potentially be applied in Newtown.

For all options, there is a consistent increase in the number of short-term parks around town centre, car share spaces, and other special use spaces such as mobility parking spaces.

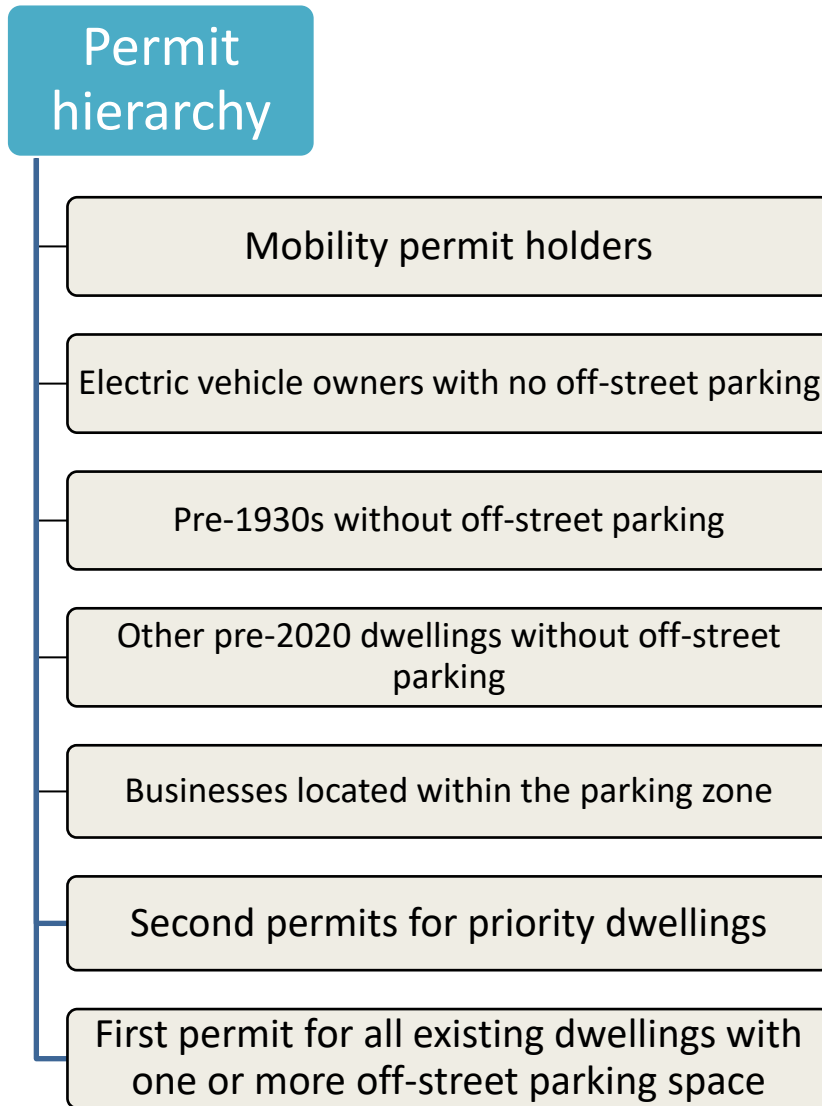
Table 1: Long list options considered

No.	Option title	Description
1	No scheme/Unrestricted zone	Current setup in Newtown - small amount of residents/coupon parking in the northern part of Newtown and time restricted parking in the town centre. Most parks are unrestricted (no time limit, fee, or user restrictions).
2	P120 with residents exempt	Scheme design as per the parking policy. Almost all spaces outside the town centre are P120 with residents exempt. P120 parking is free and residents parking requires a permit. Almost no commuter parking is available. Cap on permits is set at 85% of spaces available for residents.
3	Resident/coupon extension (\$12/day)	Unrestricted parks transferred to mix of residents/coupon as per existing scheme designs in inner suburbs (e.g. Mt Victoria). The price of a daily coupon is \$12 per day.

4	Coupon (\$12/day) with residents exempt	All unrestricted spaces are converted to coupon spaces, with residents exempt, like the Adelaide Rd area. The price of a daily coupon is \$12 per day.
5	Hourly charge (\$1.20 per hour) with residents exempt	Unrestricted parks converted to a mix of residents/coupon as per existing scheme designs in inner suburbs (e.g. Mt Victoria). Coupon spaces charged per hour instead of per day - first two hours free removed.
6	Resident and coupon (\$20/day) mix	Unrestricted parks converted to a mix of residents/coupon as per existing scheme designs in inner suburbs (e.g. Mt Victoria). The price of a daily coupon is \$20 per day.
7	Coupon (\$20/day) with residents exempt	All unrestricted spaces are converted to coupon, with residents exempt, like the Adelaide Rd area. The price of a daily coupon is \$20 per day.
8	Hourly charge (\$2 per hour) with residents exempt	Unrestricted parks converted to a mix of residents/coupon as per existing scheme designs in inner suburbs (e.g. Mt Victoria). Coupon spaces charged per hour instead of per day - first two hours free removed.
9	Resident only	All unrestricted parks are converted to residents parking permit holders. Almost no parking outside the town centre is allocated to visitors.
10	P24 zone - residents exempt	Unrestricted parks are converted to P24 residents exempt, as per the Airport scheme. It is assumed that residents pay the normal rate for permits.
11	Resident/coupon extension (\$12/day) with CAP	Unrestricted parks are converted to a mix of residents/coupon as per existing scheme designs in inner suburbs. Resident permits are capped at current number of residents parking on-street.
12	Coupon (\$12/day) with residents exempt with CAP	All unrestricted spaces are converted to coupon, with residents exempt, like the Adelaide Rd area. Resident permits are capped at current number of residents parking on-street.
13	Resident/coupon extension (\$20/day) with CAP	Unrestricted parks are converted to a mix of residents/coupon as per existing scheme designs in inner suburbs. Coupon spaces charged per hour instead of per day - first two hours free removed. Resident permits are capped at current number of residents parking on-street.
14	Coupon (\$20/day) with residents exempt with CAP	All unrestricted spaces are converted to coupon, with residents exempt. Resident permits are capped at current number of residents parking on-street.

For Options 2, 11, 12,13, 14, there would be a cap on the total number of permits issued to residents. [Figure 2](#) outlines how permits might be allocated for systems with a cap. Permit would be allocated to residents in order of priority from high to low until the exemption permit limit is reached.

Figure 2: Permit allocation hierarchy for options with permit cap



4. Modelling approach

Changes in parking demand have been modelled due to the estimated relationships between parking prices and parking availability and behaviour.

Visitor parking demand

Visitor parking demand for both short-stay and long-stay visitors has been estimated using the approach developed by the *Let's Get Wellington Moving* Parking Levy

workstream². This approach has the advantage of being founded in both a review of international literature and by a stated preference survey of Wellington commuters³.

The survey developed by the Parking Levy workstream targeted commuters to the Wellington central city. This analysis is predicated on the assumption that commuters in the coupon zone will behave similarly to central city commuters. This is very likely to be the case, given the broad similarity in parking demand elasticity seen across cities in a review of international literature.

Table 2, below outlines the parameters used to estimate the impact on commuter parking demand.

Table 2: Average delay per intersection approach, morning peak

	Low	Medium	High
Elasticity of commute demand	-0.33	-0.45	-0.71
Displacement to outside coupon boundary	5%	6%	8%

Residential parking demand

Residential parking demand has been estimated using the findings from Guo (2013)⁴. This paper investigates the impact of residential parking supply on private car ownership in New York City. The findings from Guo (2013) are supported by several other studies, which find that residential parking permit programmes reduce on-street parking crowding and encourage car ownership among residents with permits. These include Albalade del Sol and Gragera (2019)⁵ which find that residential parking permit programmes increase car ownership in Barcelona, and De Groote et al (2016)⁶ which find that waitlists for parking permits reduce car ownership among people without a permit in Amsterdam.

Table 3, below outlines the parameters used to estimate the impact on residential car ownership in the area. This have been sourced from Guo (2013) which estimated

² Let's Get Wellington Moving and Candor3 (2021). Wellington Commuter Parking Levy. <https://lgwm-prod-public.s3.ap-southeast-2.amazonaws.com/public/Documents/Nov-1-MRT/2021-04-12-LGWM-Commuter-Parking-Levy-Final-Report.pdf>

³ Lehner, S., & Peer, S. (2019). The price elasticity of parking: a meta-analysis. *Transportation Research Part A: Policy and Practice*, 121, 177-191.

⁴ Guo, Z. (2013). Does residential parking supply affect household car ownership? The case of New York City. *Journal of Transport Geography*, 26, 18-28.

⁵ del Sol, D. A., & Gragera, A. (2019). The impact of curbside parking regulations on car ownership. *Documents de Treball (IREA)*, (9), 1-30.

⁶ De Groote, J., Van Ommeren, J., & Koster, H. R. (2016). Car ownership and residential parking subsidies: Evidence from Amsterdam. *Economics of Transportation*, 6, 25-37.

the impact of on-street parking occupancy on household car ownership. These findings are broadly similar to findings found in Wellington in a recent PhD thesis⁷.

Table 3: Impact of on-street parking occupancy on residential car ownership

Number of cars owned	On-street parking occupancy level
1	-0.36
2	-0.45
3 or more	-0.48

The literature also indicates that improved parking space availability increases car use among residents who do own a car. Chatman (2013) find that parking availability for residents play a much more important role than access to rail stations on car use⁸. Christiansen et al (2017) find that parking affects not only car ownership but also mode choice among car owners⁹. [Figure 3](#) shows estimated relationship between parking location and mode share of trips from Christiansen et al (2017). This study found that people who can park within 50 metres of their home take about half a trip more by car per day, as compared to people who park further than 50 metres from their home.

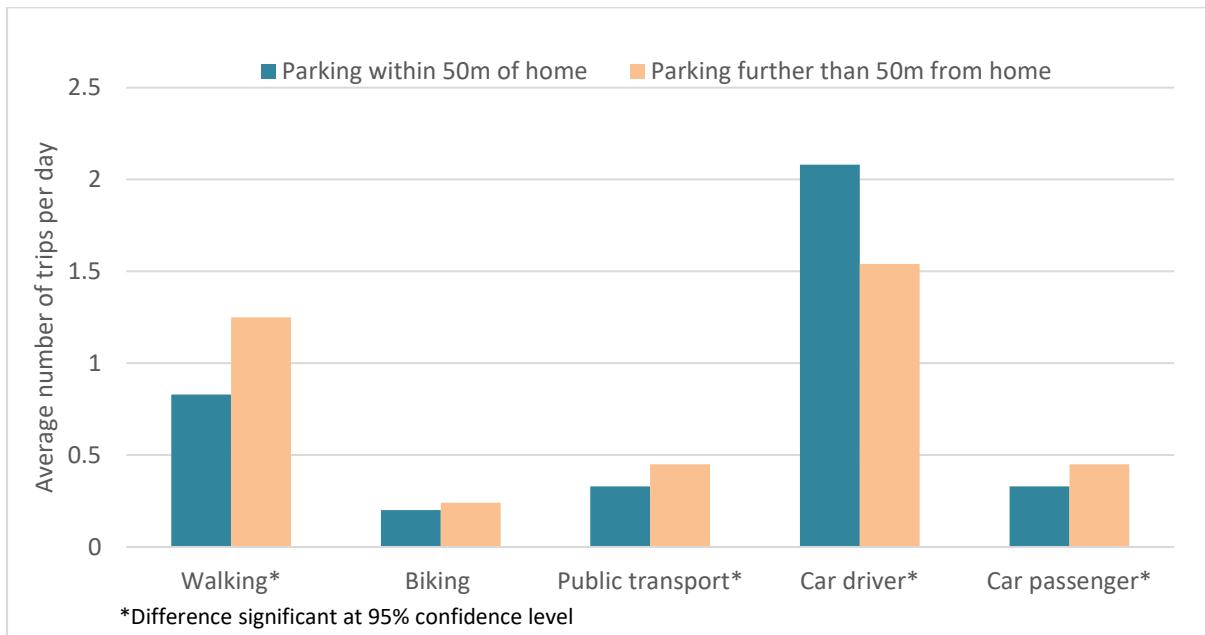
This MCA has estimated the carbon emissions associated with changes in car ownership levels due to parking management but does not estimate the change in carbon emissions associated with changes in parking availability. As such, this analysis represents a significant under-estimation of the carbon emissions impact of residential parking schemes.

⁷ Khazaeian, O. (2021). Estimating the impact of parking on car ownership and commute mode choices (Doctoral dissertation, Open Access Victoria University of Wellington| Te Herenga Waka).

⁸ Chatman, D. G. (2013). Does TOD need the T? On the importance of factors other than rail access. *Journal of the American Planning Association*, 79(1), 17-31.

⁹ Christiansen, P., Fearnley, N., Hanssen, J. U., & Skollerud, K. (2017). Household parking facilities: relationship to travel behaviour and car ownership. *Transportation research procedia*, 25, 4185-4195.

Figure 3: Impact of parking availability on mode share of trips



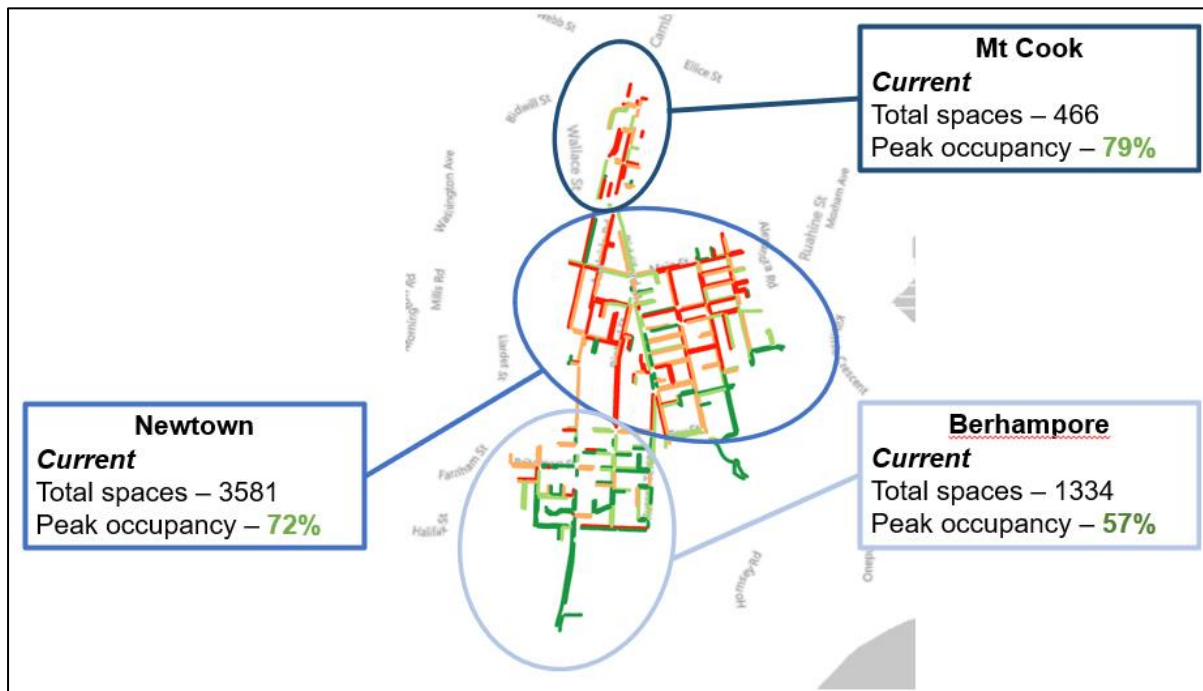
5. Data sources used in the analysis

A parking survey and analysis was undertaken in April 2019 to understand the parking capacity and demand in Newtown, Berhampore, and part of Mt Cook. A high frequency parking survey was undertaken for the Berhampore and Newtown town centres with medium frequency surveys in all other areas of the three suburbs. The Newtown Connections Parking Survey and Analysis Report (WSP, 2019) outlines the methodology used to conduct the survey¹⁰. [Figure 4](#) shows the high-level results of the parking survey.

The results of the 2019 Newtown parking occupancy survey have been used as the primary input for the MCA.

¹⁰ WSP (2019). Newtown Connections Parking Survey & Analysis_1 v4.1
https://www.transportprojects.org.nz/assets/Newtown-Connections_Parking-Survey-Analysis_1-V4.1.pdf

Figure 4: High-level Parking Survey Results



Other data inputs that have been used for this analysis include:

- An on-street parking space inventory for the study area, sourced from Wellington City asset management databases
- Parking coupon sales data, sourced from the Wellington City Parking Services team
- Residents parking permit data, sourced from the Wellington City Parking Services team
- Car ownership data for households in the study area, from the 2018 NZ census
- An off-street parking space inventory, sourced from Wellington City Council rates database

6. Objectives and weightings

A multi criteria analysis (MCA) was performed to assess the performance of the long-list options against identified objectives. Objectives and weightings were decided by the Wellington City Council parking management board.

Objectives, objective definitions, and weightings are outlined in [Table 4](#) below.

Sensitivity testing of the objective weightings has not been undertaken and may be desirable at the next stage of this work.

Table 4: Objectives and Weightings

Objectives	Definition	Weighting
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Reduce carbon emissions	Tonnes of emissions per year from residents and visitors	40%
Ability of residents to get car parks	Average parks searched to find empty space for residents	20%
Ability of short-term visitors to get parks	Average parks searched to find empty space for short term visitors	15%
Ability of commuters/long term visitors to get car parks	Average parks searched to find empty space for commuters/long term visitors	5%
Annual parking revenue	Dollars of revenue from fees and charges per year (excluding fines)	20%

The following sections detail the assessment for each of the objectives.

7. Reduce carbon emissions

The carbon emissions objective is defined as the tonnes of carbon emissions per year from residents and visitors.

This MCA has estimated the carbon emissions associated with changes in car ownership levels due to parking management but does not estimate the change in carbon emissions associated with changes in parking availability. As such, this analysis represents a significant under-estimation of the carbon emissions impact of residential parking schemes.

There is a 40% weighting for reducing carbon emissions in the MCA, reflecting Wellington City's goal to be a zero-carbon capital by 2050 and the fact that transport will play a key role in achieving this goal.

[Table 5](#) shows the scoring scale for the carbon emissions objective.

Table 5: Scoring scale for carbon emissions objective

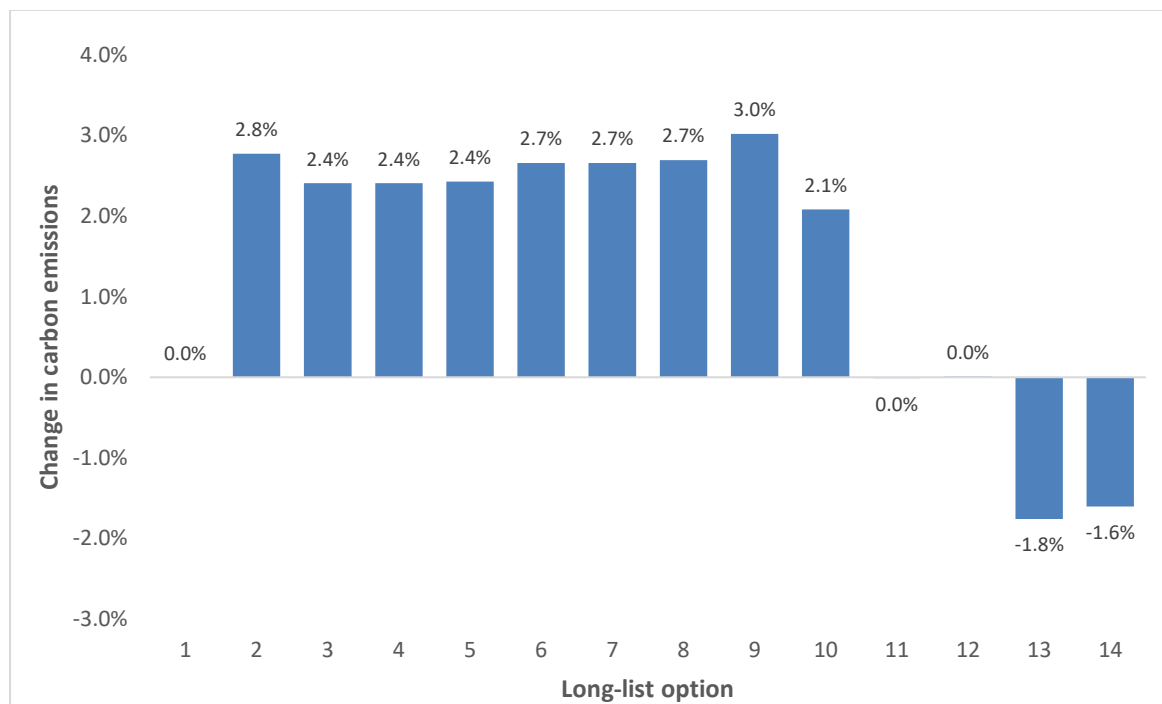
Score	Scoring scale	Definition
3	Significantly achieves	11-15% decrease in carbon emissions
2	Moderately achieves	6-10% decrease in carbon emissions
1	Slightly achieves	1-5% decrease in carbon emissions
0	Neutral	No change in carbon emissions
-1	Slightly reduces	1-5% increase in carbon emissions
-2	Moderately reduces	6-10% increase in carbon emissions
-3	Significantly reduces	11-15% increase in carbon emissions

Figure 5 shows the projected change in carbon emissions by option.

Key findings are as follows:

- Options 1,10, and 12 have no impact on carbon emissions
- Most options (2,3,4,5,6,7,8,9) increase carbon emissions
- Options 13 and 14 reduce carbon emissions

Figure 5: Projected change in carbon emissions by option



8. Ability of residents to get car parks

The objective ‘ability of residents to get car parks’ is defined as the number of car parks residents with a valid permit need to search, on average, to find an empty parking space during peak times. It does not include parking availability for residents without a valid permit.

There is a 20% weighting for ‘ability of residents to get car parks’ in the MCA, reflecting that residents are prioritised over short-term visitors and commuters in suburban areas in the Parking Policy.

Table 6 shows the scoring scale for this objective.

Table 6: Scoring scale for ‘ability of residents to get car parks’ objective

Score	Scoring scale	Definition
3	Significantly achieves	0 to 3 car parks search to find empty space
2	Moderately achieves	3 to 5 car parks search to find empty space
1	Slightly achieves	5 to 7 car parks search to find empty space

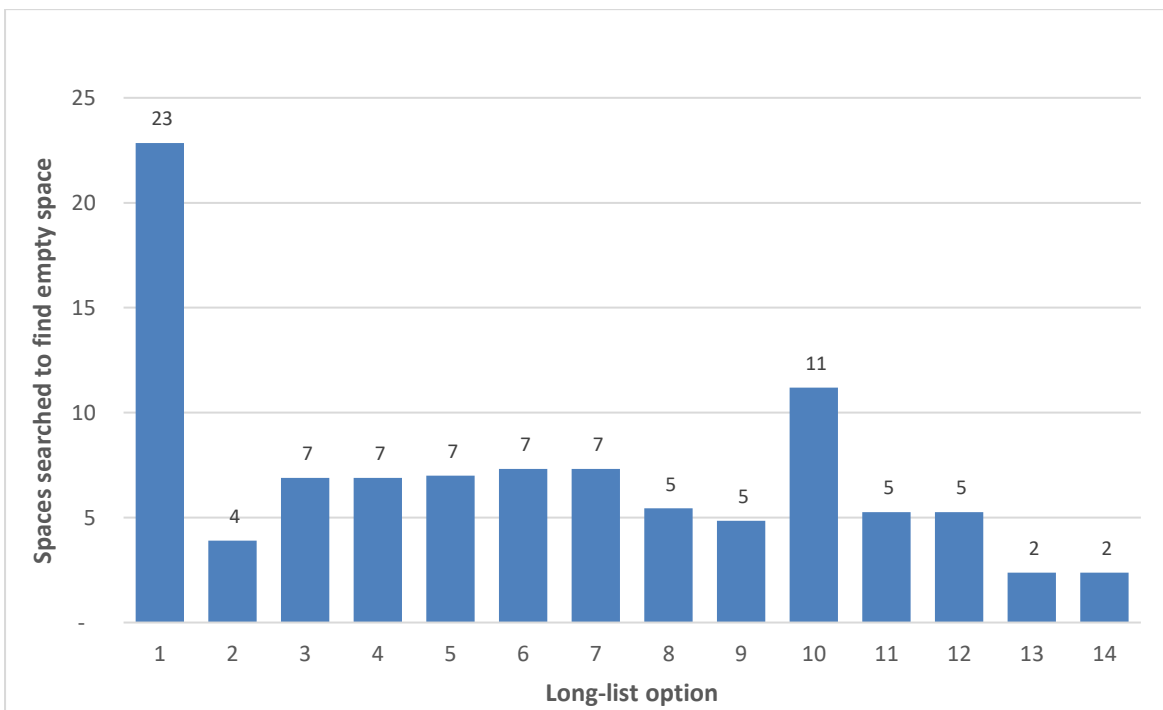
0	Neutral	7 to 9 car parks search to find empty space
-1	Slightly reduces	10 to 20 car parks search to find empty space
-2	Moderately reduces	20 to 33 car parks search to find empty space
-3	Significantly reduces	More than 33 car parks search to find empty space

Figure 6 shows the projected change in ability of residents to find car parks by option.

Key findings are as follows:

- All potential scheme types make it substantially easier for residents to find a parking space, as compared to the current scenario, where residents need to search up to 23 car parks to find an empty space at peak times.
- Options 13 and 14 are the best performing options, where residents would only need to search 2 spaces on average, to find an empty space.

Figure 6: Projected ability for residents to find a parking space by option



9. Ability of short-term visitors to get car parks

The objective 'ability of short-term visitors to get car parks' is defined as the number of car parks short-term visitors need to search to find a parking space, on average, to find an empty parking space during peak times.

For short-term visitors, available parking spaces include both time restricted parks in the town centre and other on-street spaces available for short-term visitors across Newtown. The objective is scored based on availability of spaces across the suburb,

and parking spaces might be more difficult to find in localised areas outside the town centre.

There is a 15% weighting for 'short-term visitors to get car parks' in the MCA, short-term visitors are the next highest priority after residents, as per the Parking Policy.

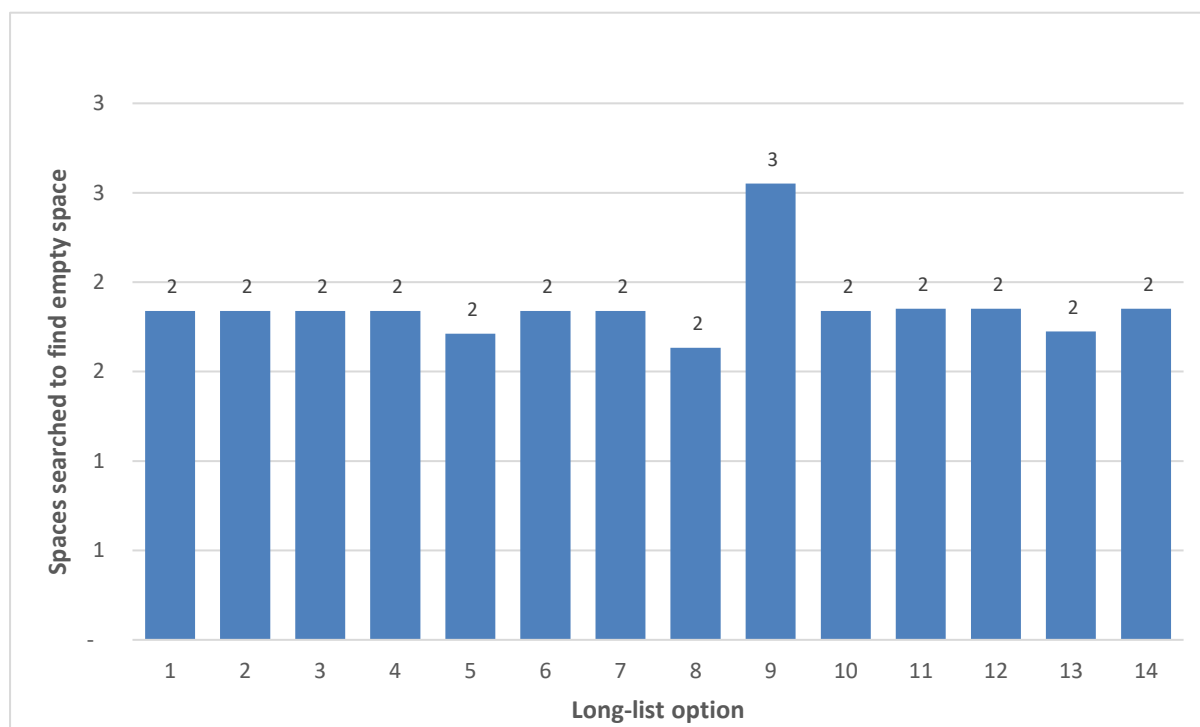
[Table 7](#) shows the scoring scale for this objective.

Table 7: Scoring scale for 'ability of short-term visitors to get car parks' objective

Score	Scoring scale	Definition
3	Significantly achieves	0 to 3 car parks search to find empty space
2	Moderately achieves	3 to 5 car parks search to find empty space
1	Slightly achieves	5 to 7 car parks search to find empty space
0	Neutral	7 to 9 car parks search to find empty space
-1	Slightly reduces	10 to 20 car parks search to find empty space
-2	Moderately reduces	20 to 33 car parks search to find empty space
-3	Significantly reduces	More than 33 car parks search to find empty space

[Figure 7](#) shows the projected change in ability of short-term to find car parks by option. All options significantly achieve this objective.

Figure 7: Projected ability for short-term visitors to find a parking space by option



10. Ability of commuters to get car parks

The objective ‘ability of commuters to get car parks’ is defined as the number of car parks commuters need to search, on average, to find an empty parking space during peak times. It does not reflect the total number of people commuting by car and parking on the street each day, which also varies by option.

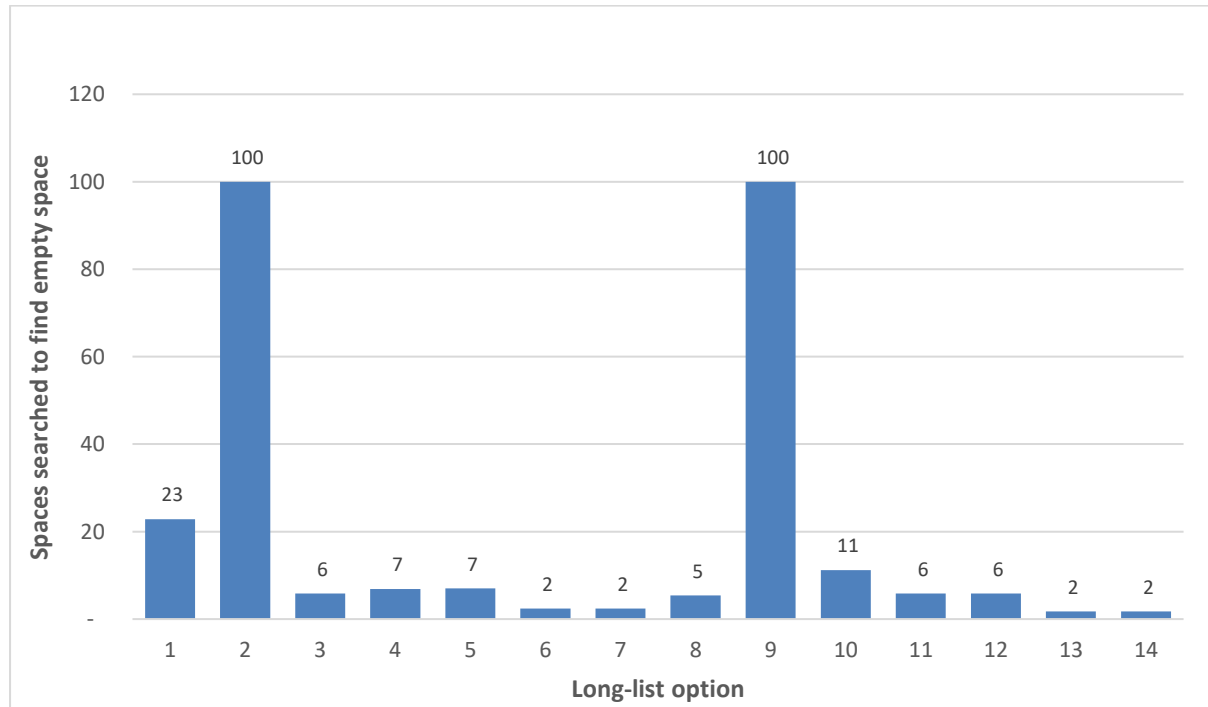
There is a 5% weighting for ‘ability of commuters to get car parks’ in the MCA, reflecting the fact that commuters are very low priority, as per the Parking Policy.

Table 8: Scoring scale for ‘ability of commuters to get car parks’ objective

Score	Scoring scale	Definition
3	Significantly achieves	0 to 3 car parks search to find empty space
2	Moderately achieves	3 to 5 car parks search to find empty space
1	Slightly achieves	5 to 7 car parks search to find empty space
0	Neutral	7 to 9 car parks search to find empty space
-1	Slightly reduces	10 to 20 car parks search to find empty space
-2	Moderately reduces	20 to 33 car parks search to find empty space
-3	Significantly reduces	More than 33 car parks search to find empty space

Figure 8 shows the projected change in ability of commuters to find car parks by option. Options 2 and 9 would substantially reduce ability for commuters to find a car park, relative to the current state, Option 1 sees no change, and all other options would substantially increase ability for commuters to find a car park.

Figure 8: Projected ability for commuters to find a parking space by option



11. Annual parking revenue

The annual parking revenue is defined as projected annual parking revenue for Council from parking fees and permit fees. It does not include revenue from infringements and does not account for non-payment of parking fees.

There is a 20% weighting for parking revenue in the MCA. This is reflective of Council’s Revenue and Financing Policy, which seeks to fund 21% of operating expenditure from fees and charges. Increasing non-rates revenue streams, including parking fees and charges, is a means of addressing significant cost increases due to the increased investment in infrastructure to provide for growth in Wellington City.

Table 9 shows the scoring scale for this objective.

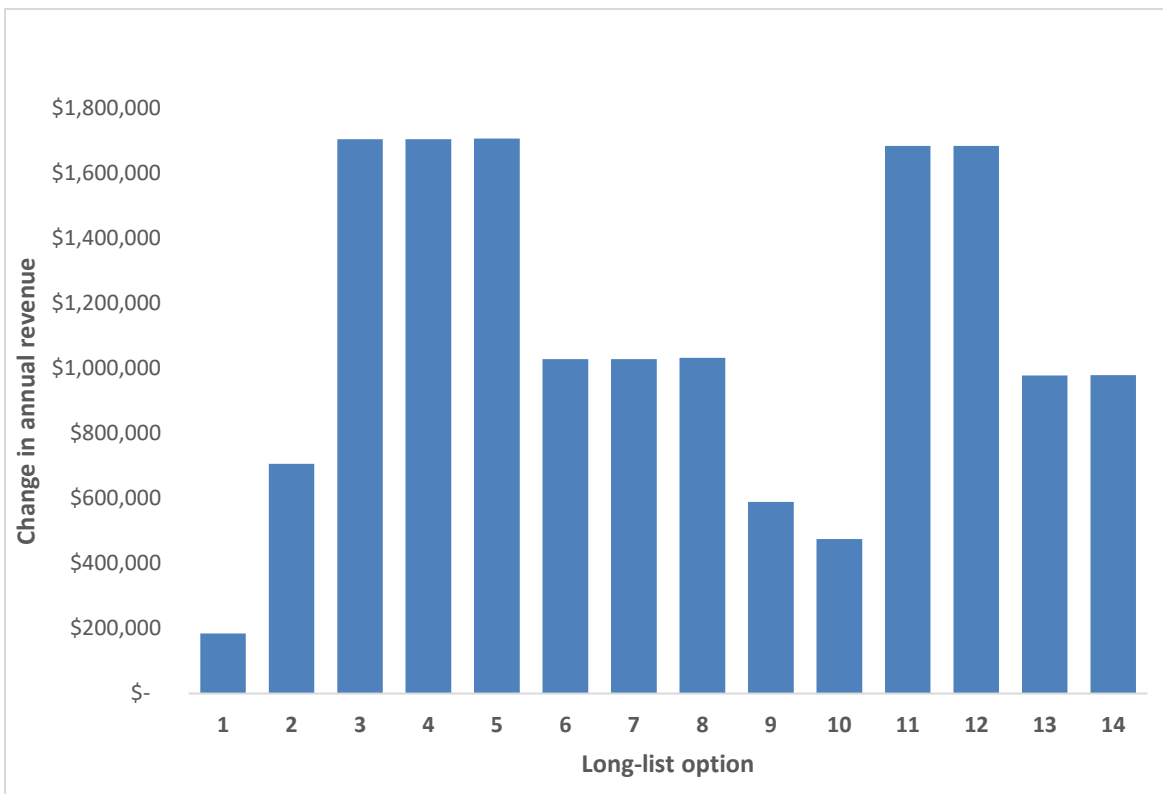
Table 9: Scoring scale for parking revenue objective

Score	Scoring scale	Definition
3	Significantly achieves	Significant increase in annual parking revenue
2	Moderately achieves	Moderate increase in annual parking revenue
1	Slightly achieves	Minor increase in annual parking revenue
0	Neutral	No change in annual parking revenue

-1	Slightly reduces	Minor decrease in annual parking revenue
-2	Moderately reduces	Moderate decrease in annual parking revenue
-3	Significantly reduces	Significant decrease in annual parking revenue

Figure 9 shows the projected change in annual parking revenue by option.

Figure 9: Projected change in parking revenue by option



12. Multi-criteria analysis results

Table 10 shows the MCA results for the 14 long-list options.

Key findings are as follows:

- Option 1: No scheme is the worst performing option. This demonstrates that there is a strong case for a parking management scheme in Newtown, as all options considered outperform the do-nothing option.
- All options significantly achieve the objective 'ability of short-term visitors to get car parks'. This is because there is an adequate number of spaces allocated to short-term visitors across all the options.
- Scores for the other four objectives varies between options, demonstrating that there is a substantial difference between alternative scheme types on performance against objectives.

- The two best performing options are Option 13: Resident/coupon (\$20/day) with a cap and Option 14: Coupon (\$20/day) with residents exempt with a cap.

Under both top performing options, there is a high daily coupon charge for commuters. With both options, resident permits would be capped at the current number of residents parking on-street. Permits would be allocated in order of priority from high to low until the exemption permit limit is reached. The two top performing options vary by the on-street parking restrictions used. In one option, residents, short-term visitors, and commuters would park in Coupon spaces. In the other option, there would be a mix of coupon and residents spaces on the streets, with residents permit holders able to use either type of space.

Table 10: MCA results for long-list options

	Reduce reliance on car travel	Ability of residents to get car parks	Ability of short-term visitors to get parks	Ability of commuters to get car parks	Annual parking revenue	Weighted average score	Rank
1	0	-2	3	-2	0	-0.1	14
2	-1	2	3	-3	1	0.5	11
3	-1	1	3	1	3	0.9	5
4	-1	1	3	1	3	0.9	5
5	-1	0	3	0	3	0.65	8
6	-1	0	3	3	2	0.6	9
7	-1	0	3	3	2	0.6	9
8	-1	1	3	1	2	0.7	7
9	-1	2	3	-3	1	0.5	11
10	-1	-1	3	-1	1	-0.0	13
11	0	1	3	1	3	1.3	3
12	0	1	3	1	3	1.3	3
13	1	3	3	3	1	1.8	1
14	1	3	3	3	1	1.8	1

Newtown MCA Short-List Workshop

Technical Note

Prepared for	WCC workshop participants
Job Number	WCC-J009
Revision	A
Issue Date	21 November 2022
Prepared by	Meghan James; Dave Smith.
Reviewed by	Dave Smith

1. Introduction

The purpose of this technical note is to capture the key outcomes from the Newtown MCA Parking Management Pan workshop held on 15th November from 11am-1pm at Wellington City Council (Council) offices and online. The minutes prepared by Council staff are appended to this technical note as Attachment A.

2. Process

Pre-reading was circulated to participants and is included with this technical note as Attachment B. The pre-reading addressed the following matters:

- State the purpose of the MCA;
- Confirm study area and scope of MCA;
- Specify the three short-list MCA options;
- Present an agenda for the workshop as follows:
 - Purpose of the workshop and intended outcomes;
 - Review MCA criteria;
 - Discuss and assess the relative merits of short-list options;
 - Discuss the rollout across all subareas;
 - Discuss the rollout to other precincts; and
 - Recap key points and next steps.

3. Key findings and outcomes

Five MCA criteria were proposed based on the corresponding Newtown PMP Business Case 'Critical Success Factors' and were discussed by participants. It was agreed that these be modified as follows:

- a) Strategic fit with parking policy – unchanged.
- b) Strategic fit with broader Council direction including sustainability considerations – unchanged.

- c) Value for money – this replaces the previously recommended criterion of ‘Revenue’ to make the distinction that it also encompasses expenditure and cost recovery.
- d) Better environment for all – this replaces the previously recommended criterion of ‘Community buy-in’ to more broadly represent the impacts on the community including amenity and meeting the community needs.
- e) Practicality capturing implementation and enforcement – unchanged.

The three short-listed options were discussed at length with key points of discussion recorded in the Attachment A minutes document. The general discussion indicated that there remains some uncertainty among participants as to the detail of each short-list option and how they will be implemented. These details may have a bearing on the scoring of the shortlist options in the MCA process. Key matters include:

- whether residents with a permit can use any parking (it was assumed that this is the case);
- the number of permits and permit allocation process (assumed to follow the nine-step hierarchy outlined by Council and follow a ‘sinking lid’ philosophy);
- allowing free parking for two hours in the coupon area (assumed to be the case);

Irrespective, a consensus was reached with respect to the MCA scoring of each option against the five criteria. The scores applied were -1, -0.5, 0 0.5 or 1 to demonstrate whether in relative terms each option would lead to a negative, slightly negative, neutral, slightly positive, or positive outcome against each assessment criterion. This is shown in the table below.

Table 3.1 Short-list MCA Results

Criterion	P120 with residents exempt #2	Resident and coupon parking #13	Coupon parking with residents exempt #14	Weightings
Strategic fit parking policy	1	0	-0.5	20%
Strategic fit WCC direction	0	1	0.5	20%
Value for money	0	0.5	1	20%
Better environment for all	0	1	0.5	20%
Practicality	0	0	-0.5	20%
SCORE	0.2	0.5	0.2	
Sens Test SCORE	0.2	0.7	0.3	

For the purposes of this initial assessment the five criteria were equally weighted. *Option #13 – Resident and Coupon Parking* scored the highest of the three short-list options. Subsequent to the workshop, participants were invited to provide their preferred weightings against the criteria so that these could be applied as sensitivity tests against the MCA results. Nine participants provided weightings and the results are shown in the table below.

Table 3.2 Range of weightings for sensitivity testing

Criterion	Minimum weighting	Average weighting	Maximum weighting
Strategic fit parking policy	10%	20%	30%
Strategic fit WCC direction	20%	27%	40%
Value for money	10%	13%	20%
Better environment for all	15%	26%	40%
Practicality	5%	13%	20%

The top performing short-list option across all sensitivity tests was *Option #13 – Resident and Coupon Parking* with an overall weighted score in the range of 0.5-0.75 compared to *Option #2* (0.1-0.3) and *Option #14* (0.1-0.35). This demonstrates the robustness of the assessment result with respect to the assessment criteria.

Discussion relating to the rollout of the preferred option across the subareas within the Newtown precinct centred around most areas being under pressure especially the Hospital zone and those that will be affected by the TCs. Of note there is less parking pressure and in the Berhampore residential area however this may be one of the most impacted by the TCs. No clear consensus was reached regarding the rollout across all areas.

Consideration of applying the same preferred option to other precincts focused on Wadestown which is the next PMP to be prepared by Abley. This does not have the same parking pressures and is much simpler with just small pockets where residential parking demand or commuter demand on the fringes pushes occupancies up. There was a general reluctance to apply a consistent precinct-wide approach to a study area where there is little need to manage parking due (that is where there are few problems). The provision of residential parking in those areas under pressure would be appropriate.

4. Recommendations

The Abley team recommends that:

- *Option #13 – Resident and Coupon Parking* be put forward as the recommended option for Newtown;
- Further consideration be given to the detail and implementation of this preferred option leading from the discussion at the workshop;
- Further consideration be given to a staging approach with respect to the subareas within the Newtown precinct with priority being given to those areas under highest parking pressure such as the Hospital; and
- The benefits of running the MCA across the Wadestown study area are likely to be limited and there is little support for introducing a similar parking scheme to that recommended for Newtown. Other precincts should then be considered on a case-by-case basis and be 'led by the data'.

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